Council Meeting

to be held at the Civic Centre, Civic Drive, Greensborough on Tuesday 28 June 2022 commencing at 7:00pm.

Attachments

Carl Cowie
Chief Executive Officer

Friday 24 June 2022

Distribution: Public

Civic Drive, Greensborough
PO Box 476, Greensborough 3088
Telephone   9433 3111
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Nillumbik Shire Council

Attachments

Council Meeting

held at the Civic Centre, Civic Drive, Greensborough
on Tuesday 24 May 2022 commenced at 7:00pm.

Minutes

Carl Cowie
Chief Executive Officer

Friday 27 May 2022

Distribution: Public

Civic Drive, Greensborough
PO Box 476, Greensborough 3088
Telephone   9433 3111
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Nillumbik Shire Council

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Nillumbik Shire Council

**Minutes of the Meeting of Nillumbik Shire Council held Tuesday 24 May 2022.
The meeting commenced at 7.00pm.**

Councillors present:

Cr Frances Eyre   Swipers Gully Ward (**Mayor**)
Cr Richard Stockman   Blue Lake Ward
Cr Natalie Duffy   Edendale Ward
Cr Peter Perkins   Ellis Ward
Cr Ben Ramcharan   Sugarloaf Ward (**Deputy Mayor**)
Cr Geoff Paine   Wingrove Ward

Officers in attendance:

Carl Cowie   Chief Executive Officer
Vince Lombardi   Chief Financial Officer
Hjalmar Philipp   Director Operations and Infrastructure
Blaga Naumoski   Executive Manager Governance, Communications and Engagement
Corrienne Nichols   Executive Manager Community Services
Jeremy Livingston   Executive Manager Business Transformation and Performance
Rosa Zouzoulas   Executive Manager Planning and Community Safety
Eddie Cheng   Manager Information Technology
Leigh Northwood   Strategic Planning Lead
Sally Johnson   Corporate Information Lead
Emma Christensen   Acting Governance Lead

1.   **Welcome by the Mayor**

2.   **Acknowledgement of Country**

      Acknowledgement of Country was read by the Mayor, Cr Frances Eyre.

3.   **Good Governance Pledge**

      The Good Governance Pledge was ready by Cr Natalie Duffy.

4.   **Prayer**

      A prayer was read by Betsy Dere, Chair of the Spiritual Assembly of the Baha'is of Nillumbik.

Council Meeting Minutes   **24 May 2022**

5. **Apologies**

An apology for this meeting has been received from Cr Karen Egan.

Council Resolution

MOVED: Cr Geoff Paine
SECONDED: Cr Richard Stockman

That the apology from Cr Karen Egan be noted.

CARRIED UNANIMOUSLY

6. **Presentations**

Nil

7. **Confirmation of Minutes**

Confirmation of the minutes of the Council Meeting held on Tuesday 26 April 2022.

Council Resolution

MOVED: Cr Richard Stockman
SECONDED: Cr Geoff Paine

That Council confirms the minutes of the Council Meeting held on Tuesday 26 April 2022 (**Attachment 1)** subject to the following amendment:

1. The outcome of the vote on item CM.031/22 – Climate Action Plan 2022-2032 on page 19 of the attached Minutes (**Attachment 1)** to read **CARRIED** in lieu of CARRIED UNANIMOUSLY.

CARRIED UNANIMOUSLY

8. **Disclosure of conflicts of interest**

Nil

9. **Petitions**

Nil

10. **Questions from the gallery**

Carlota Quinlan President of the Eltham Community Action Group has asked the following questions:

Question 1

All organisations, including councils, will have needed to develop new and flexible arrangements to continue functioning effectively in this new COVID environment, particularly with relation to staffing. With regard to Planning Department staff, both strategic and statutory planners, Eltham Community Action Group asks the following questions.

How many planners, in FTE terms, are employed at Nillumbik, and since December 2019 how many new planners has Nillumbik Shire Council employed, including Full Time, Part Time and temporary planners?

Response 1

Planning Services has 13 Full Time Equivalent (FTE) statutory planners inclusive of the two coordinators. Since December 2019, 10 planners have been employed at Nillumbik. The Strategic Planning Department has a total of 5.4 FTE (with 1 FTE remaining vacant since January 2022). Since December 2019, 3 new strategic planners and 1 new Urban Designer have been employed at Council.

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Question 2

Given that new staff will have worked from home because of lockdowns, personal choice and imposed contract requirements, it is possible that some planners may be making decisions without adequate appreciation of the unique characteristics of the area and even without ever having visited the actual review site. Residents are concerned that decisions may be made that are inappropriate for Eltham and Nillumbik.

What forms of induction and mentoring have taken place to ensure that new staff are aware of the different areas within Nillumbik and the cultural and historical reasons for the particular neighbourhood characteristics that distinguish our areas from other Melbourne Local Government areas, including other Green Wedge shires?

Response 2

All new staff are required to undertake training as part of their induction when commencing their position with Council. This training includes a bus tour of the shire which showcases both the physical green wedge and constructed areas of the Shire. Depending on the position held by staff ongoing training is offered by team members specific to that area which does account for the unique aspects and characteristics of Nillumbik to enable staff to perform their tasks effectively.

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Council Meeting Minutes   **24 May 2022**

11. Reports of Advisory Committees

AC.004/22   Advisory Committee Report - 26 April 2022

Distribution: **Public**

Manager: **Blaga Naumoski, Executive Manager Governance, Communications and Engagement**

Author: **Katia Croce, Governance Lead**

Summary

Council has a range of Advisory Committees which provide a formal mechanism for Council to consult with key stakeholders, seek specialist advice and enable community participation. Although they do not make any formal decisions, they provide valuable advice to Council.

In accordance with Advisory Committee Terms of Reference, the following minutes of Advisory Committee meetings are attached (**Attachment 1**) and presented to Council for noting:

1.   Inclusion and Access Advisory Committee Meeting held 25 February 2022;

2.   Positive Ageing Advisory Committee 4 March 2022;

3.   Positive Ageing Advisory Committee 1 April 2022; and

4.   Youth Council Formal Advisory Committee 4 April 2022.

Recommendation

That the minutes of the Advisory Committee meetings (**Attachment 1**) reported be noted.

Motion

MOVED: **Cr Natalie Duffy**
SECONDED: **Cr Geoff Paine**

That Council:

1.   Notes the minutes of the following Advisory Committee meetings (**Attachment 1**) reported:

    1   Inclusion and Access Advisory Committee Meeting held 25 February 2022;

    3   Positive Ageing Advisory Committee 1 April 2022; and

    4   Youth Council Formal Advisory Committee 4 April 2022.

2.   Notes the minutes of the Positive Ageing Advisory Committee meeting held 4 March 2022 referenced in (**Attachment 1**), with amendments to Chair, Attendees, Apologies, amendment to mover and seconder of the minutes and amendments to items discussed, items discussed at Round Table, and to Actions in items 7 and 9.

3.   Requests Officers to update **Attachment 1** on the public website accordingly.

THE MOTION WAS PUT TO THE VOTE AND CARRIED AND BECAME THE COUNCIL RESOLUTION AS FOLLOWS:

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Council Meeting Minutes   **24 May 2022**

11. Reports of Advisory Committees

AC.004/22   Advisory Committee Report - 26 April 2022

Council Resolution

MOVED: **Cr Natalie Duffy**
SECONDED: **Cr Geoff Paine**

That Council:

1. Notes the minutes of the following Advisory Committee meetings (**Attachment 1**) reported:

    1   Inclusion and Access Advisory Committee Meeting held 25 February 2022;

    3   Positive Ageing Advisory Committee 1 April 2022; and

    4   Youth Council Formal Advisory Committee 4 April 2022.

2. Notes the minutes of the Positive Ageing Advisory Committee meeting held 4 March 2022 referenced in (**Attachment 1**), with amendments to Chair, Attendees, Apologies, amendment to mover and seconder of the minutes and amendments to items discussed, items discussed at Round Table, and to Actions in items 7 and 9.

3. Requests Officers to update **Attachment 1** on the public website accordingly.

                                                              CARRIED UNANIMOUSLY

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Council Meeting Minutes   **24 May 2022**

12. Officers' reports

CM.043/22   **Adoption of Budget 2022-2023, declaration of Rates and Charges and Council Plan - Annual Action Plan 2022-2023**

Distribution: **Public**

Manager: **Vince Lombardi, Chief Financial Officer**

Author: **Melika Sukunda, Finance Manager**

                  Jeremy Livingston, Executive Manager Business Transformation and Performance

Summary

This report recommends that Council formally adopts the annual Budget, declare the rates and charges for the 2022-2023 financial year and adopts the (Council Plan) Annual Action Plan for 2022-2023.

Council commenced preparation of the 2022-2023 Budget in late 2021 in order to meet all legislative requirements.

The draft Budget was exhibited and the community invited to comment. Written submissions were received and considered by a meeting of the Planning and Consultation Committee on 10 May 2022.

Rates and charges for 2022-2023

The 2022-2023 Budget has been prepared in compliance with the rate capping legislation introduced by the Victorian Government.

The draft Budget proposes a 1.75 percent increase in rates per property, the maximum allowable set by the Minister under the Fair Go Rates System.

Capital Works

The Budget proposes a number of significant capital works projects that have been identified through planning and community consultation.

A full list of capital works projects is included in the draft Budget document (**Attachment 1**).

Policy, planning and services initiatives

The Budget also includes resources for a range of initiatives regarding policy, planning and services.

Strategic Resource Plan

The Strategic Resource Plan has also been reviewed and updated.

The Strategic Resource Plan shows that Council can maintain a balanced Budget within the rate cap, provided that the assumptions in the Plan are met.

Council Plan - Annual Action Plan 2022-2023

The action plan comprises 46 key actions which will support the second year delivery of the Council Plan 2021-2025. The Annual Action Plan has been developed in line with the annual budget process.

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Council Meeting Minutes   **24 May 2022**

12. Officers' reports

CM.043/22   Adoption of Budget 2022-2023, declaration of Rates and Charges and Council Plan - Annual Action Plan 2022-2023

Council Resolution

MOVED: Cr Ben Ramcharan
SECONDED: Cr Geoff Paine

That Council having advertised the Proposed Annual Budget 2022-2023 and having considered all submissions received in respect of such Budget resolves:

1.   To adopt as presented the 2022-2023 Budget **(Attachment 1).**

2.   To authorise the Chief Executive Officer to submit a copy of the adopted Budget to the Minister for Local Government.

3.   The amount of rates and charges intended to be raised are:

a)   An amount of $73.364,755 million (or such greater amount as is lawfully levied as a consequence of this recommendation being adopted) be declared as the amount which Council intends to raise by general rates and annual service charge (described later in this recommendation). The amount declared is calculated as follows:

General Rates $60,196,396

Annual Service Charge $13,167,359

General Rates

4.   That general rates be declared in respect of the 2022-2023 Financial Year.

5.   That it be further declared that the general rates be raised by the application of differential rates.

6.   That a differential rate be respectively declared for rateable land having the respective characteristics specified below, which characteristics will form the criteria for each differential rate so declared.

I.   Farm Land

Any land which is 'farm land' within the meaning of section 2(1) of the *Valuation of Land Act 1960*.

II.   Commercial/Industrial Land

Any land which is used or adapted to be used primarily for commercial or industrial purposes.

III.   Vacant Land – General Residential / Activity Centre Zone / Neighbourhood Residential Zone and Specified Low Density Residential Zones.

Any land located in a General Residential / Activity Centre Zone / Neighbourhood Residential Zone, or in the Low Density Residential Zone (LDRZ) to which DPO4 applies, on which no habitable dwelling is erected.

IV.   Other Land

Any land which is not:

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Council Meeting Minutes **24 May 2022**

12. Officers' reports

CM.043/22 **Adoption of Budget 2022-2023, declaration of Rates and Charges and Council Plan - Annual Action Plan 2022-2023**

- Farm Land

- Commercial/Industrial Land or

- Vacant Land – General Residential / Activity Centre Zone / Neighbourhood Residential Zone and Specified Low Density Residential Zones.

7. That the quantum of rates payable in respect of each rateable land will be determined by multiplying the Capital Improved Value of such land (categorised by the characteristics described in point 6. above) by the relevant rates indicated in the following table:

Category	Rate in Dollar
Farm Land	0.002075 (or 0.2075 cents in the dollar of Capital Improved Value)
Commercial / Industrial Land	0.002832 (or 0.2832 cents in the dollar of Capital Improved Value)
Vacant land – General Residential / Activity Centre Zone / Neighbourhood Residential Zone and Specified Low Density Residential Zones	0.003662 (or 0.3662 cents in the dollar of Capital Improved Value)
General Rate / Other Land	0.002441 (or 0.2441 cents in the dollar of Capital Improved Value)

8. That it be recorded that Council considers that each differential rate will contribute to the equitable and efficient carrying out of Council functions, and that the:

   I. respective objectives, uses and levels of each differential rate be those specified in section 4.1.1 of the draft Budget document (**Attachment 1**).

   II. respective types or classes of land which are subject to each differential rate be those defined in part 7. above.

9. That it be confirmed that no amount is fixed as the minimum amount payable by way of general rate in respect of each rateable land within the municipal district.

10. That in accordance with section 4(4) of the *Cultural and Recreational Lands Act 1963*, the amount of rates payable in respect of each of the rateable lands to which that Act applies be determined by multiplying the Capital Improved Value of that rateable land by 0.000952 (or 0.0952 cents in the dollar of Capital Improved Value).

Annual Service Charge

11. That an annual service charge be declared in respect of the 2022-2023 Financial Year.

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Council Meeting Minutes   **24 May 2022**

12.   Officers' reports

CM.043/22   Adoption of Budget 2022-2023, declaration of Rates and Charges and Council Plan - Annual Action Plan 2022-2023

12.   That the annual service charge be declared for the collection and disposal of residential refuse and other waste.

13   That except in the case of elderly persons units, the amount of the annual service charge so declared is dependent upon the option chosen by the owner of the land.

The options are:

Option 1: $582.73 per service in respect of the following three bins:

- 120 litre green waste bin

- 240 litre recycling bin

- 120 litre landfill bin.

Option 2: $466.18 per service in respect of the following three bins:

- 120 litre green waste bin

- 240 litre recycling bin

- 80 litre landfill bin.

Option 3: $815.82 per service in respect of the following four bins:

- 120 litre green waste bin

- 240 litre recycling bin

- 2 x 120 litre landfill bins.

Option 4: $641.00 per service in respect of the following three bins:

- 120 litre green waste bin

- 240 litre recycling bin

- 140 litre landfill bin.

Option 5: $1,048.91 per service in respect of the following three bins:

- 120 litre green waste bin

- 240 litre recycling bin

- 120 litre landfill bin – weekly collection.

14.   That the amount of the annual service charge so declared in respect of elderly persons units, being units occupied by elderly persons or persons with a disability where the applicable form of declaration has been received by Council, is $145.68.

15.   That for each rateable land or non-rateable land in respect of which an annual service charge may be levied, the annual service charge will apply irrespective of whether the owner or occupier of the land avails himself, herself or itself of the service.

16.   That the annual service charge is not declared in respect of, and is not be levied on, any land on which no habitable dwelling is erected.

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Council Meeting Minutes   **24 May 2022**

12. Officers' reports

CM.043/22   Adoption of Budget 2022-2023, declaration of Rates and Charges and Council Plan - Annual Action Plan 2022-2023

Rebates – Sustainable Agricultural Land

17   That it be recorded that subject to point 6. of this recommendation, Council may grant a rebate to each owner (or, where applicable, occupier) of land which:

   i)   is not less than 30 hectares in area.

   ii)   is otherwise 'farm land' under section 2(1) of the *Valuation of Land Act 1960*.

18   That the rebate be granted to:

   i)   assist the proper development of the municipal district.

   ii)   preserve places within the municipal district which are of environmental interest.

   iii) restore or maintain places of environmental importance within the municipal district.

   iv)   more generally achieve the objectives outlined in the Sustainable Agricultural Rebate (SAR) Guidelines.

19.   That the grant of the rebate be:

   i)   subject to the criteria detailed in the SAR Guidelines.

   ii)   set at a level based on the following two components:

   - Component A - a single fixed amount of $100 per eligible property (or per single aggregate of 'continuous' properties, as defined in section 13 DC (6) of the *Valuation of Land Act 1960*).

   - Component B - $15 per hectare of 'productive agricultural land' across each eligible property. The area of productive agricultural land is calculated for each property by subtracting the apparent area of bushland and domestic use from the total property area. Landowners will be given a single opportunity to challenge this area calculation, after which that figure will be set and documented within the relevant Property Management Plan. Any future change in bushland area will not change the set figure for productive agricultural land.

   iii) subject to development of an approved Property Management Plan (PMP) for each eligible property. The development of a PMP will replace the need for an annual SAR application form, yet each Plan must satisfy the following conditions:

   - PMP Condition A - The PMP must be submitted for approval to the Environment Department of Council. The approval date for each ratified PMP will be noted and a copy of the document will be retained for Council records.

   - PMP Condition B - A separate PMP will be required for each property or aggregate of properties where the owner receives the $100 fixed payment component of the SAR.

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12. Officers' reports

CM.043/22 **Adoption of Budget 2022-2023, declaration of Rates and Charges and Council Plan - Annual Action Plan 2022-2023**

- PMP Condition C - Landowners who have previously received the SAR must return their PMP by the date indicated in correspondence that has been sent to the recipient (further detail regarding this point can be obtained from the Sustainability and Environment Unit of Council).

- PMP Condition D - All SAR applicants who have not previously received the SAR will require an approved PMP prior to being eligible for the rebate.

- PMP Condition E - All PMPs will need to be revised by the owner and submitted for re-approval every four years (approximately). Council's Environment Team will notify landholders when PMP revision is required and will allow ample time and assistance to facilitate this process.

Payment:

20. That in accordance with section 167 of the *Local Government Act 1989*, Council determines that rates and charges may be paid by four equal quarterly instalments due on:

30 September 2022

30 November 2022

28 February 2023

31 May 2023.

Consequential further actions:

21 That the Finance Manager be authorised to levy and recover the general rates and annual service charge in accordance with the *Local Government Act 1989 and the Local Government Act 2020*.

22. That pursuant to section 172(1) of the *Local Government Act 1989*, Council records that it will require the payment of interest on any amounts of rates and charges which have not been paid by the date specified under section 167 of the said Act for their payment.

23. To authorise the Finance Manager to write to all those who have made a submission on the 2022-2023 Budget, thanking them for their input and advising them of Council's decision and reasons for the decision.

24. To adopt the Annual Action Plan 2022-2023 (**Attachment 2**), including its 46 actions which will support the second year delivery of the Council Plan 2021-2025, and receives quarterly updates on the progress of this plan.

CARRIED UNANIMOUSLY

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Council Meeting Minutes   **24 May 2022**

12. Officers' reports

CM.046/22   **Draft Municipal Planning Strategy (MPS) Phase 3 Engagement**

Distribution: **Public**

Manager: **Rosa Zouzoulas, Executive Manager Planning and Community Safety**

Author: **Leigh Northwood, Strategic Planning Lead**

Summary

The purpose of this report is to seek Councils endorsement in regard to the Draft Municipal Planning Strategy (MPS) and the next phase of engagement (Phase 3) which will seek feedback to the Draft MPS for a 6 week period through June/July.

Phase 2 consultation reviewed the existing MPS and identified key 'themes' that have informed drafting a new MPS, therefore Phase 3 engagement represents the first time the community will be presented with a draft of the new MPS.

There are specific requirements and format that the MPS must follow. The MPS must succinctly explain the context for a municipality and provide the overarching strategic directions for the major land use and development matters that affect it. The content of the MPS should be easily read, expressed in a logical sequence and grouped by related land use and development themes. The draft MPS must also be structured to meet the drafting requirements of DELWP.

Through the months of September and October 2021, officers conducted an extensive program of consultation on MPS themes. Submitters were invited to attend the February 2022 Planning & Consultation Committee Meeting (PCC) to speak to their submission.

All submissions and feedback (including community, Councillor and officer feedback) were considered and were used in drafting the new MPS where appropriate and relevant. It is important to note that some matters coming out of consultation in Phase 2 cannot be incorporated into consideration of drafting of the new MPS, predominantly as the matters raised are not within the mandate of land use and development, are too specific for the MPS where it sets 'higher order' principles rather than detailed outcomes, are seeking a specific land use outcome for personal gain which does not meet the principle of 'net community benefit' or do not meet the requirements ('rules') for drafting the MPS.

Upon collation of submissions to Phase 3 engagement in regard to the MPS a report will be presented to an upcoming meeting of Council's Planning and Consultation Committee which will consider the response to this round of engagement.

Subject to consideration of submissions, further changes can be made to the draft MPS prior to seeking Councils endorsement and approval to seek authorisation from the Minister for Planning to prepare and exhibit an amendment to the Planning Scheme to implement the new MPS, noting the amendment process represents another round of consultation including the ability for the community to make submissions to such.

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Council Meeting Minutes   **24 May 2022**

12. Officers' reports

CM.046/22   Draft Municipal Planning Strategy (MPS) Phase 3 Engagement

Council Resolution

MOVED: **Cr Ben Ramcharan**
SECONDED: **Cr Geoff Paine**

That Council:

1. Notes the Draft Municipal Planning Strategy (MPS) **Attachment 2** and Draft Clause 74.02 Further Strategic Work **Attachment 3**.

2. Endorses a third round of engagement for the MPS, which will exhibit the draft MPS **Attachment 2** and draft Clause 74.02 **Attachment 3** which is scheduled to be conducted from early June to mid July 2022 for a period of 6 weeks.

3. Notes a report will be presented to an upcoming meeting of Council's Planning and Consultation Committee which will consider the response to this round of engagement.

CARRIED UNANIMOUSLY

Leigh Northwood Strategic Planning Lead left the meeting at the conclusion of the above item at 7:42pm.

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Council Meeting Minutes   **24 May 2022**

12. Officers' reports

CM.047/22   Future of Agriculture in Nillumbik Action Plan

Distribution: Public

Manager: Rosa Zouzoulas, Executive Manager Planning and Community Safety

Author: Danielle Phyland, Economic Development and Tourism Lead

Summary

Nillumbik's Economic Development Strategy 2020-2030 (NEDS) identifies four objectives. One of the four objectives of this strategy is Objective 3: Facilitate economically and environmentally sustainable use of land within the Shire's Green Wedge.

An action of this objective was to conduct a research project to understand the current agricultural activity in Nillumbik with land assessment and to create an Action Plan to be delivered by Council for a sustainable future for agriculture in the Shire.

The Future of Agriculture in Nillumbik Action Plan (**Attachment 1**) (Action Plan) is derived from the research project procured by the Economic Development and Tourism team and undertaken and produced by external consultants Plan-it Rural in partnership with Deakin University and planning initiatives identified by Strategic Planning team having regard to State and Regional Planning Policy.

Recommendation

That Council:

1. Endorses the Future of Agriculture in Nillumbik Action Plan (Action Plan) **(Attachment 1)**

2. Requests Officers to begin implementation of the Action Plan from July 2022

3. Requests that Officers provide a copy of the Action Plan on Council's website.

4. Requests that Officers provide an annual update on the Action Plan as part of the Economic Development Strategy.

5. Requests that Officers notify submitters to Future of Agriculture project of Council's resolution.

Motion

MOVED: Cr Ben Ramcharan
SECONDED: Cr Peter Perkins

That Council:

1. Endorses the Future of Agriculture in Nillumbik Action Plan (Action Plan) **(Attachment 1) subject to the removal of Objective 5.**

2. Requests Officers to begin implementation of the Action Plan from July 2022

3. Requests that Officers provide a copy of the Action Plan on Council's website.

4. Requests that Officers provide an annual update on the Action Plan as part of the Economic Development Strategy.

5.   Requests that Officers notify submitters to Future of Agriculture project of Council's resolution.

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Council Meeting Minutes   **24 May 2022**

12. Officers' reports

CM.047/22   Future of Agriculture in Nillumbik Action Plan

THE MOTION WAS PUT TO THE VOTE AND CARRIED AND BECAME THE COUNCIL
RESOLUTION AS FOLLOWS:

Council Resolution

MOVED: **Cr Ben Ramcharan**
SECONDED: **Cr Peter Perkins**

That Council:

1.   Endorses the Future of Agriculture in Nillumbik Action Plan (Action Plan)
     (Attachment 1) subject to the removal of Objective 5.

2.   Requests Officers to begin implementation of the Action Plan from July 2022

3.   Requests that Officers provide a copy of the Action Plan on Council's website.

4.   Requests that Officers provide an annual update on the Action Plan as part of the
     Economic Development Strategy.

5.   Requests that Officers notify submitters to Future of Agriculture project of Council's
      resolution.

                                                                              CARRIED

*Vince Lombardi Chief Executive Officer temporarily left the meeting during discussion on
this item at 7:52pm.*

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Council Meeting Minutes   **24 May 2022**

12. Officers' reports

CM.049/22   Environment and Sustainability Advisory Committee 2022-2024 membership recommendation

Distribution: Public

Manager: Hjalmar Philipp, Director Operations and Infrastructure

Author: Lisa Pittle, Manager Environment

Summary

This report provides a recommendation for membership of the 2022-2024 term of Council's Environment and Sustainability Advisory Committee (ESAC).

The ESAC terms of reference are provided in **Attachment 1**.

Nominations were sought from 28 February to 20 March 2022 and assessed against selection criteria (see confidential **Attachment 2**).

Council endorsement of the recommended Youth Council together with eleven general community members is sought.

Recommendation

That Council:

1.   Endorses the twelve recommended applicants listed for membership of the Nillumbik Environment and Sustainability Advisory Committee (refer confidential **Attachment 2**):

   (a)   Applicant 1 _____ as Youth Committee representative

   (b)   Applicant 2 _____

   (c)   Applicant 3 _____

   (d)   Applicant 4 _____

   (e)   Applicant 5 _____

   (f)   Applicant 6 _____

   (g)   Applicant 7 _____

   (h)   Applicant 8 _____

   (i)   Applicant 9 _____

   (j)   Applicant 10 _____

   (k)   Applicant 11 _____

   (l)   Applicant 12 _____

2.   Acknowledges and thanks all community members who submitted applications for membership of the Environment and Sustainability Advisory Committee.

3.   Resolves that the Panel Assessment **(Attachment 2)** remain confidential on the grounds specified in the definition of confidential information in section 3(1)(f) of the *Local Government Act 2020*.

4.   Resolves that the successful applicants be named.

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Council Meeting Minutes   **24 May 2022**

12. Officers' reports

CM.049/22   Environment and Sustainability Advisory Committee 2022-2024 membership recommendation

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Motion

MOVED: Cr Ben Ramcharan
SECONDED: Cr Natalie Duffy

That Council:

1. Endorses **the Youth Committee representative and the eleven candidates with the highest consolidated score as per Attachment 2** for membership of the Nillumbik Environment and Sustainability Advisory Committee (refer confidential **Attachment 2**):

    (a) Applicant 1 _____ as Youth Committee representative

    (b) Applicant 2 _____

    (c) Applicant 3 _____

    (d) Applicant 4 _____

    (e) Applicant 5 _____

    (f) Applicant 6 _____

    (g) Applicant 7 _____

    (h) Applicant 8 _____

    (i) Applicant 9 _____

    (j) Applicant 10 _____

    (k) Applicant 11 _____

    (l) Applicant 12 _____.

2. Acknowledges and thanks all community members who submitted applications for membership of the Environment and Sustainability Advisory Committee.

3. Resolves that the Panel Assessment **(Attachment 2)** remain confidential on the grounds specified in the definition of confidential information in section 3(1)(f) of the *Local Government Act 2020*.

4. Resolves that the successful applicants be named.

THE MOTION WAS PUT TO THE VOTE AND CARRIED AND BECAME THE COUNCIL RESOLUTION AS FOLLOWS:

Council Resolution

MOVED: Cr Ben Ramcharan
SECONDED: Cr Natalie Duffy

That Council:

1. Endorses the Youth Committee representative and the eleven candidates with the highest consolidated score as per Attachment 2 for membership of the Nillumbik Environment and Sustainability Advisory Committee (refer confidential **Attachment 2**):

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Council Meeting Minutes   **24 May 2022**

12. Officers' reports

CM.051/22   **67 lot (reduced to 56 lot) subdivision, removal and creation of an easement, removal of native vegetation and buildings and works to construct retaining walls and earthworks at 32-46 and 48-58 Collard Drive, Diamond Creek**

File:	**53/2020/14P**
Distribution:	**Public**
Manager:	**Rosa Zouzoulas, Executive Manager Planning and Community Safety**
Author:	**Renae Ahern, Manager Planning Services**

Application summary

Address of the land	32-46 and 48-58 Collard Drive, Diamond Creek, CT-8680/624, CT-8680/625
Site area	4.7 hectares
Proposal	67 lot (reduced to 56 lot) subdivision, removal and creation of an easement, removal of native vegetation and buildings and works to construct retaining walls and earthworks at 32-46 and 48-58 Collard Drive, Diamond Creek
Application number	53/2020/14P
Date lodged	20 February 2020
Applicant	Connect Town Planning
Zoning	General Residential (GRZ1)
Overlay(s)	Environmental Significance Overlay (Schedule 1), Bushfire Management Overlay (BMO), Development Plan Overlay (Schedule 2), Development Contributions Plan Overlay (Schedule 2)
Reason for being reported	Officers seeking to change their recommendation ahead of the VCAT merits hearing
Number of objections	One (1) written submission has been received
Key issues	• Strategic Justification • Compliance with Diamond Creek North Area B Development Plan • Native vegetation impacts • Bushfire Risk • Res Code Compliance • Development Contributions • Potentially contaminated land

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Recommendation

That Council consent to the issue of a planning permit at the Victorian Civil and Administrative Tribunal (VCAT), for the land located at the contiguous 32-46 and 48-58 Collard Drive Diamond Creek, for the 56 lot subdivision, removal and creation of easements, removal of native vegetation and building and works to construct retaining walls and earthworks, in accordance with the submitted plans and subject to the following conditions

1.   Before the plan of subdivision is certified under the *Subdivision Act 1988* and before any subdivisional works commence, amended plans to the satisfaction of the Responsible Authority must be submitted to and approved by the Responsible Authority. When approved, the plans will be endorsed and will then form part of this permit. The plans must but modified to show:

   a)   A Landscape Plan in accordance with Condition 3e;

   b)   A Construction Management Plan in accordance with Condition 3f;

   c)   A Tree Management Plan in accordance with condition 3i;

   d)   The location of Tree Protection Fencing for all trees to be retained

   e)   Any revisions as a result of Melbourne Water conditions 6-21;

   f)   Any revisions as a result of Country Fire Authority (CFA) Conditions 27-30;

   g)   Approximate heights and details of proposed retaining walls to be shown;

   h)   Vegetation offsets in accordance with condition 3 j-k;

   i)   The provision of Building Exclusion Zones to all trees to be retained on lots 49-54;

   j)   A proposed plan of subdivision prepared by a land surveyor showing all lot boundaries, lot sizes, roads, easements and reserves;

   k)   An Environmental Site Assessment in accordance with Condition 3 m-o;

2.   The subdivision, vegetation removal and buildings and works allowed by this permit and shown on the plans endorsed to accompany the permit shall not be amended for any reason unless with the prior written consent of the Responsible Authority.

3.   Prior to the subdivisional works commencing, including the removal of native vegetation, the requirements of the following conditions must be met to the satisfaction of the Responsible Authority:

   a)   Construction plans must be submitted to and approved by the Responsible Authority for drainage works, full road construction, vehicle crossings, and provision of service conduits, street signs, footpaths and street lighting. The construction plans must be prepared in accordance with Nillumbik Shire Council's Subdivisional Design and Construction Standards, Austroads design guidelines and relevant Australian Standards to the satisfaction of the Responsible Authority.

   b)   Such plans must be designed to minimise damage to existing vegetation required to be retained on-site, and the construction work must be carried out in accordance with the approved plans under Council supervision. The construction works must be completed to the satisfaction of the Responsible Authority, prior to issuing a Statement of Compliance.

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c)   Prior to the construction plans being endorsed, an independent road safety audit
     must be provided for the design to the Responsible Authority.

     The construction plans must address the recommendations of the road safety audit
     to the satisfaction of the Responsible Authority.

d)   Construction plans and computations must be submitted to and be approved by
     the Responsible Authority detailing underground drains, types and sizes of
     drainage pits, house drain connections, drainage longitudinal sections, pit
     schedule, retaining walls etc. The construction plans and computations are to be
     prepared in accordance with Nillumbik Shire Council's Subdivisional Design and
     Construction Standards and Drainage Design Guidelines and must meet the
     following requirements.

     Such plans must be designed to minimise damaged to existing vegetation required
     to be retained on site, and the construction work must be carried out in accordance
     with the approved plans. Each lot shown on the plan of subdivision shall be drained
     in accordance with the plans and specifications endorsed by the Responsible
     Authority. Such drainage works must be designed by a qualified engineer and
     submitted to the Responsible Authority for approval.

     Construction of the drainage works must be carried out in accordance with
     Council's specifications and under Council supervision and be completed to the
     satisfaction of the Responsible Authority prior to issuing a Statement of
     Compliance.

e)   A landscape plan to the satisfaction of the Responsible Authority must be
     submitted to and approved by the Responsible Authority. When approved, the
     plan will be endorsed and will then form part of this permit. The plan must show
     (but not be limited to):

     i.   Details of all landscaping and planting to be carried out within the road
          reserves;

     ii.   A schedule of all proposed trees, shrubs/small trees and ground cover. This
          schedule shall include plants selected from the Council document "Live Local
          Plant Local" showing the botanical and common name of each plant, the
          quantity to be planted, the pot size and spacing;

     iii. The location of each species to be planted and the location of all areas to be
          covered by grass;

     iv.   Details of landscaping to the west of the proposed retaining wall to the
          western end of the site;

     v.   Planting must be in accordance with Council's Live Local Plant Local
          document; and

     vi.   Landscaping to be compliant with the requirements of the Bushfire
          Management Overlay (BMO).

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f)   A Construction Management Plan must be submitted to and approved by the
     Responsible Authority. The construction management plan must show:

   i)   Measures to control erosion and sediment and sediment laden water runoff
        including the design details of structures;

   ii) Where any construction wastes, equipment, machinery and/or earth is to be
        stored/stockpiled during construction;

   iii) Where access to the site for construction vehicle traffic will occur;

   iv) The location and details of a sign to be erected at the entrance(s) of the site
        advising contractors that they are entering a „sensitive site" with prescribed
        tree protection zones and fences.

   v)   The location of any temporary buildings or yards.

g)   The trees marked on the endorsed plans as being retained must have a Tree
     Protection Zone (TPZ) in accordance with the requirements of Australian Standard
     AS4970 (2009) to the satisfaction of the Responsible Authority. Additionally, the
     fencing associated with this TPZ must meet the following requirements:

   i.   Extent

        The tree protection fencing is to be provided to the extent of the identified
        Tree Protection Zone, calculated as being a radius of 12 x Diameter at Breast
        Height (DBH – measured at 1.4 metres above ground level as defined by the
        Australian Standard AS 4970.2009).

        If works are shown on any endorsed plan of this permit within the confines of
        the calculated Tree Protection Zone, then the Tree Protection Fencing must
        be taken in to only the minimum amount necessary to allow the works to be
        completed.

   ii. Fencing

        All tree protection fencing required by this permit must be erected in
        accordance with the approved Tree Protection Zone.

        The Tree Protection Fencing must be erected to form a visual and physical
        barrier and must be a minimum height of 1.5 metres and of chain mesh or
        similar fence with 1.8 metre support posts (e.g. treated pine or similar) every
        3-4 metres, including a top line of high visibility plastic hazard tape erected
        around the perimeter of the fence.

   iii. Signage

        Fixed signs are to be provided on all visible sides of the Tree Protection
        Fence clearly stating "Tree Protection Zone – No Entry", to the satisfaction of
        the Responsible Authority.

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iv. Provision of Services

All services (including water, electricity, gas and telephone) should be installed underground, and located outside of any Tree Protection Zone, wherever practically possible. If underground services are to be routed within an established Tree Protection Zone, they must be installed by directional boring with the top of the bore to be a minimum depth of 600 millimetres below the existing grade, to the satisfaction of the Responsible Authority.

Bore pits must be located outside the Tree Protection Zone or manually excavated without damage to roots, to the satisfaction of the responsible authority.

v. Access to Tree Protection Zone

Should temporary access be necessary within the Tree Protection Zone during the period of construction, the Responsible Authority must be informed prior to relocating the fence (as it may be necessary to undertake additional root protection measures such as bridging over with timber).

vi. Supervision of Works

All works within Tree Protection Zones must be supervised by a suitably qualified arborist. Any roots <40mm in diameter uncovered are pruned with shar/sterile hand tools and wrapped in damp hessian by a qualified arborist.

Mulch (organic/composted type) is laid to a depth of 75-100 millimetres within the Tree Protection Zones of retained trees.

h) The following actions must not be undertaken in any tree protection zone as identified in this permit, to the satisfaction of the Responsible Authority:

    i. Materials or equipment stored within the zone;

    ii. Servicing and refuelling of equipment and vehicles;

    iii. Storage of fuel, oil dumps or chemicals;

    iv. Attachment of any device to any tree (including temporary service wires, nails, screws or any other fixing device);

    v. Open cut trenching or excavation works (whether or not for laying of services);

    vi. Changes to the soil grade level;

    vii. Temporary buildings and works; and

    viii. Unauthorised entry by any person, vehicle or machinery.

i) Before the commencement of any subdivisional works, including demolition or removal of vegetation, a Tree Protection Plan (drawing) and Tree Management Plan (report) must be submitted to and be endorsed by the Responsible Authority. The Tree Management and Protection Plan must include all trees proposed to be

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retained on site. The Tree Management and Protection Plan must be in accordance with AS4970-2009, prepared by a suitably qualified arborist and provide details of tree protection measures that will be utilised to ensure all trees within the proposed reserve and trees to be retained on lots 49-54 are to be protected remain viable post-construction. The Tree Protection and Management Plan must consist of:

     i.   The Tree Management plan (report) must be prepared by a suitably qualified arborist, reference the Tree Protection Plan (drawing) and provide details of:

     ii.   Any non-destructive root investigation previously undertaken or as directed as a condition of this permit in accordance with AS4970-2009 to determine the location and distribution of roots of trees nominated on the Tree Protection Plan.

     iii.   Proposed footings and construction methods for any buildings or structures (including but not limited to, driveways, paths retaining walls or other hard infrastructure) within the Tree Protection Zones nominated on the Tree Protection Plan.

     iv.   Details of suitable driveway materials and construction methods (i.e. permeable paving above grade) and the timing of works within the tree protection zones.

     v.   How excavation impacts, including soil level changes, within the Tree Protection Zones of trees to be retained will be managed or minimised.

     vi.   Stages of development at which inspections are required to ensure tree protection measures are adhered to must be specified.

     vii.   Appropriate methods of certification by a suitably qualified Arborist of the required tree protection measures during the development including details of site visits, actions and photographic evidence

   j)   To offset the removal of 3.648 hectares of native vegetation and 6 large trees as shown in the approved native vegetation removal report (report ECL-2021-018) the permit holder must secure a native vegetation offset, in accordance with the Guidelines for the removal, destruction or lopping of native vegetation (DELWP 2017) as specified below:

     i.   A general offset of 0.178 general habitat units:

     ii.   located within the Port Phillip & Westernport Catchment Management Authority boundary or Shire of Nillumbik municipal district with a minimum strategic biodiversity value of at least 0.507

     iii.   The offset(s) secured must provide protection of at least 1 large tree.

     iv.   A species offset of 1.298 species habitat units for Little Pink Spider-Orchid (*Caladenia rosella*) and protection of 5 large trees.

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v.   Total Number of Large trees to be protected is 6.

The offset provided must be to the satisfaction of the Responsible Authority.

k)   Prior to the issue of the Statement of Compliance, evidence that the required offset has been secured must be provided to the satisfaction of Council. This evidence is the following:

i.   An established first party offset site including a security agreement signed by both parties, and a management plan detailing the 10 year management actions and ongoing management of the site and/or

ii.   Credit extract(s) allocated to the permit from the Native Vegetation Credit Register.

A copy of the offset evidence will be endorsed by the responsible authority and form part of this permit. Within 30 days of endorsement of the offset evidence by the responsible authority, a copy of the endorsed offset evidence must be provided to the Department of Environment, Land, Water and Planning.

In the event that a security agreement is entered into, the applicant must provide the annual offset site report to the Responsible Authority by the anniversary date of the execution of the offset security agreement, for a period of 10 consecutive years. After the tenth year, the landowner must provide a report at the reasonable request of the Responsible Authority.

l)   A suitably qualified wildlife handler or zoologist is to be present when felling trees/removing native vegetation to ensure affected wildlife is not harmed. If displaced wildlife that cannot be relocated on site to an appropriate location away from the construction footprint, or injured wildlife is captured, DELWP must be contacted for advice and direction.

Development works on the land must be undertaken in accordance with the endorsed Construction Management Plan to the satisfaction of the Responsible Authority.

m)   A site contamination assessment must be prepared by a suitably qualified environmental professional and submitted to the Responsible Authority. The site contamination assessment must determine the level, distribution and nature of contamination of the land (if any);

n)   The site contamination assessment must indicate whether the land is suitable for use for residential purposes (being a sensitive use).

o)   If the site contamination assessment indicates that the land is not suitable for use for residential purposes:

i.   The site contamination assessment must detail recommendations for any clean-up, construction, ongoing maintenance, monitoring, mitigation or other measures (recommended measures) in order to effectively manage

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and remediate the contamination to make the land suitable for use for residential purposes, and;

ii. The recommended measures must be completed or otherwise secured to the satisfaction of the Responsible Authority.

The EPA or the Australian Contaminated Land Consultants Association (ACLCA) Victorian Branch are able to provide details of suitably qualified environmental professionals.

4. Prior to the issuing of a Statement of Compliance, the requirements of the following conditions must be met to the satisfaction of the Responsible Authority:

a) The owner must enter into an agreement with the Responsible Authority in accordance with Section 173 of the *Planning and Environment Act 1987*. The agreement must provide for, without the prior written consent of Council:

   i. The Bushfire Management Plan prepared by Keystone Alliance, Bushfire Assessments, Ref 2858/5.2 dated 30th March 2022 must be endorsed by the Responsible Authority, be included as an annexure to the Section 173 agreement prepared to give effect to clause 44.06-5 of the Planning Scheme and must not be altered unless agreed to in writing by CFA and the Responsible Authority.

   ii. Note that the subdivision includes areas of shared defendable space. These are areas where a lot owner maintains the defendable space on their land for the benefit of themselves and the owners of other lots.

   iii. Require that the defendable space shown on the endorsed Bushfire Management Plan must be implemented and maintained on an ongoing basis to the satisfaction of the Responsible Authority, regardless of whether there is a dwelling constructed on that land or not.

   iv. Only trees marked "tree to be removed" on the endorsed plans are permitted to be removed, to the satisfaction of the Responsible Authority.

   v. No vegetation on lots 49-54 (unless specified on the endorsed plans) shall be removed, destroyed, felled, lopped, ringbarked, uprooted or otherwise damaged except with the prior written consent of the Responsible Authority.

   vi. No works are to occur within the Building Exclusion Zones on lots 49-54 unless with the prior written consent of Council.

   vii. All boundary fencing to the proposed reserves and walkways must be at least 80% transparent and installed prior to the issue of a Statement of Compliance for the subdivision.

   viii. This fencing to the reserves and walkways must be maintained with at least 80% transparency unless with the prior written consent of Council.

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    ix. Fencing with an interface to Bellbird Road is of open 'rural' nature unless with the prior written consent of Council.

    x. Fencing with an interface to a secondary frontage must be at least 80% transparent or of another alternate design to the satisfaction of Council.

    xi. No front fencing unless with the prior written consent of Council.

    xii. No boundary fencing is permitted to extend to within 3 metres of the site frontage unless with the prior written consent of Council.

Application must be made to the Registrar of Titles to register the Section 173 Agreement on the title to the land under Section 181 of the same Act.

The owner must pay all costs (including Council's costs) associated with the preparation, execution, registration and (if later sought) cancellation of the Section 173 Agreement.

b)   All boundary fencing must be installed and completed in accordance with conditions 4a vi – xi and be completed to the following areas:

    i. Reserve between lots 39, 41 & 42.

    ii. Reserve adjacent to lots 42, 43, 44 & 56.

    iii. Reserve between lots 49, 55 & 56.

c)   All retaining walls must be designed and then certified once constructed by a qualified structural engineer, and built from appropriate materials for longevity and to ensure structural integrity.

d)   The owner must pay to Council a 5% cash-in-lieu open space contribution and/or a land contribution to the satisfaction of the Responsible Authority with respect to all of the land in the subdivision or any stage pursuant to Section 18 of the *Subdivision Act 1988.*

e)   The owner must pay to Council the development contribution in accordance with Development Contributions Plan Overlay Schedule 2. Development contributions as adjusted to CPI on June 30 of each year until paid.

f)   Each lot in the subdivision shall be provided with a vehicle crossing constructed to the requirements of the Nillumbik Shire Council to suit vehicles that will use the crossings. The Responsible Authority must approve the location, design and construction of the crossings. Any existing unused crossing must be removed and replaced with kerb and channel, nature strip and reinstated to the satisfaction of the Responsible Authority. All vehicle crossing works are to be carried out under Council supervision with an *Infrastructure Works* permit.

g)   The construction works, landscaping of public areas and any associated infrastructure associated with the subdivision and required by this permit must be completed to the satisfactory of the Responsible Authority.

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h) Unless with the prior written consent of the Responsible Authority, the landscaping works shown on the endorsed plans must be carried out, completed and maintained to the satisfaction of the Responsible Authority.

i) All works are to be undertaken to the satisfaction of the Responsible Authority, including any requirements resulting from the reconfiguration of the lots in the subdivision and must be designed and constructed in accordance with AustRoads Guide to Traffic Engineering Practice, Part 5.

j) The plan must be updated to place any drainage infrastructure, land or associated development which is to be handed over to Council for maintenance of the drainage system as approved by the Melbourne Water Works Offer into easements and/or reserves in favour of Nillumbik Shire Council.

k) The agreement entered into with Melbourne Water Corporation (Melbourne Water Works Offer) must be approved by Council for the acceptance of surface and stormwater from the subject land directly or indirectly into Melbourne Water's drainage systems and waterways, the provision of drainage works and other matters in accordance with the statutory powers of Melbourne Water Corporation.

l) Any agreement by Melbourne Water to defer incomplete works that are required as part of the Melbourne Water Works Offer, must be also be approved by the Responsible Authority.

m) Before the handover of the drainage asset to Council, as approved by the Melbourne Water Works Offer, Council must inspect and be satisfied that the works have been satisfactory completed and agree to handover of the asset.

n) Stormwater gross pollutant trap/s must be installed at the approved point/s of discharge to prevent litter from entering Council's stormwater drainage system. The design of the trap/s must be to the satisfaction of the Responsible Authority.

o) Fire hydrant to be provided to comply with Standard 56.09-3.

p) A CCTV assessment and report of all underground drainage system of the subdivision must be provided to the Responsible Authority at the conclusion of drainage works.

q) Public lighting within the subdivision must be provided to the satisfaction of the Responsible Authority

r) No polluted, effluent and/or sediment laden runoff from the development site is to be discharged directly or indirectly into Council's drains, Melbourne Water's drains or watercourses or adjoining private property during the construction of the development.

In this regard, sediment fencing and / or pollution/litter traps must be installed on site and services accordingly, all to the satisfaction of the Responsible Authority.

5. This permit will expire if one of the following circumstances applies:

a) A plan of subdivision is not certified within two years of the issue date of this permit;

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b)   A plan of subdivision is not registered at Land Victoria within five years of the original certification date.

The Responsible Authority may extend the time for certification if a request is made in writing before the expiry of the permit or within 6 months afterwards.

Melbourne Water Conditions:

6.   Prior to the issue of a Statement of Compliance, the Owner shall enter into and comply with an agreement with Melbourne Water Corporation for the acceptance of surface and storm water from the subject land directly or indirectly into Melbourne Water's drainage systems and waterways, the provision of drainage works and other matters in accordance with the statutory powers of Melbourne Water Corporation.

7.   No polluted and / or sediment laden runoff is to be discharged directly or indirectly into Melbourne Water's drains or watercourses.

8.   Prior to Certification, the Plan of Subdivision must be referred to Melbourne Water, in accordance with Section 8 of the *Subdivision Act 1988*.

9.   Prior to Certification of any Plan of Subdivision associated with the application, an updated stormwater management strategy must be submitted and approved by Melbourne Water and Council.

10. Stormwater runoff from the subdivision must achieve State Environment Protection Policy (Waters of Victoria) objectives for environmental management of stormwater asset out in the 'Urban Stormwater Best Practice Environmental Management Guidelines (CSIRO) 1999'.

11. Prior to the issue of a Statement of Compliance for the subdivision, engineering plans of the subdivision (in electronic format) must be submitted to Melbourne Water for our records. These plans must show road and drainage details and any overland flow paths for the 100 year ARI storm event.

12. All new lots are to be filled to a minimum of 300mm above the 1 in 100 year flood levels associated with any existing or proposed Melbourne Water pipeline and/or all new lots are to be filled to a minimum of 600mm above the 1 in 100 year flood level associated with any existing or proposed Melbourne Water wetland, retarding basin or waterway.

13. Prior to the issue of a Statement of Compliance for the subdivision, a certified survey plan prepared by or under the supervision of a licensed land surveyor, showing finished lot levels reduced to the Australian Height Datum, must be submitted to Melbourne Water for our records.

14. Prior to the issue of a Statement of Compliance for the subdivision, a Site Management Plan detailing pollution and sediment control measures must be submitted to Melbourne Water.

15. Alignment of roads and reserves with any adjoining estates must ensure continuity and provide uninterrupted conveyance of overland flows.

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16.   The subdivision is to make provision for overland flows from the upstream catchment utilising roads and/or reserves.

17.   Any road or access way intended to act as a stormwater overland flow path must be designed and constructed to comply with the floodway safety criteria outlined within Melbourne Water's Land Development Manual.

18.   Easements or reserves shall be created over existing and proposed Melbourne Water assets on the Plan of Subdivision to the satisfaction of Melbourne Water.

19.   The developer is to negotiate with the downstream landowners to obtain a free draining outfall through their property. Approval is to be forwarded to Melbourne Water for our records prior to construction commencing.

20.   Any temporary outfall is to be arranged to the satisfaction of Melbourne Water, Council and the affected downstream property owner(s).

21.   Prior to the issue of a Statement of Compliance for the subdivision, a separate application direct to Melbourne Water must be made for any new or modified storm water connection to Melbourne Water's drains or watercourses.

AusNet Services

22.   The Plan of Subdivision submitted for certification must be referred to AusNet Electricity Services Pty Ltd in accordance with Section 8 of the *Subdivision Act 1988*. The applicant must:

a)   Enter in an agreement with AusNet Electricity Services Pty Ltd for supply of electricity to each lot on the endorsed plan.

b)   Enter into an agreement with AusNet Electricity Services Pty Ltd for the rearrangement of the existing electricity supply system.

Yarra Valley Water Conditions:

23.   The owner of the subject land must enter into an agreement with Yarra Valley Water for the provision of water services.

24.   The owner of the land must enter into an agreement with Yarra Valley Water for the provision of sewerage services.

Telecommunications Conditions

25.   The owner of the land must enter into an agreement with:

a)   a telecommunications network or service provider for the provision of telecommunication services to each lot shown on the endorsed plan in accordance with the provider's requirements and relevant legislation at the time; and

b)   a suitably qualified person for the provision of fibre ready telecommunication facilities to each lot shown on the endorsed plan in accordance with any industry specifications or any standards set by the Australian Communications and Media

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Authority, unless the applicant can demonstrate that the land is in an area where the National Broadband Network will not be provided by optical fibre.

26.   Before the issue of a Statement of Compliance for any stage of the subdivision under the *Subdivision Act 1988*, the owner of the land must provide written confirmation from:

a)   a telecommunications network or service provider that all lots are connected to or are ready for connection to telecommunications services in accordance with the provider's requirements and relevant legislation at the time; and

b)   a suitably qualified person that fibre ready telecommunication facilities have been provided in accordance with any industry specifications or any standards set by the Australian Communications and Media Authority, unless the applicant can demonstrate that the land is in an area where the National Broadband Network will not be provided by optical fibre.

CFA Conditions

27.   The Bushfire Management Plan prepared by Keystone Alliance, Ref 2858/5.2 dated 30 March 2022 must be endorsed by the Responsible Authority, be included as an annexure to the section 173 agreement prepared to give effect to clause 44.06-5 of the Planning Scheme and must not be altered unless agreed to in writing by CFA and the Responsible Authority.

28.   Before the Statement of Compliance is issued under the *Subdivision Act 1988*, the defendable space on every lot in the subdivision must be implemented and maintained as specified on the endorsed Bushfire Management Plan, unless otherwise agreed in writing by the CFA and the Responsible Authority.

29.   Prior to the issue of a Statement of Compliance under the *Subdivision Act 1988* the following requirements must be met to the satisfaction of the CFA:

a)   Above or below ground operable hydrants must be provided. The maximum distance between these hydrants and the rear of all building envelopes (or in the absence of building envelopes, the rear of the lots) must be 120 metres and the hydrants must be no more than 200 metres apart. These distances must be measured around lot boundaries.

b)   The hydrants must be identified with marker posts and road reflectors as applicable to the satisfaction of the Country Fire Authority.

Note - CFA's requirements for identification of hydrants are specified in 'Identification of Street Hydrants for Firefighting Purposes' available under publications on the CFA web site (www.cfa.vic.gov.au)

30.   The bushfire mitigation measures forming part of this permit or shown on the endorsed plans, including those relating to construction standards, defendable space, water supply and access, must be maintained to the satisfaction of the responsible authority and the relevant fire authority on a continuing basis. This condition continues to have force and effect after the development authorised by this permit has been completed.

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DELWP Conditions:

31. Before works start, the permit holder must advise all persons undertaking the vegetation removal or works on site of all relevant permit conditions and associated statutory requirements or approvals.

32. A copy of the offset evidence will be endorsed by the responsible authority and form part of this permit. Within 30 days of endorsement of the offset evidence, a copy of the endorsed offset evidence must be provided to Planning Approvals at the Department of Environment, Land, Water and Planning Port Phillip regional office.

33. Where the offset includes a first party offset(s), the permit holder must provide an annual offset site report to the responsible authority by the anniversary date of the execution of the offset security agreement, for a period of 10 consecutive years. After the tenth year, the landowner must provide a report at the reasonable request of a statutory authority.

34. Within 6 months of the conclusion of the permitted clearing of native vegetation under this permit, the offset requirements can be reconciled with the written agreement of the responsible authority and the Department of Environment, Land. Water and Planning.

35. A suitably qualified wildlife handler or zoologist is to be present when felling trees/removing native vegetation, to ensure affected wildlife is not harmed. If displaced wildlife that cannot be relocated on site to an appropriate location away from the construction footprint, or injured wildlife is captured, please contact DELWP on 136 186 for further advice.

36. Within the area of native vegetation to be retained and any tree protection zone associated with the permitted use and/or development, the following is prohibited:

   i.   Any vehicle or pedestrian access, trenching or soil excavation, and

   ii. Storage or dumping of any soils, materials, equipment, vehicles, machinery, or waste products, and

   iii. Entry or exit pits for underground services, and

   iv. Any other actions or activities that may result in adverse impacts to retained native vegetation.

37. That a Construction Environment Management Plan is developed and implemented to the satisfaction of the Responsible Authority. This plan should specify (as a minimum):

   a) measures to address the site management requirements under Clause 56.08-1 and Condition 38.

   a)   Strategies to manage wildlife that may be impacted during construction (including Eastern Grey Kangaroos) and requirements that apply under Condition 37 and any authority required under the *Wildlife Act 1975*.

   b)   Measures required to meet conditions on a permit under the *Flora and Fauna Guarantee Act 1988* relating to the 'take' of protected flora on public land.

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Council Meeting Minutes   **24 May 2022**

12. Officers' reports

CM.054/22   Tender Report - Contract 2021-007 Landfill Environmental Monitoring and Maintenance and Environmental Auditor for Closed Landfill

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Distribution: Public

Manager: Hjalmar Philipp, Director Operations and Infrastructure

Author: Lisa Pittle, Manager Environment

Summary

This report recommends the awarding of contract 2021-007 for Landfill Environmental Monitoring and Maintenance and Environmental Auditor for Closed Landfill.

There are two distinct services in relation to the contract:

a)   Service 1: Landfill Environmental Monitoring and Maintenance.

b)   Service 2: Environmental Auditor.

There is a single contractor to be appointed for Service 1.

There are two contractors to be appointed for Service 2.

The contract term is for an initial period of 5 years, with 3 + 2-year options to extend the contract. The total duration of the contract, including the exercise of any options, shall not exceed 10 years.

This Contract is for business as usual supply of services to support Councils operational requirements and replaces previously contracted services.

The Tender Evaluation Panel (TEP) has assessed all submissions and this report provides a summary of their evaluation in recommending the awarding of the contract for 2021-007 for Landfill Environmental Monitoring and Maintenance and Environmental Auditor for Closed Landfill.

Pursuant to the Instrument of Delegation to the Chief Executive Officer, the value of this contract exceeds the specified financial limits and a Council resolution is therefore required to award the contract.

Recommendation

That Council:

1.   Accepts the tenders submitted by the **preferred tenderers** for the schedule of rates disclosed in (**Attachment A**) and enter into the following contract:

   Number: 2021-007

   Title: Landfill Environmental Monitoring and Maintenance and
                   Environmental Auditor for Closed Landfill

   Term: 1 July 2022 to 30 June 2027

   Options: Term extensions up to 30 June 2032

2.   Authorises the Director Operations and Infrastructure to finalise and execute the contract documentation.

3.   Authorises the Director Operations and Infrastructure to approve contract term extensions.

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Council Meeting Minutes **24 May 2022**

12. Officers' reports

CM.054/22 **Tender Report - Contract 2021-007 Landfill Environmental Monitoring and Maintenance and Environmental Auditor for Closed Landfill**

4. Authorises the Director Operations and Infrastructure to approve changes to operational requirements throughout the term of the contract.

5. Advises all tenderers accordingly.

6. Makes public the decision regarding this contract but the Tender Evaluation Report (**Attachment A**) remain confidential on the grounds specified in the definition of confidential information in section 3(1)(g) of the *Local Government Act 2020*.

7. Resolves that the preferred tenderers be named.

Council Resolution

MOVED: **Cr Ben Ramcharan**
SECONDED: **Cr Peter Perkins**

That Council:

1. Accepts the tenders submitted by the **preferred tenderers SMEC Australia Pty Ltd, Service 2 – Australian Environmental Auditors Pty Ltd and Tonkin & Taylor Pty Ltd** for the schedule of rates disclosed in (**Attachment A**) and enter into the following contract:

    Number: 2021-007

    Title: Landfill Environmental Monitoring and Maintenance and Environmental Auditor for Closed Landfill

    Term: 1 July 2022 to 30 June 2027

    Options: Term extensions up to 30 June 2032

2. Authorises the Director Operations and Infrastructure to finalise and execute the contract documentation.

3. Authorises the Director Operations and Infrastructure to approve contract term extensions.

4. Authorises the Director Operations and Infrastructure to approve changes to operational requirements throughout the term of the contract.

5. Advises all tenderers accordingly.

6. Makes public the decision regarding this contract but the Tender Evaluation Report (**Attachment A**) remain confidential on the grounds specified in the definition of confidential information in section 3(1)(g) of the *Local Government Act 2020*.

7. Resolves that the preferred tenderers be named.

CARRIED UNANIMOUSLY

Council Meeting Minutes   **24 May 2022**

12. Officers' reports

CM.055/22   **Tender Report - Contract 2122-052 Bible Street Traffic Improvements**

Distribution:	**Public**
Manager:	**Hjalmar Philipp, Director Operations and Infrastructure**
Author:	**Steven Blight, Construction Coordinator**
	Enrique Gutierrez, Manager Assets and Capital Works

Summary

This report recommends the awarding of contract 2122-052 for Bible Street Traffic Improvements.

Works will involve the construction of various traffic treatments/improvements along Bible Street, Eltham.

The Tender Evaluation Panel (TEP) has assessed all submissions and this report provides a summary of their evaluation in recommending the awarding of the contract for 2122-052 for Bible Street Traffic Improvements.

Pursuant to the Instrument of Delegation to the Chief Executive Officer, the value of this contract exceeds the specified financial limits and a Council resolution is therefore required to award the contract.

Recommendation

That Council:

1. Accepts the tender submitted by the **preferred tenderer** for the sum of $[Redacted] plus $[Redacted] for contingency (inclusive of GST) and enter into the following contract:

   Number: 2122-052

   Title: Bible Street Traffic Improvements

   Term: 30 May 2022 to 30 September 2022

2. Authorises the Director Operations and Infrastructure to finalise and execute the contract documentation.

3. Authorises the Director Operations and Infrastructure to approve additional cost variations that are a result of unknown latent site conditions or changes to operational requirements throughout the term of the contract with a total value of no more than the approved budget for the project.

4. Notes that any variations that exceed the agreed approved budget will require a further Council resolution.

5. Any variations that exceed the agreed approved budget will require a further Council resolution.

6. Advises all tenderers accordingly.

7. Makes public the decision regarding this contract but the Tender Evaluation Report (**Attachment A**) remain confidential on the grounds specified in the definition of confidential information in section 3(1)(g) of the *Local Government Act 2020.*

8. Resolves that the preferred tenderer be named.

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Council Meeting Minutes **24 May 2022**

12. Officers' reports

CM.055/22 Tender Report - Contract 2122-052 Bible Street Traffic Improvements

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Council Resolution

MOVED: **Cr Geoff Paine**
SECONDED: **Cr Peter Perkins**

That Council:

1. Accepts the tender submitted by the **preferred tenderer MJ Construction Group Pty Ltd** for the sum of **$494,743.15** plus **$98,948.63** for contingency (inclusive of GST) and enter into the following contract:

   Number: 2122-052

   Title: Bible Street Traffic Improvements

   Term: 30 May 2022 to 30 September 2022

2. Authorises the Director Operations and Infrastructure to finalise and execute the contract documentation.

3. Authorises the Director Operations and Infrastructure to approve additional cost variations that are a result of unknown latent site conditions or changes to operational requirements throughout the term of the contract with a total value of no more than the approved budget for the project.

4. Notes that any variations that exceed the agreed approved budget will require a further Council resolution.

5. Any variations that exceed the agreed approved budget will require a further Council resolution.

6. Advises all tenderers accordingly.

7. Makes public the decision regarding this contract but the Tender Evaluation Report (**Attachment A**) remain confidential on the grounds specified in the definition of confidential information in section 3(1)(g) of the *Local Government Act 2020*.

8. Resolves that the preferred tenderer be named.

CARRIED UNANIMOUSLY

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Council Meeting Minutes   **24 May 2022**

14. **Notices of Motion**

Nil

15. **Delegates' Reports**

Nil

16. **Supplementary and urgent business**

Nil

17. **Confidential reports**

Nil

18. **Close of Meeting**

The meeting closed at 8:28pm.

Confirmed: _____

Cr Frances Eyre, Mayor

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Arts & Culture Advisory Committee

Minutes

Date:	Monday 21 February 2022
Time:	7 – 9pm
Venue:	via Zoom
Chair:	Cr Geoff Paine
Minute taker:	Recorded / Julie Alexander
Committee Members:	**Councillors**: Cr Geoff Paine (Chair), Cr Peter Perkins (Deputy Chair). **Committee Members:** Leanne Ipsen, Brian Gilkes, Pat Reynolds, Emma Roussel, Ona Henderson, Alli Spoor, Hannah Zreikat, Liezl Shnookal, Cassie May, Sandra Miller. **Officers:** Nichole Johnson (Manager Community Partnerships), Simon Doyle (Coordinator Arts & Cultural Development), Sarah Hammond (Community Arts & Cultural Engagement Officer), Angela Bailey (Curator and Collections Management Officer), Renee Cosgrave (Exhibitions Support Officer)
Guests:	Julie Marlow, John Smithies (Cultural Development Network)
Apologies:	Cr Natalie Duffy, Corrienne Nichols, Thomas McEvoy, Jonathan Crowther, Rebecca Davies, Dennis Coard, Ona Henderson, Syd Tunn, Tessa Christie.

Order of business

1. **Welcome / Introductions**

2. **Acknowledgement of Country**

   Acknowledgement of Country was read by Cr Geoff Paine.

3. **Acknowledgement of the passing of Aunty Judy Nicholson.**

4. **Conflict of Interest and Informal Meeting of Councillors Record -** Nil

5. **Minutes of previous meeting**

   That the minutes of the meeting held 15 November 2021 are confirmed as a true and accurate record of the meeting.

   Moved: Alli Spoor

   Seconded: Brian Gilkes

   Carried

6. **ACAC Meeting Format – digital vs in person**

   Following state government directives by continuing to meet via Zoom until we can meet in person safely.

   Changes expected to occur prior to next meeting in May.

Cr peter Perkins suggested the Committee conduct hybrid meetings when members cannot attend as restrictions ease.

Action: To investigate options for hybrid meetings. – Simon/Sarah.

7. **2022-26 Arts and Culture Strategy Update**

John Smithies and Julie Marlow from Cultural Development Network (CDN) presented on the development of the next Arts and Culture Strategy 2022-2026.

CDN have been contracted by Council to assist in the development of the next Arts and Culture Strategy 2022-2026

The strategy is being developed with consideration to the Council Plan 2021-2025, Community Vision 2040, the What We Know: Arts and Culture Strategy 2022-2026 Community Consultation Report and various other Council and external strategies, policies and reports.

In addition to Council's indicators for measuring success in quantitative terms, the Arts and Culture Strategy 2022-2026 will work with the planning framework and measurable cultural outcomes developed by the Cultural Development Network (CDN).

Building on the success of the Arts and Cultural Plan 2018-2022, following adoption of the Arts and Culture Strategy 2022-2026 Nillumbik Shire will be the first Council in Australia to have a consecutive plan/strategy that incorporates the CDN Framework.

Further discussion was had around greater Nillumbik identity as opposed to individual towns and suburbs.

8. **Eltham Library Community Gallery Program Update**

Renee Cosgrave provided an update on the Eltham Library Community Gallery Program, and noted the upcoming exhibitions:
- Solitude – Deb Garrett and Kate Belvedere – (Until 27 February).
- Dancing on Sunshine – Naughty Monkey and Louise Jade – (4 March – 3 April).
- Open Studios 2022 – Nillumbik Open Studio Artists – (8 April – 15 May).
- The Artistry of Books – Thou Art Mum – (20 May – 19 June).
- Sit. Walk. Wonder – Chloe Vallance – (24 June – 21 July).

EOIs for the 2023 program will be called for in mid-2022.

9. **Curator and Collections Management Update**

9.1 **Acquisition – Nicholas Currie. Scars and Bruises**

Successful acquisition.

To feature in collections exhibition on 7 April at Montsalvat.

9.2 **Presentation and Discussion – Recommended Acquisitions.**
   i. **Fionna Madigan**
      Cottles Bridge
      Oil on aluminium board
      90x60cm
      $1700.00
      Landscapes of Nillumbik exhibition at Gallery 765

ii.   Simone Thomson
After the Fire
Acrylic on canvas
61cmx61cm
$770.00

iii.   Jacquie Hacansson
Kangaroo Ground Store
Glass Bowl
35x40x40cm (irregular)
$2400

Action: Distribute Acquisition Recommendation Reports to members. – Angela Bailey.

Action: Distribute documentation for signatories. – Angela Bailey.

Action: Explore the possibility of acquiring all three glass bowls. – Angela Bailey.

Action: Video of interview with Nicholas Currie to be viewed at next meeting. – Angela Bailey.

10. **Arts Development Update**

Simon Doyle provided an update on the following projects:

10.1   St Andrews Wayfinding Project

i.   Well received.

ii.   Sites have been identified for a full suite of 10 installations in the future as funds become available.

iii.   Opening was postponed due to Covid-19 lockdown.

10.2   Diamond Valley Sports & Fitness Centre Public Art Project

i.   Completed.

ii.   Video of Fiona's work at the centre was presented.

iii.   Questions around maintenance and budget to maintain public art were asked by Cr Peter Perkins.

iv.   Maintenance schedules are included in all contracts for public artworks commissions.

v.   Plaque is to be installed.

10.3   2022 Nillumbik Prize for Contemporary Writing

i.   Almost 500 applications received.

ii.   Volunteer Readers thanked for making the final judging easier.

iii.   Finalist's entries are with judges.

iv.   Meeting in early March to finalise.

v.   Shortlisted works released to the public when judges have made their final decision.

vi.   28 May Opening Event at Diamond Valley Library for announcement of the winner and launch of the anthology.

10.4   Edendale Summer Picnic Series

i.   Enormously popular.

  ii. Working with Hurstbridge Jazz Club and Edendale to continue to work with local musicians to provide opportunities for local artists.

  iii. Two more festivals planned.

11. Community Arts and Cultural Engagement Update

Sarah Hammond advised on the resignation of two of members:

- Thomas McEvoy

- Jonathan Crowther

11.1 Nillumbik Artist in Own Residence Program *(See Attached)*

  i. Thirteen successful projects.

  ii. Wide range and breadth of projects.

  iii. Great way to support local artists.

  iv. Keen community involvement.

  v. Thanks to all those who helped with selection.

11.2 2021-22 History and Heritage Grants *(See Attached)*

  i. Small but necessary amount of $600.

11.3 2022-23 Arts and Culture Annual Grants

  i. Open 1 March – Close 3 April

  ii. Recipients of grant will be advised in June.

  iii. Unlike past years where there were many different streams, in future these funds will come from Nillumbik Community Fund Annual Grants Program.

  iv. $115,000 to be allocated across all streams, including Arts and Culture.

  v. Two members needed to sit on the larger selection panel so that Arts is well represented.

  vi. Members involved with, have interest in or know applicants are not able to be on the panel.

  vii. Assessment meeting is 9 May.

  viii. Selection criteria is standard across the board.

11.4 EOI Arts and Cultural Advisory Committee 2022-24

  i. Opening 1 April for three weeks.

  ii. Representatives required to sit on the selection committee for new term applicants on first week in May.

  iii. Outgoing Committee is able to be on the selection panel if the member is not re-applying.

12. Other Business:

Leanne Ipsen asked questions around what process is being followed around missing art works.

  i. Searches have been conducted.

  ii. Police report is next step.

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   iii. Collections management systems and service improvements have been implemented.

   iv. Extensive Internal collection audit undertaken over 6 month period.

   v. Has been reported to Council's Audit and Risk Committee

13. Next meeting date and location

 2021 Meetings – Future Dates for Diary

 Committee Meetings 2022
 Monday, 16 May 2022, 7 – 9pm *(last meeting outgoing 2020-22 members)*
 Monday, 15 August 2022, 7 – 9pm *(first meeting new 2022-24 members)*
 Monday, 21 November 2022, 7 – 9pm

Positive Ageing Advisory Committee

Minutes

Date:	Friday 6 May 2022
Time:	12:00 pm – 2:00 pm
Venue:	via Zoom
Chair:	Fiona Vuong/ Cr Natalie Duffy
Minute taker:	Jade Zigenbine, Business and Program Support Officer
Present:	Cr Duffy, Richard Kottek, Janice Crosswhite, Philip Green, Tianjian Shen, Sandra Verdam, Fiona Vuong, Iwona Trickett, Sue Riley, Joy Ferguson, Deanna Finn, Anne Fitzpatrick, Narelle Hart, Sabi Buehler
Other:	
Apologies:	Jan Taylor, Ray Carroll, Councillor Eyre, Gertraud McDonald

Order of business

1.   Welcome

Due to technical difficulties, Cr Duffy left the meeting. Council officer Fiona Vuong chaired meeting whilst Cr Duffy was absent.

2.   Acknowledgement of Country

Acknowledgement of Country was read by Council officer Fiona Vuong.

3.   Apologies

Jan Taylor, Ray Carroll, Councillor Eyre, Gertraud McDonald

4.   Conflict of Interest and Informal Meeting of Councillors Record

None

5.   Minutes of previous meeting & Outstanding Action Items

That the minutes of the meeting held 1st April 2022 are confirmed as a true and accurate record of the meeting.

Moved: Richard

Seconded: Sandra

Carried

Discussion on minutes sending to Council and timelines. When draft minutes are sent to group, Fiona will ask everyone to provide any changes by email to the whole group.

Action: email Fiona with any suggested changes within the week of receiving minutes to ensure timely presentation of minutes to Council.

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6.   **Business Arising**

- Recent resignations from the PAAC

    Gertraud McDonald resigned this week- Fiona read resignation letter received from Gertraud to Committee.

    On behalf of the Positive Ageing Advisory Committee, would like to formally thank Gertraud for her contribution to the committee. The committee are in agreement we appreciate Gertraud and her contributions.

- Any Items of Business

    Moved meeting online due to recent Covid outbreaks, strive to continue to provide a hybrid arrangement for these meetings. Preference for majority of the group was face to face meetings with hybrid options.

7.   **Updates**

Communications Subcommittee report

- Refer to attached Communications Subcommittee minutes. About to begin review of the Ageing Well in Nillumbik newsletter.

- Looking for new members to join the Subcommittee both internally and externally. If there are any PAAC members who are interested in joining the subcommittee, please let Fiona know.

- There was open discussion on loneliness and isolation. Inviting Annie Lee, the Social Connections Officer from Nillumbik Shire Council along as a member of the committee for communication strategies and tap into her expertise for planning and ideas moving forward. Fiona to invite to a future meeting.

Dementia Friendly Nillumbik Alliance
- Refer to attached Dementia Alliance minutes. Welcomed a new member Noriko.

- Possible actions for the alliance, promoting business, expanding memory café, develop info packs about local services, respite etc.

- Meetings and the structure was discussed and possibly in person meetings and time of meeting, including models for participation that are inclusive and accessible.

- Continuing to encourage more people to join the alliance. Health-ability is a key partner in this currently in the shire.

- Update on memory Café from Sandra- every Monday 1:30pm to 3pm in Hurstbridge Hub, please feel free to share café information and come along. Discussions about expanding Memory Care Café model to Diamond Creek and Eltham.

8.   **Planning Day Update**

Councillor Duffy re-joined the meeting.

When, Where, and what to expect

- Date in lieu of July meeting Friday 1st July 2022 11-2:30pm refreshments provided. Venue to be confirmed. External facilitator Debbie Marzias. Aims of day identifying possible actions and opportunities for ageing well in the Shire, evaluation of Ageing Well In Nillumbik Action Plan. Questions please ask Fiona. Cr Duffy suggested we look at Climate change and impact on older people.

9.   Council Updates- Community Engagement

- *Recreation and Leisure Strategy – updates*

  Thank you to PAAC for putting position forward. Thank you to Janice for attending and speaking on behalf of the PAAC. Janice provided update on speaking at Council meeting and reporting positions of the PAAC. Expressed how relevant our document is in relation to aging people in Shire.

- *Neighbourhood Character Study – updates*

  Survey closes 8th May, if you have provided individual feedback you can speak at the Planning and Consultation Committee meeting. 2 more rounds of engagement planned for the Neighbourhood Character Study in the future.

- *Draft Arts & Culture Strategy now open for community consultation*
  Open for community consultations currently.

- *Draft Communications Strategy now open for community consultation*

  Open for community consultation- Licardo was unable to come speak today. Provide opportunity for the PAAC to see that this is open currently for comment.

10.   Draft Communications strategy

Council's Draft Communications Strategy is open for community consultation. Fiona to organise another time for Licardo Prince to give a brief overview of the purpose of the strategy and how the PAAC can provide input into the strategy.

- We have opportunity to provide a joint PAAC submission. You can also submit individually online: https://participate.nillumbik.vic.gov.au/communications-strategy-2022 .

- The strategy is high level and aims to establish the framework for Council to deliver effective communication that meets the needs of our community.

- Unfortunately, our presentation by Licardo could not take place as he was not available. Fiona providing a hard copy of the document to PAAC members who requested it, and will advise of rescheduled meeting time with Licardo.

11.   Roundtable- Access, Equity and Inclusion (AEI)

The Roundtable is an opportunity for PAAC members to raise relevant issues related to ageing well in Nillumbik for discussion or to seek advice or action on. These issues may involve the access, equity and inclusion of older adults. The Roundtable is also an opportunity for any PAAC member to inform other members of upcoming events and activities of interest to over 55s.

- Suggestion by CR Duffy Renaming of round table- 'PAAC Action' discussion about what people thought of the re-naming this item and there was a unanimous yes.

- Scamming using Facebook in personal accounts impersonation with government grants. Two factor authentication on Facebook and other programs can help if you can set it. Upcoming community event about scamming through the Nillumbik U3A:

  Brian Devenish on worldwide scamming on 11th May avoid deals that are too good to be true! Be wary of imported goods and don't buy directly from social media. These and many more issues will be discussed in both the presentation and in questions & answers. contact office@nillumbiku3a.org.au.

- Scamming and cybersecurity as a possible future information session. Fiona provided links in chat:

  https://www.facebook.com/help/148233965247823

  For assistance and information if you have been scammed please see link: https://www.cyber.gov.au/acsc/report/recover-and-get-help

- Nillumbik citizenship ceremony last night, very successful and a wonderful celebration. Possibly promote and assist in 'How to' with elections with our ageing people in Nillumbik.

- Cr Duffy thanked the committee and grateful for the work you do in the community

12.   Meeting close 2:04pm

13.   Next meeting date and location 3 June 2022, Council Chambers and Zoom

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ATTACHMENTS

Minutes
Communications Subcommittee
Wednesday 4 May 2022
3:00 – 4:30pm
Zoom

No.	ITEM
1	Outstanding actions: • Follow up from PAAC recommendations to Council o Fiona gave an update on the status of the PAAC recommendations- full update to be given to the PAAC on 6 May • Ageing Well in Nillumbik (AWIN) review o Fiona provided members with a draft framework for the AWIN newsletter review. Discussion about time frames for completion of review – aiming for October 2022 o Feedback from members: Current distribution list for community groups and venues missing many community groups and venues
2	Review Work Plan for Communications Subcommittee • Discussion around outcomes and opportunities for the subcommittee – see attached 'updated workplan May 2022' document • Discussion about possibility of new subcommittee members to join o Invite any PAAC members to consider joining the subcommittee o Terms of reference for the PAAC allow for Co-opted members to join. Fiona to establish expression of interest process before inviting new members to the subcommittee.
3	Communicating with isolated residents • Discussion about increased loneliness and isolation in the community, as well as observations of decreased volunteerism in the community, increased mental health concerns and anxieties during covid. • Fiona to bring examples of 'know your neighbour' campaigns • Fiona to invite Annie Lee (Social Connections Officer) to a roundtable PAAC discussion as it was noted that this is a bigger discussion than possible for a subcommittee meeting
4	Who is reporting back to the PAAC and what? Philip to report back to PAAC on 6 May.

Action Summary Table			
Action	**Who**	**Due**	**Completed?**
Bring examples of 'know your neighbour' campaign	Fiona	May subcommittee meeting	

Establish expression of interest process before inviting new members to the subcommittee	Fiona	ASAP	
Invite Annie Lee (Social Connections Officer) to a roundtable PAAC discussion	Fiona	asap	
Prepare framework and basis for review of AWIN newsletter, with information including: current aims of the newsletter, aims of the review of the newsletter, distribution details, how many are left over each quarter, budget etc	Fiona	22 April Subcommittee meeting	Done
Add to 'terms' with more detailed info about various terms used by Council when referring to older people, as well as demographic data categories	**Fiona**	by PAAC meeting on 1 April.	Done

Minutes – Dementia Friendly Nillumbik Alliance
29 April 2022 4-5pm
Zoom

Present: Deanna Finn, Jan Taylor, Sandra Verdam, Fiona Vuong, Iwona Trickett, Noriko Accadia
Apologies:

No.	ITEM	NOTES
1	Welcome and introductions	Welcome Noriko to the Alliance.
2	Dementia Alliance updates	- Possible actions for the Alliance: - Promote Dementia friendly business certification to businesses in the Shire - Expand the Memory Care Café: into the libraries (Diamond Valley Library), St Vincents Care - Develop information packs for carers with information about local respite opportunities, social groups etc in Nillumbik - Explore opportunity for Tovertafel tables for dementia - Discussion about barriers to participation: - Too formal – meetings to be in person, friendly and welcoming - Timing – some potential members are unable to make the meeting - Co-design offers a model for participation that encourages equitable opportunities to contribute, so that people feel that they have something valuable to offer - Art of Hosting is another model, which is type of facilitation that encourages participatory leadership, which also incorporates u-Lab principles of deep listening Action: - All members: Continue to invite people to join the alliance - Jan: share information about Art Of Hosting

		- Iwona: share information about co-design - Fiona: prepare draft Action Plan with above actions for next meeting
3	Next meeting	Date TBC Venue TBC in person

Youth Council Advisory Committee

Minutes

Date:	Monday 6 June 2022
Time:	4.00pm – 6.00pm
Venue:	Council Chambers
Chair:	Youth Deputy Mayor Kirra Imbriano
Minute Taker:	Katie Camilleri, Coordinator Youth and Community Development
Committee Members:	Brianna Keogh, Fieke Van Der Kamp, Jack Linehan, , Lachlan Wadsworth, Maali Kerta-Rice, Orianna Edmonds, Indi Sandwell, Kirra Imbriano, Niamh Coffey, Ava Grzechnik
Councillor Representative	
Other:	Katie Camilleri, Nichole Johnson, Frances Biggar, Mitchell Walker
Apologies:	Corrienne Nichols, Cr Natalie Duffy, Nicola Clutton, Baily Cumming, Martina Charalambous, Rhys Warrillow, Joseph Bowman

Order of business

1. **Welcome**

   Youth Council and staff were welcomed to the meeting.

2. **Acknowledgement of Country (1 minute)**

   We acknowledge the Wurundjeri Woi-wurrung people as the Traditional Owners of the Country on which Nillumbik is located, we pay our respects to Elders past, present and future, and extend that respect to all First Nations People. We respect the enduring strength of the Wurundjeri Woi-wurrung and acknowledge that sovereignty was never ceded.

3. **Apologies**

   Apologies have been received from Cr Natalie Duffy, Corrienne Nichols, Nicola Clutton, Baily Cumming, Martina Charalambous

4. **Ice-breaker**

   Lachlan Wadsworth ran a quick icebreaker activity: what is your favourite sporting club and player and holiday destination.

5. **Conflict of Interest and Informal Meeting of Councillors Record**

   There were no conflicts of interest declared.

6. **Minutes of previous meeting**

   That the minutes of the meeting held 2 May 2022 are confirmed as a true and accurate record of the meeting.

Minutes moved by: Orianna Edmonds

Minutes seconded by: Indi Sandwell

7. **Outstanding Action Items**

Information on Council Meetings and accessing upcoming agendas can be found at https://www.nillumbik.vic.gov.au/Council/Meetings-and-committees/Council-meetings. Please let Katie or Nicola know if you need support to speak at an upcoming meeting or are interested in hearing from Council officers on any items put forward to Council. We will also actively invite staff along to present on issues that will be of relevance and interest to Youth Council.

8. **Item of business 1: Youth Summit De-brief**

Brianne provided a quick update and summary of the event.

Feedback and suggestions for next year:

Timing of event

- Start event earlier – students showed up early – Arrive 8.30am for 9am start – some miscommunication with schools / teachers and students around start times

- The month of May clashes with end of Unit 1/3 for Year 11/12 students – a lot of SACS (two weeks earlier would be better or later, e.g., first two weeks of term)

- Older Youth Councillors – hard to attend during work hours, but understand this is best for students

- Scheduling with schools earlier and liaising with them about best time of the year

Registrations

- Was good to have a variety of ages and diverse range of young people

- A lot of students at St Helena who attended weren't registered – work better with the schools to capture the registrations

- Link to registration from the start of promoting to schools

Guest speakers

- Pay for speakers to stay longer

- Allocate more time to guest speakers

- Open to room to ask questions

- Liked having guest speakers at the start – created hype

- Engage new speakers for next event – for example Indigenous speaker (e.g., Scott Darlow)

- Diverse range of speakers including women

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- Speakers – at least one young person – otherwise stories from other speakers should relate to being a young person

- GANGA GIRI performance from Reconciliation Week Flag raising would be good to include

Table discussions

- Young people were very passionate about the topics they chose – were willing to contribute. Didn't take a lot of facilitation

- Best part of the day, was great to connect with young people and discuss their ideas

- Provide information on any participants that might need a bit more support on the day

- Allowing longer to swap tables and provide additional information

- Allocating people to a second table for the swap and communicate this a bit better

Catering

- Food was good and well set up

- Keep catering local

- Elles Pizza – discount for Eltham Junior football club

- Tea/Coffee – maybe not appropriate for young people. Juice boxes for next year.

- More drink stations would be better as it was crowded

- More mintees

Other

- Have an area for people to leave their bags

- Liked that there was a mix of students from different schools

- Service providers – have more activities for young people to join in on

- Giveaways and freebies from the service providers – Badges / stickers with inspirational quotes related to topics young people are passionate about "people of quality stand for equality"

- Less lengthy speeches by Staff/Councillors

- Update from Youth Council – what's coming up and what Youth Council are working on

- Reminder to all to write pronouns on their name badges

- MC Notes – make this more interactive – e.g., using Menti Meter to be more interactive with the crowd

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- Location – potentially looking at other locations for future events

- Lunch time – have equipment outside on oval for young people to do an activity to expend energy

9.   **Item of business 2: Youth Hub Project**

Update on project – Katie Camilleri

Save the date: Youth Hub Forum, Monday 20 June, 4-5.30pm

Feedback on location – Proposed: Eltham War Memorial

- Suggested that Eltham Library would be a better location

Thoughts/ideas for agenda

- What would your ideal Youth Hub look like? – services, programs, look/feel, different types of rooms, equipment

- Should it be organised events / programs or space to drop in or both?

- What does a welcoming and safe space look like?

- When you think about 'Youth Hub' what words come to mind?

- How will you travel to Youth Hub?

- What programs would you like to see at a Youth Hub?

- What should a Youth Hub be located near or with / where should it be located?

- What challenges do you think you would face accessing a youth hub that we need to consider?

- What should it be called? Name ideas

Promotions / incentives – how do we get young people to come?

- Pizza, chocolate, juice boxes

- Using social media for advertising

- Youth Council promote via school (e.g., Announcement on Monday of forum)

10.   **Item of business 3: Youth-led project: Youth Coaching Series – Brianne Keogh**

Brianne provided an update on new youth lead project and sought feedback / ideas from Youth Council.

- Youth Coaching series – looking at weekly seminars at Diamond Valley Basketball Stadium for Youth 12-25

- Take place during Youth Fest – September

- Topics include: Mental health and wellbeing, Leadership and coaching skills for young people, etc.

    Feedback from Youth Council:

- Umpire for AFLW – Speaking about umpiring and refereeing

- Tackle your feelings – program in AFL could look at for this

- Inclusive & welcoming session – possibly tie into This Girl Can week

- Being empowered through sport / importance of sport in health and wellbeing

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- Session on injury prevention / building good habits as well as dealing mentally with an injury in sport

11. **Item of business 4: Youth Development Updates**

Katie Camilleri

Updates on the following Youth Development projects:

<u>BMX Jump Park Update</u>

- The Trail Collective are currently working on Concept Designs for a BMX facility at Allendale Road based on the recent community feedback which was presented to Council at the 10 May Planning and Consultative Committee (PCC) meeting

- Youth Council and other key stakeholders will be invited to provide feedback on this concept plan once they become available (next month)

- Council Officers are also presenting a feasibility study to Council this month that is exploring the issues and options available with a variety of site options

<u>School Holidays</u>

Nillumbik Youth are hosting a number of fun (and mostly free) activities over the June school holidays. See list of activities below or visit https://www.nillumbikyouth.vic.gov.au/What-we-do/Programs/School-holiday-activities for more information and to register.

Bike Maintenance Workshop

<u>Saturday 25 June, 10am-3pm</u>
Eltham Living & Learning Centre ($85)

Join Living & Learning Nillumbik for a one-day course designed to teach you the basics of bike maintenance, from recognising all the parts of your bike, servicing your bike and trouble-shooting problems. Bring your own bike and go home with it working much better than it did!

Job Skills 101

<u>Tuesday 28 June, 1-3pm</u>
Panton Hill Living & Learning Centre (free!)

Looking for help applying for jobs? Join us for a free workshop on how to find jobs, resume writing, nailing your cover letter and acing interviews. Banyule Jobs Advocates will also be around to provide participant with 1:1 support.

Zine Making Workshop

<u>Tuesday 28 June, 2-3pm</u>
Eltham Library (free!)

Whether you're just starting out or are a seasoned creator, zines are a great way to publish your own art, poems, writing, musings, comics and anything else you want to express — without needing anyone else's permission to do so. All materials will be supplied, but feel free to bring along your own inspirations.

Game Jam Coding Workshop

Tuesday 28 June & Tuesday 5 July (must attend both sessions), 3.30-5pm
Diamond Valley Library (free!)

Join YPRL to learn how to design an 8-bit arcade style videogame. No experience required!

Movie Night: The Perks of Being a Wallflower

Thursday 30 June, 5.30-8.30pm
Wadambuk St. Andrews Community Centre, (free!)

Watch cult classic The Perks of Being a Wallflower on the big screen! Snacks and bus pick up from Hurstbridge, Panton Hill, Butterman's Track, Cottlesbridge or Smith's Gully also provided. Please note: this movie is rated M for mature audiences.

Teen Yoga

Thursday 30 June & Thursday 7 July
Eltham Living & Learning Centre ($24 for both sessions)
Join Living & Learning Nillumbik for a teens yoga class focusing on flow and mediation.

DIY Bath Bombs

Tuesday 5 July, 1-3pm
Eltham Living & Learning Centre (free!)

Live your best Lush life without leaving a hole in your wallet at our DIY Bath Bomb session with Living & Learning Nillumbik. All materials provided.

Tunes and Tie Dye

Wednesday 6 July, 1-4pm
Diamond Creek Community Centre (free!)
Catch some of Nillumbik's best local youth talent and make some tie dye creations! Our FReeZa team will also be slinging some free food and giveaways.

Song Writing Workshop

Thursday 7 July, 2-3.30pm
Hurstbridge Hub (free!)

Want to learn how to write a chart topping song? Join Jackson Phelan from Melbourne band Rat!Hammock to learn how to write a great tune. Please note: this session focuses on song lyrics.

12. Other Business

Youth Council members invited to put forward agenda items for discussion.

13. Next meeting date and location

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Youth Council Informal Meeting

Monday 4 July 2022

Location: Council Chambers

Action log

Action	Responsible	Due Date
Save the date for Youth Hub Forum, Monday 20 June, 4-5.30pm and help promote via networks and schools.	Everyone	20/06/2022
Provide school holiday flyer with meeting minutes	Katie	7/06/2022

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Nillumbik Audit and Risk Committee minutes
Monday 31 May 2022
Via Zoom

Held Monday 31 May 2022 at 4.30pm, Via Zoom

1   Pre-meeting In Camera

No members raised matters they wished to discuss in camera.

2   Present

Independent members: John Watson (Chair), Greg Rimmer-Hollyman (arrived 4:38pm), Chris Eddy

Councillors:

Mayor Cr Frances Eyre, Deputy Mayor Cr Ben Ramcharan

Council officers:

Carl Cowie (Chief Executive Officer), Vince Lombardi (Chief Financial Officer), Rosa Zouzoulas (Executive Manager Planning & Community Safety), Jeremy Livingston (Executive Manager Business Transformation and Performance), Melika Sukunda (Finance Manager), Sally Picket (HR Manager), Eddie Cheng (IT Manager), Craig Commane (Risk and Safety Lead)

Other invitees:

Donna Attard (HLB Mann Judd), Richard Wilson (Pitcher Partners)

3   The Chair welcomed attendees and acknowledged the traditional owners and custodians of the lands on which attendees were meeting.

4   Apologies

Nick Walker (HLB Mann Judd), Graham Noriskin (Pitcher Partners), Blaga Naumoski (Executive Manager Governance, Communications and Engagement)

5   Disclosure of any conflicts of interests

Nil

6   Declarations

i.   CEO – Any impending legal action, legislation breaches or instances of fraud.

Nil

ii.   Internal Auditors – Any obstructions to the work of the internal audit.

Nil

7   Adoption of the minutes of the meeting held 14 February 2022

Decision

The minutes of the Audit and Risk Committee meeting held on 14 February 2022 were accepted as a true record.

8   CEO Update

The CEO update was presented to the Committee.

Decision

The CEO update was received and noted.

9   2021/2022 VAGO Interim Management Letter

The 2021/2022 VAGO Interim Management Letter was presented to the Committee.

Decision

The draft 2021/2022 VAGO Interim Management Letter was received and noted.

The Committee recognised the positive outcomes outlined in the Interim Management letter and that the one remaining finding regarding leave balances is consistent across the sector largely as a result of the pandemic.

10   Table of actions arising

The table of actions arising was presented to the Committee.

Decision

The table of actions arising was received and noted.

11   Health and Well-being, Sexual Harassment in Local Government and Gender Equity Action Plan update

The Health and Well-being, Sexual Harassment in Local Government and Gender Equity Action Plan update was presented to the Committee.

Decision

The Health and Well-being, Sexual Harassment in Local Government and Gender Equity Action Plan update was received and noted.

The Committee recognised the good work being done by the organisation and acknowledges the ongoing nature of the work required in this area.

The Committee acknowledged the comprehensive work that has been completed on the Gender Equity Action Plan.

12   **Sex Work Decriminalisation Bill 2021 summary**

The Sex Work Decriminalisation Bill 2021 summary was presented to the Committee.

Decision

The Sex Work Decriminalisation Bill 2021 summary was received and noted.

13   **Statutory Planning Internal Audit Report**

The Statutory Planning Internal Audit Report was presented to the Committee.

Decision

The Statutory Planning Internal Audit Report was received and the Committee noted the relative minor nature of the recommendations and the progress already made to implement these.

The Committee agreed that the possibility of an internal audit on the enforcement aspects of statutory planning be considered when the internal audit plan is next reviewed.

14   **Internal Audit Status Report**

The internal audit status report was presented to the Committee.

Decision

The internal audit status report was received and noted.

15   **Recent Risk and Issues Brief**

The Recent Risk and Issues Brief was presented to the Committee.

Decision

The Recent Risk and Issues Brief was received and noted.

16   **Pending audit recommendations report**

The status report of pending audit recommendations report was presented to the Committee.

Decision

The pending audit recommendations report was received and noted.

17   **Risk and Safety report**

The Risk and Safety report was presented to the Committee.

Decision

The Risk and Safety report was received and the Committee noted the consistent quality of these reports and the downward trend in incidents, claims and other matters covered by the report.

18   **Risk Report Policy Framework and Strategic Risks**

The Risk Report Policy Framework and Strategic Risks was presented to the Committee, seeking endorsement.

Decision/ Resolution

The Committee suggested some updates for consideration, prior to finalisation of the framework.

The Committee endorsed the Risk Report Policy Framework and Strategic Risks subject to consideration of the suggestions.

19   **Cybersecurity – Ransomware update**

The cybersecurity – ransomware update was presented to the Committee.

Decision

The cybersecurity – ransomware update was received and the Committee noted the learnings out of the simulated scenario.

20   **Transformation at Nillumbik (T@N) Update**

The T@N update was presented to the Committee.

Decision

The T@N update was received and noted. It was agreed that the Committee won't receive this report at future meetings but that in due course the Committee will be advised of the next phase of the transformation project. The Committee also noted that a possible audit may be considered in the future to compliment the Business Transformation Internal Audit.

21   **Draft Budget 2022-2023**

The Draft Budget 2022-2023 was presented to the Committee.

Decision

The Draft Budget 2022-2023 was received and the Committee noted that the budget has now been adopted by Council.

22   **March Quarter Financial Report Summary and March Quarter Financial Report**

The March Quarter Financial Report Summary and March Quarter Financial Report were presented to the Committee.

Decision

The March Quarter Financial Report Summary and March Quarter Financial Report was received and noted.

23   **Rates in Arrears report**

The rates in arrears report was presented Committee.

Decision

The Rates in arrears report was received and noted.

24   **Councillor Expenses report**

The Councillor Expenses report was presented to the Committee.

Decision

The Councillor Expenses report was received and noted.

25   **Audit Committee work plan**

The Audit Committee work plan was presented to the Committee

Decision

The Audit Committee work plan was received and noted.

26   **Other Business**

Nil

27   **Next meeting**

The next Audit and Risk Committee meeting is scheduled to be held on 22 August 2022, 4pm, to be confirmed if via zoom or at Council Offices, Civic Drive Greensborough.

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Recreation and Leisure Strategy

2022–2030

**RECREATION
AND LEISURE**

Nillumbik
The Green Wedge Shire

If you require the Recreation and Leisure Strategy 2022-2030 document in an alternative format, email **leisure@nillumbik.vic.gov.au** or phone **9433 3111**.

If you are deaf or have a hearing or speech impairment, please contact us through the National Relay Service on **13 36 77**.

Acknowledgement of Country

Nillumbik Shire Council respectfully acknowledges the Wurundjeri Woi-wurrung people as the Traditional Owners of the Country on which Nillumbik is located. We value the significance of the Wurundjeri Woi-wurrung people's history as essential to the unique character of the Shire. We pay tribute to all First Nations People living in Nillumbik, give respect to Elders past, present and future, and extend that respect to all First Nations People.

We respect the enduring strength of the Wurundjeri Woi-wurrung and acknowledge the ongoing impacts of past trauma and injustices from European invasion, massacres and genocide committed against First Nations People. We acknowledge that sovereignty was never ceded.

Wurundjeri Woi-wurrung people hold a deep and ongoing connection to this place. We value the distinctive place of our First Nations people in both Nillumbik's and Australia's identity; from their cultural heritage and care of the land and waterways, to their ongoing contributions in many fields including academia, agriculture, art, economics, law, sport and politics.

Contents

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Introduction

Nillumbik Shire Council values the roles that sport and active recreation play in improving the health, wellbeing and quality of life of Nillumbik residents.

People who live, work, study, volunteer and play in Nillumbik Shire are involved in a wide variety of recreational activities. Council understands the importance of physical activity, active participation and volunteerism in building strong and healthy communities.

Council acknowledges the importance of other leisure and non-physical activities in a person's life which may fall outside the scope of this strategy.

The purpose of this strategy is to renew Council's commitment to physical activity across the municipality. The strategy provides strategic priorities and objectives that will inform the development of sport and active recreation in Nillumbik over the next eight years. The strategy is underpinned by two four-year action plans spanning from 2022-2026 and 2027-2030.

This strategy has been informed by extensive community consultation with key internal and external stakeholders, including community sporting clubs, peak bodies/state sporting associations and leisure providers, as well as community users of open space, skate parks, trails and playgrounds.

Introduction | **3**

Vision

Nillumbik Shire will be characterised by well-planned, sustainable facilities and environments that meet the physical activity needs of our community.

Opportunities to participate will be supported through strong partnerships between Council, the community and leisure providers.

We will remove barriers to participation in sport and active recreation for underrepresented groups in the community, including: women and girls, people with disability, gender diverse people, the LGBTQIA+ community, First Nations people, socio-economically disadvantaged individuals, migrants and refugees, older adults and people from culturally and linguistically diverse (CALD) backgrounds.

"Nillumbik is committed to providing high quality, inclusive sport and recreation facilities in partnership with the community to support participation for all."

Physical Activity in Nillumbik

6 | Nillumbik Shire Council Recreation and Leisure Strategy 2022–2030

Participation in physical activity is an important part of a healthy lifestyle.

Being physically active by engaging in sport and active recreation improves health outcomes, promotes mental wellbeing and can reduce the risk of developing chronic health conditions, such as obesity and heart disease. Being socially connected through physical activity has positive impacts on the psychological, social and emotional wellbeing of individuals and communities.

The national Physical Activity Guidelines recommend limiting the amount of time spent sitting, and doing a minimum of 30 minutes of accumulated physical activity each day for adults, three hours a day for toddlers and pre-schoolers, and 60 minutes a day for children and teens. The 2021 Nillumbik Community Profile found that only 63% of Nillumbik residents engage in sufficient physical activity.

Physical activity can take many forms. This strategy encompasses both sporting activities and active recreation.

Sport includes competitive and non-competitive sporting activities which are organised, sanctioned by a governing body and are undertaken using Council resources and facilities (e.g. AFL football, netball, basketball, soccer etc.)

Active Recreation is not organised and is without a governing structure. The three most popular forms of active recreation in Nillumbik are walking (58.2 per cent), cycling (15.4 per cent), and jogging or running (12.4 per cent). Other examples of active recreation include use of playgrounds, skate parks and trails.

In addition to community sport and active recreation assets, Council owns and operates six major leisure facilities:

- Yarrambat Park Golf Course
- Eltham Leisure Centre
- Diamond Creek Community Centre
- Diamond Creek Outdoor Pool
- Diamond Valley Sport and Fitness Stadium, and
- Community Bank Stadium

These settings facilitate both sport and active recreation and are managed through long term partnerships with specialised leisure providers.
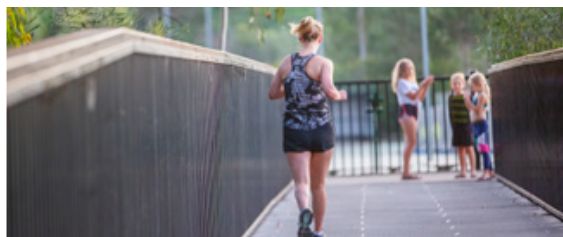
COVID-19 and Recreation

As the coronavirus (COVID-19) pandemic has evolved, there has been a broad range of impacts on the lives of Victorians, including to the economy, education, employment, healthcare and participation in community activities.

The 2021 'Together in Nillumbik' survey found 52 per cent of Nillumbik residents reported they were less physically active as a direct result of COVID-19 restrictions.

The height of the state's lockdown directive resulted in the temporary cessation of all community sport in Victoria. From adopting strict hygiene protocols to modifying training and game formats, community sport has been quick to adapt to the evolving public health guidelines in order to continue to provide participation opportunities to the community.

As part of the 2020-21 Club Development survey, Nillumbik sporting clubs identified their top concerns in regards to the impact of the COVID-19 pandemic on local community sport.

Two thirds of Nillumbik clubs expressed concern around their ability to retain members, and half of all clubs highlighted the detrimental financial impact of the pandemic. One in five clubs expressed concern at their capacity to comply with COVID-19 operational guidelines.

Possible long-term outcomes of COVID-19 for community sport may include:

• Decline in participation and memberships

• Loss of volunteers

• Financial instability.

Conversely, the restrictions imposed on community sporting clubs during COVID-19 saw a significant increase in participation in active recreation, highlighting the important role that active recreation infrastructure and open space play in improving physical and mental health and wellbeing.

8 | **Nillumbik Shire Council** Recreation and Leisure Strategy 2022–2030

Physical Activity in Nillumbik | **9**

Priorities

10 | **Nillumbik Shire Council** Recreation and Leisure Strategy 2022–2030

Strategic alignment

The *Local Government Act 2020* promotes an integrated approach to strategic planning and reporting. Integrated strategic planning and reporting seeks to ensure strong alignment between key strategic documents and policies that direct and influence initiatives, activities and projects undertaken by Council.

The following symbols will be used throughout each priority to indicate the direct alignment to strategies included within Nillumbik's Municipal Public Health and Wellbeing Plan 2021-25 and Council Plan 2021-25.

Symbols

Municipal Public Health and Wellbeing Plan 2021-25

Council Plan 2021-25

In compliance with the *Gender Equality Act 2020*, Council will apply a gender and intersectional lens across the strategy and associated action plans.

More broadly, the Recreation and Leisure Strategy plays a role in supporting Council to achieve objectives under each of the four themes for a Community Vision - Nillumbik 2040 which are *Our People, Our Place, Our Future and Our Council*.

Six key priorities

Council has identified six key priorities which will guide the strategic direction of recreation over the next eight years. These include:

1.	**Increasing Participation and Usage of Facilities and Open Space**
2.	**Promoting Equity and Inclusion**
3.	**Infrastructure Renewal and Upgrade**
4.	**Community Engagement and Partnerships**
5.	**Community Development and Strengthening**
6.	**Sustainable Environments**

Priorities | 11

Priority 1.

Increasing Participation and Usage of Facilities and Open Space
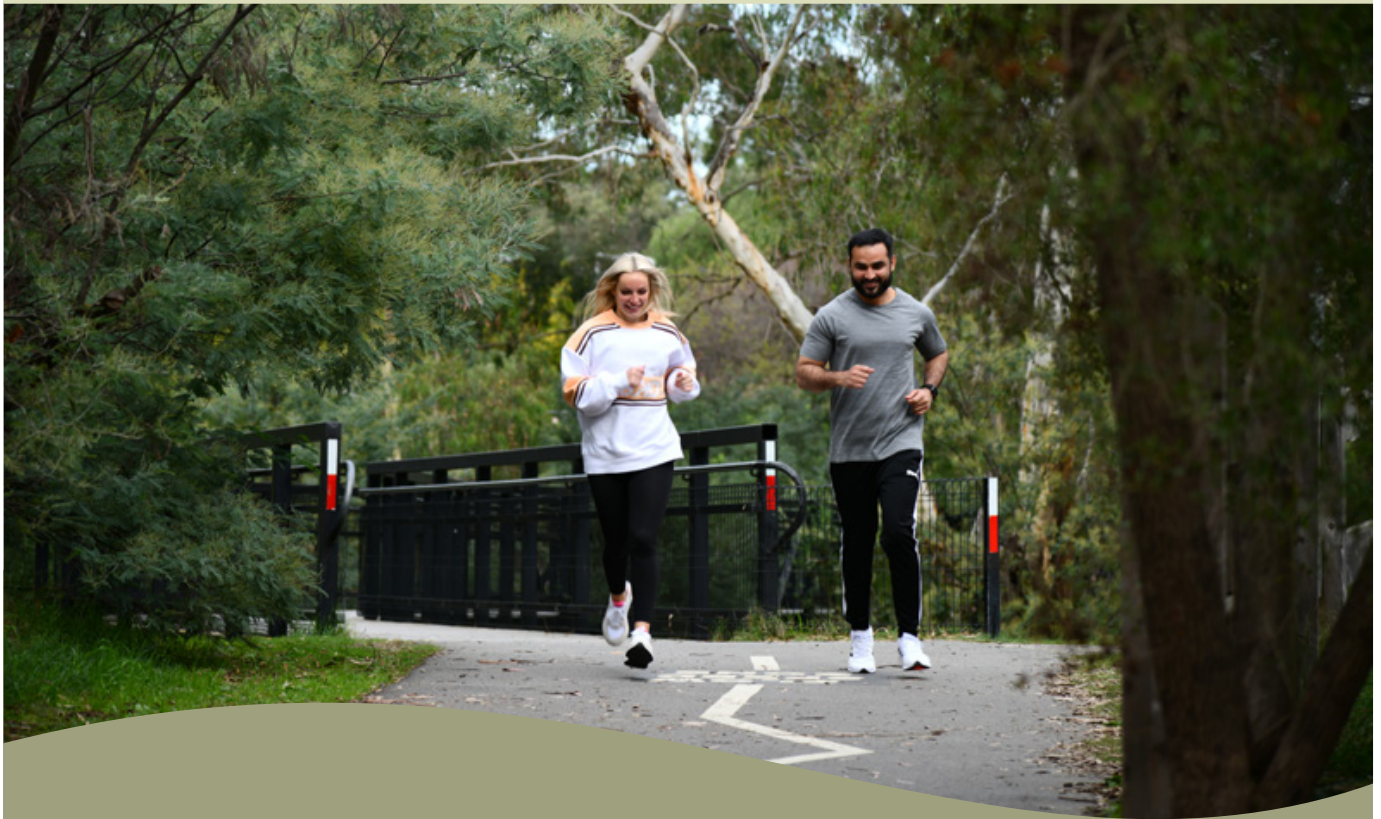
Increasing participation in physical activity is a priority for both State and Federal governments.

As a local government authority, Nillumbik Shire Council has a responsibility to maximise participation opportunities for the local community.

Council is committed to actively maintaining and renewing recreation assets, including sport grounds, playgrounds, trails, skate parks and leisure facilities, in alignment with asset management plans, to ensure they are able to cater to an increase in usage.

Council will work closely with community sporting clubs and leisure providers to deliver programs and services that maximise opportunities for individuals and groups to be physically active.

Objectives

1.1	Overall participation in sport and active recreation is increased annually	♥
1.2	Participation in key targeted demographics (including women and girls, people with disability, First Nations people, gender diverse people, the LGBTQIA+ community, older adults, migrants and refugees, CALD communities and individuals from rural/remote areas) is increased annually	♥
1.3	Nillumbik Shire Council works proactively with community groups to address decline or stagnation in participation through targeted action plans	
1.4	Nillumbik Shire Council actively supports and promotes opportunities to participate in active recreation opportunities, including walking, skating, scootering and cycling	♥ ⊥
1.5	Nillumbik Shire Council completes Gender Impact Assessments for all projects and planning (where applicable) to support the participation of women and girls, gender diverse people and the LGBTQIA+ community	♥

Municipal Public Health and Wellbeing Plan 2021-25 ♥
Council Plan 2021-25 ⊥

Priorities | **13**

Priority 2.

Promoting Equity and Inclusion

Council has a responsibility to ensure that all people have the opportunity to participate in sport and recreation, regardless of their age, gender, sexuality, ability, religion, location, cultural background or socio-economic status.

Council plays a significant role in actively encouraging equity and inclusion across all aspects of recreation, and in addressing inequities to ensure greater access to programs and facilities.

Council will prioritise projects and programs that provide equity of access and support the meaningful participation of underrepresented groups in sport and recreation. This will be achieved through the adoption of universal design principles, as well as through equitable scheduling and resource distribution.

Council will incentivise equity, diversity and inclusion through fees and charges and funding opportunities.

Objectives

2.1	Projects, programs and services that support an increase in access, equity and inclusion in sport and recreation are prioritised for funding	
2.2	Fees and charges for sporting facilities incentivise equitable access and promote inclusive practices	
2.3	Nillumbik Shire Council works proactively with community groups to increase awareness and build capacity around inclusion best practice	
2.4	Nillumbik Shire Council actively pursues options to make sport, recreation and leisure facilities more accessible	
2.5	Lease agreements for sport and recreation assets are reviewed and adapted to promote fair and equal access	

Municipal Public Health and Wellbeing Plan 2021-25
Council Plan 2021-25

Priorities | **15**

Priority 3.

Infrastructure Renewal and Upgrade

Council will actively pursue funding opportunities to renew ageing infrastructure, upgrade existing infrastructure and develop new infrastructure to meet the community's needs and expectations around sport and active recreation.

Council will work closely with partners, including but not limited to: community groups, leisure providers, state sporting associations and the State Government to better understand community needs and deliver projects.

Council will make decisions around funding in a transparent, principled and consistent manner. Projects will be prioritised on a needs basis, with an emphasis on projects that deliver inclusive and accessible participation opportunities.

Objectives

3.1	Nillumbik playgrounds meet the needs of Nillumbik residents and visitors	♥
3.2	Infrastructure renewal and upgrade projects that meet multiple strategy principles are prioritised	🪧
3.3	Nillumbik Shire Council actively pursues grant and funding opportunities to develop and renew assets to meet community needs	🪧

Municipal Public Health and Wellbeing Plan 2021-25 ♥
Council Plan 2021-25 🪧

Priority 4.

Community Engagement and Partnerships

Council will continue to engage enthusiastically with community sporting clubs, governing bodies, leisure providers and members of the community regarding physical activity throughout the municipality.

Council will continue to build positive and supportive partnerships with community sporting clubs, with a focus on beneficial occupancy arrangements, acquisition of funding and grants and provision of club education.

Council values its relationships with the leagues, associations and the state and national sporting bodies that govern sporting activities. Council will continue to work collaboratively with them to advocate for Nillumbik community sporting clubs, strengthen partnerships and align strategic direction.

Council will undertake community consultation on sport and recreation projects in accordance with Council's Community Engagement Policy. Council is committed to meaningful engagement with community members to identify and address the recreation needs of those who live, work and play in Nillumbik. Consultation findings will shape the development of the Recreation and Leisure Strategy's Action Plans and Levels of Service.

Objectives

4.1	All community engagement is undertaken in alignment with Council's Community Engagement Policy
4.2	A Recreation Advisory Committee is formed to provide guidance on sport, recreation and leisure opportunities within the Shire
4.3	Nillumbik Shire Council supports community sporting clubs and contracted leisure providers to both seek new community partnerships and optimise existing partnerships with local businesses and community organisations
4.4	Nillumbik Shire Council proactively seeks to form partnerships with groups and organisations that support the participation of underrepresented community groups in sport and recreation

Municipal Public Health and Wellbeing Plan 2021-25
Council Plan 2021-25

Priorities | **19**

Priority 5.

Community Development and Strengthening

Council will support community sport and recreation clubs to become viable, independent and well-governed organisations.

Professional development opportunities, funding incentives and auditing processes will assist clubs in becoming financially sustainable as well as safe, inclusive and welcoming environments. Community sport volunteers will be supported to upskill and we will celebrate their contribution to our Shire.

Council will continue to work closely with other partners, including contracted leisure providers, to provide programs that upskill the community to lead healthier and more active lifestyles.

Council will give priority to facilities, programs and services which encourage and support community strengthening and capacity building.

Objectives

5.1	Club development is delivered annually as per the Club Development Framework
5.2	Where relevant, community sporting clubs are provided with the opportunity to transition from seasonal user agreements onto lease or license agreements
5.3	Nillumbik Shire Council supports clubs to be safe, welcoming and sustainable organisations
5.4	Nillumbik Shire Council supports community sporting clubs to apply for funding

Municipal Public Health and Wellbeing Plan 2021-25
Council Plan 2021-25

Priorities | **21**

Priority 6.

Sustainable Environments

The protection of the Shire's natural assets and outdoor recreation environment is of utmost importance.

Council supports the efficient use of resources and actively encourages the minimisation of waste production in its projects and services.

The development and/or renewal of recreation assets, such as pavilions and leisure facilities, will incorporate sustainable management practices and environmentally sustainable design principles.

Objectives

6.1	Lease and licence agreements include a sustainability clause which outlines environmental considerations, including recycling and energy-saving measures
6.2	Nillumbik Shire Council adheres to Council's Climate Action Plan 2022-2032 in regards to the renewal, upgrade and maintenance of sport and recreation assets

Municipal Public Health and Wellbeing Plan 2021-25 ♥
Council Plan 2021-25 ♇

Priorities | 23

Implementation and Evaluation

The 'Recreation and Leisure Strategy is underpinned by two four-year action plans spanning from 2022-2026 and 2027-2030. Each action plan will provide detail on how Council will implement the strategic objectives in this strategy and measure progress. Actions will be reviewed every 12 months, and an evaluation on the 2022-2026 action plan will be completed prior to the 2027-2030 action plan being prepared.

The four-year action plans will include:

• Actions related to each strategic objective in the strategy

• Timeframe each action will be delivered

• Who is responsible within Council to deliver the action

• Partners involved in delivering the action.

Annual reviews

Annual reviews will be undertaken by Council officers to evaluate the progress made within each of the priority areas.

A traffic light rating system will be used to identify actions within the annual implementation plan that are **complete**, **on track** or **delayed.**

Case studies from key initiatives will also be included in each annual review.

The reports will also monitor trends, identify opportunities for improvements and inform the development of the next four-year action plan to ensure actions remain relevant for continued investment by Council over the life of the strategy.

Council will prepare a summary report at the completion of each four-year action plan to be shared with key stakeholders including Councillors, Council officers, service providers and the wider community.

Implementation and evaluation | 25

Related Council strategies

- Council Plan 2021-2025
- Nillumbik Health and Wellbeing Plan 2021-2025
- Disability Action Plan 2020-2024
- Gender Equity Policy 2018
- Ageing Well in Nillumbik Action Plan 2019-2022
- Equine Strategy 2020
- Lifetime Play Strategy 2017

- Northern Regional Trails Strategy 2016
- Open Space Strategy 2005
- Soccer Strategy 2014
- Climate Change Action Plan 2022-2032
- Community Engagement Policy 2021
- Community Grants Policy 2022
- Youth Strategy 2022-2026
- Eltham Lower Park Masterplan 2008
- Inclusive Sports Pavilion Plan

26 | **Nillumbik Shire Council** Recreation and Leisure Strategy 2022–2030

Glossary of Terms

Active Recreation - Active recreation is leisure time physical activity undertaken outside of structured, competition sport. It is a set of activities within the wider range of physical activity options that also include active living, active transport and sport

CALD - Culturally and linguistically diverse communities. A widely used definition of CALD refers to those people born overseas, in countries other than those classified by the Australian Bureau of Statistics as 'main English speaking countries'

Disability - Disability is an umbrella term for impairments of body function or structure, activity limitations or participation restrictions

Exercise - Planned physical activity with bodily movements that are structured and repetitive, performed for the purpose of improving or maintaining physical fitness

First Nations People - 'First Nations People' respectfully encompasses the diversity of Aboriginal and Torres Strait Islander cultures and identities

Gender Diverse - A broad term that encompasses a diversity of gender identities and gender expressions including: bigender, trans, transgender, genderqueer, gender fluid, gender questioning, gender diverse, agender and non-binary. Gender diverse refers to identities and expressions that reject the belief that gender is determined by the sex someone is assigned at birth

Health - A state of complete physical, mental and social wellbeing and not merely the absence of disease or infirmity

Inclusion - the practice or policy of providing equal access to opportunities and resources for people who might otherwise be excluded or marginalised; such as those who have physical or mental disabilities and members of other minority groups

LGBTQIA+ - People who identify as lesbian, gay, bisexual, trans, queer/questioning, intersex and/or asexual

Older Adult - Being an 'older' person is a relative concept—chronologically, medically and culturally. It does not have a precise definition and specific ages may be used for particular purposes. People over 65 are generally classified as 'older' for Australian Bureau of Statistics

Physical Activity - Physical activity is defined as any bodily movement produced by skeletal muscle that requires energy expenditure. Popular ways to be physically active include walking, cycling, sports, and play, and can be done at any level of skill and for enjoyment by everybody

Recreation - Recreation is an activity that people engage in during their free time, that people enjoy and that people recognise as having socially redeeming values

Sport - includes competitive and non-competitive sporting activities which are organised, sanctioned by a governing body and are undertaken using Council resources and facilities (e.g. AFL football, netball and soccer)

Nillumbik Shire Council

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Risk and Safety

Risk Management Policy

Description of policy	This policy describes our commitment to and objectives around managing risk across the organisation.
Policy applies to	This policy applies across the whole of Council's operations and activities.
Policy category	Revised Policy
Description of revision and Version Number	Version Number: 5
Approved by	
Approval date	
Effective date	
Date of last revision	01/07/2018
Date of next review*	Before 1 July 2026

*Unless replaced, this policy will still apply beyond the review date.

1. Policy Statement

Nillumbik Shire Council is committed to risk management as an integral part of its corporate governance, operations and development of plans and strategies to minimise risk and is committed to establishing an organisational culture that ensures effective risk management.

The Policy is enacted through the Risk Management Framework and our system focuses on continually improving risk management processes which are consistent with the AS/NZS ISO 31000:2018 Risk Management – Guidelines.

The Policy explains how responsibility for managing risk is distributed across the organisation, as well as other personnel engaged to conduct Council business.

2. Objectives

The Policy aims to achieve the integration of risk management into the culture, activities and processes of Council.

The objectives of this policy are to:

- Ensure that all risks that could affect the achievement of Council's goals, strategies and actions are identified, assessed and treated to a commercially and professionally acceptable level of risk;
- Integrate risk management into Council's decision making processes and embed it into the organisational culture;
- Ensure necessary resources are allocated in support of the Policy and supporting Risk Management Framework;
- Maintain stakeholders' trust and due diligence;
- Align all risk management practices across all systems and to promote and support a consistent corporate approach to risk that can be clearly understood; and
- To ensure that risk management is seen as the responsibility of all staff, i.e. *risk management is everyone's business*.

3. Scope

This policy applies across the whole of Council's operations and activities, including (but not limited to):

Operations, activities, processes and programs	
Anti-fraud and corruption	Individual Performance Plans and KPIs
Asset planning	Information technology
Business continuity	Internal audit
Business planning	Procurement
Corporate governance	Project management
Emergency management and recovery	Stakeholder engagement and consultation
Financial planning and management	Strategic planning and policy formulation
Incident management	Workplace health and safety

4. Risk Management Principles

Risk management at Council will:

- Be an integral part of Council's organisational activities;
- Be a structured and comprehensive approach;

1

- Be proportionate to our organisation's external and internal risk context related to its resources, risks and objectives;
- Involve stakeholders in a timely manner and inclusive process to enable their knowledge, views and perceptions to be appropriately considered;
- Anticipate detect, acknowledge and respond to changes resulting in new and emerging risks;
- Be based on historical and current information, and on future expectation; our RM takes into account any limitations and uncertainties associated with such expectations;
- Recognise that human behaviour and culture significantly influences all aspects of RM, and our achievement of objectives; and
- Continually improve through our learning and experiences.

5. **Risk Management Framework**

The Policy is enacted through the Risk Management Framework (RMF) and our system focuses on continually improving risk management processes which are consistent with the AS/NZS ISO 31000:2018 Risk Management – Principles and Guidelines:

- Council will maintain a RMF to articulate how the intent of the Policy commitment is to be communicated and implemented throughout the organisation;
- The RMF will detail Council's approach to risk management and provide a consistent methodology to identify, assess, prioritise and manage risk;
- Council requires all employees to work within the RMF and consistently comply with the risk management process and risk reporting requirements as detailed in the RMF document;
- The RMF will be approved by the Executive Management Team (endorsed by the Audit and Risk Committee and noted by Council), and reviewed at least every four years; and
- The RMF will be aligned to the Australian or ISO standard on risk management.

6. **Responsibility and Accountability**

In order for Council's risk management practices to be effective, all operations and activities of Council must comply with the risk management principles.

The following responsibilities for risk management are:

Council	- Provides strategic oversight and review; and - Be provided with adequate budgetary provision for risk management.
Audit and Risk Committee	- Independent review and oversight of Council's governance and risk management; - Endorses risk management policy and framework; - Monitors the Internal Audit Plan to ensure adequate coverage of risk; - Monitors Council's audit compliance; and - Reviews quarterly risk reports.
Chief Executive Officer	- Responsible for the management of risk across Council; and - Fosters and promotes a strong risk management culture.
Executive Management Team	- Fosters and promotes a strong risk management culture across Council; - Sets risk appetite and tolerance levels; and - Approves risk management policy and framework.
Directors / Executive Managers	- Responsible to the CEO for the risk management within their directorate / department; - Demonstrates support for the risk management culture; and - Implements risk management practices for strategic, operational and project risks within their respective directorate or department.

Managers	• Responsible to their director/executive manager for the risk management within their section; and • Facilitates and embeds a risk aware culture within their teams.
Coordinators and Team Leaders	• Identifies, assesses and manages operational risks relevant to their operations and activities; and • Facilitates and embeds a risk aware culture within their teams.
Staff, volunteers and contractors	• Applies sound risk management practices in their day-to-day activities; • Ensures hazards and risks identified are escalated to their leaders, coordinators or managers; and • Attends training opportunities where presented.

7. Supporting documentation

The following diagram depicts the relationship between the Risk Management Framework and supporting documentation.
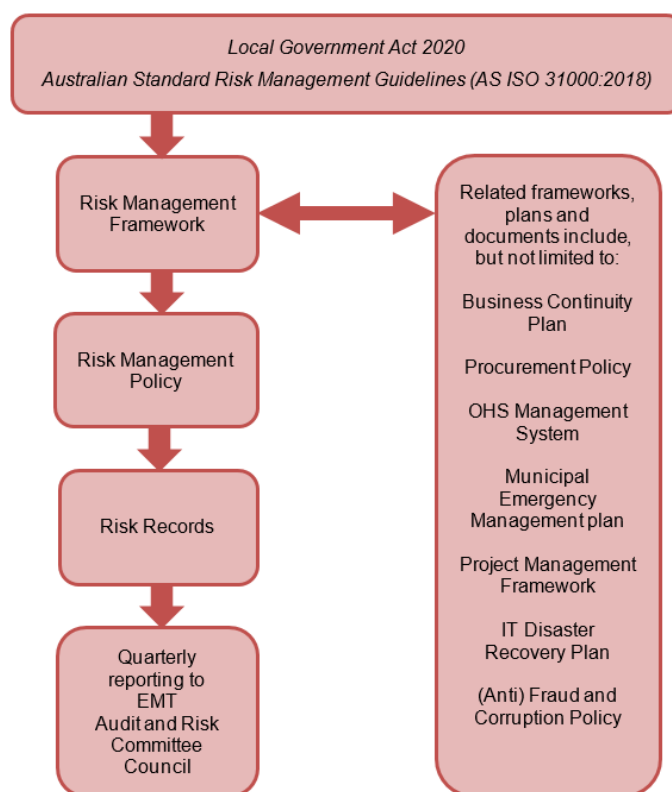
8. Monitoring and reporting

Regular reporting is required to monitor the effectiveness of the risk management process. Reports will be provided to Council, the Audit and Risk Committee and the Executive Management Team (EMT) quarterly.

Risk Management Framework
2022-2026

Version 5: 2022 (Draft)

Date of Approval: TBC

Next Review target date: Before 01/07/2026

Table of Contents

1 Introduction

Nillumbik Shire Council (Council) recognises risk management (RM) as an integral part of good management practice and decision making. Risk is inherent in the provision of crucial functions and services across Council, including the management of Council's strategic, operational and project risks.

The AS/NZS ISO 31000:2018 Risk Management – Guidelines describes risk as "…the effect of uncertainty (either positive or negative) on objectives…" The goal is not to eliminate all risks, but rather to manage risks involved in Council's activities and services, and to maximise opportunities while minimising potential negative exposures.

The RM framework sets the base line for what is required across Council to meet organisational expectation of risk management, and this framework has been updated for consistency with the AS/NZS ISO 31000:2018. The RM framework supports the RM Policy, and aims to ensure that RM is embedded within all of Council's operations and activities.

RM is a fundamental part of our business that supports providing services to the community, including:

- Effective strategic and operational planning;
- Achievement of planned operational and strategic objectives;
- Provides resilience to respond quickly to unexpected threats; and
- Community confidence in service provision, decision-making and planning process.

2 Purpose

The primary purpose of this framework is to support the achievement of Council's strategic objectives contained in the Council Plan, and to:

- Ensure that all risks that could affect the achievement of our Council's goals, strategies and actions are identified, assessed and treated to a commercially and professionally acceptable level of risk;
- Integrate risk management into Council's decision making processes and embedding it into the organisational culture;
- Ensure necessary resources are allocated in support of the Policy and supporting Risk Management Framework;
- Maintain stakeholders' trust and due diligence;
- Align all risk practices across all systems and to promote and support a consistent corporate approach to risk that can be clearly understood; and
- Ensure that risk management is seen as the responsibility of all staff, i.e. – *risk management is everyone's business*.

3 RM Principles

The international standard for Risk management – Guidelines (ISO 31000:2018) describes risk as: "*…the effect of uncertainty (either positive, negative or both) on objectives…*".

The goal is not to eliminate all risks, but rather to manage risks involved in Council's functions and services and to create and protect value for our stakeholders and community.

Risk Management Framework 2022-2026   2

ISO 31000:2018 is based on the following eight principles, which underpin this framework and guide how we manage risk across Council:
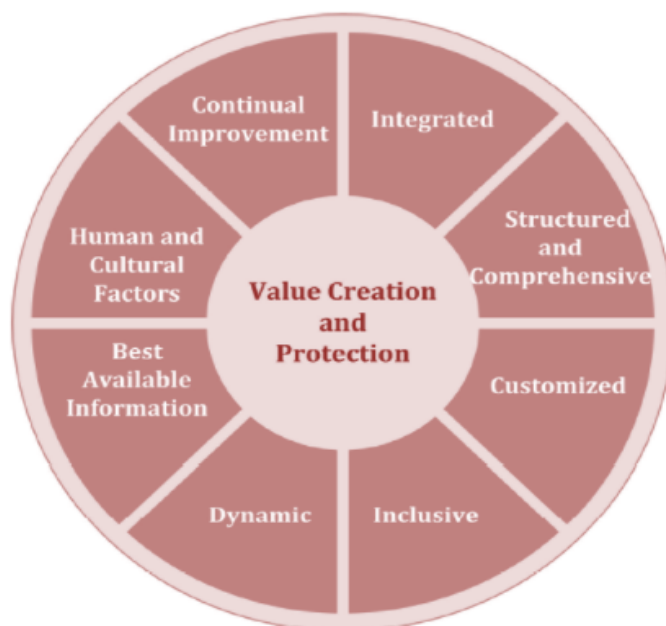
Principle	Description
Integrated	• Be an integral part of Council's organisational activities
Structured and comprehensive	• Be a structured and comprehensive approach that contributes to consistent, efficient and comparable results
Customised	• Be proportionate to our organisation's external and internal risk context related to its resources, risks and objectives
Inclusive	• Involve stakeholders in a timely manner and inclusive process to enable their knowledge, views and perceptions to be appropriately considered
Dynamic	• Anticipate detect, acknowledge and respond to changes resulting in new and emerging risks
Best available information	• Be based on historical and current information, and on future expectation; our RM takes into account any limitations and uncertainties associated with such expectations
Human and cultural factors	• Recognise that human behaviour and culture significantly influences all aspects of RM, and our achievement of objectives
Continual improvement	• Continually improve through our learning and experiences.

4 RM Framework

Underpinning the 8 key principles above are 6 distinct components that form an effective integrated RM framework:

5 Leadership and commitment

5.1 Commitment

Council is committed to RM objectives as a long term strategy that ensures that risks are identified and treated to acceptable levels.

Senior leaders and managers are clear that the responsibility for managing risk belongs to everyone and that there is a need for a positive risk culture within all of Council operations.

The RM Policy and RM Framework have been endorsed by the Executive Management Team (EMT) and are available through Council's intranet portal.

5.2 Risk appetite statement and tolerances

Internal and external factors and drivers will also influence the amount and type of risk that Council is willing to accept in pursuing objectives and their effect on the organisation (risk appetite).

Historically, Council has a general broad low/medium appetite; however, this framework recognises that different consequences may have different appetite levels and that several appetite levels are required.

Council's risk appetite level(s) will also assist the risk methodology to:

- Set a target level of risk to achieve in any risk assessment; and
- Create an escalation point to higher management levels.

There is also recognition that in some circumstances a higher level of risk may be required by management to foster innovation and efficiencies within business practices.

The following statements are a guide to Council's risk appetite:

Risk Management Framework 2022-2026   4

Financial	
Financial	Council will ensure strong financial management with excellent budgeting and forecasting. Council has low appetite for unexpected budget over runs.
Financial Sustainability	Council has no appetite for risks causing failure to the achievement of long term financial targets.
External Audit	Council has no appetite for risks that cause inaccurate reporting or breaches of statutory deadlines.
Legal and Compliance	
Compliance	Council has no appetite for deliberate or purposeful violations of law, legislative or regulatory requirements and zero tolerance for intended breaches.
	Council has zero tolerance to breaches of child safe standards.
Governance	Council will make and implement decisions in the best interests of the community. Council has low appetite for uninformed decision making.
	Council has zero tolerance for corrupt conduct or fraudulent activities and is committed to preventing, deterring and detecting fraudulent and corrupt behaviour in the performance of Council activities.
	Council has a low appetite for risks causing data leakage with zero tolerance for intended breaches.
Reputation	
Brand	Council has a low risk appetite for things which would impact negatively upon its reputation, 'brand' or ethical standing.
Safety	
Safety	Council has zero appetite for Occupational Health and Safety risks that endanger the safety of employees and visitors or impact their wellbeing.
Service Delivery	
Information Technology	Council has a low appetite for risks to the security and availability of its core business systems or misuse of its Information Technology systems.
Operations and Service Delivery	Council has a low appetite for providing poor quality or inadequate services.
	Council has a low appetite for risks that detract from its strategy being achieved.
Employee Development	Council has a high appetite for attracting talented people to Council.
Attraction and Retention	Council has a moderate appetite for driving staff to work flexibly and programs that support Council as a preferred employer of choice.
Environment	
Strategies	Council has a low risk appetite for any risks which unfavourably impacts on the environment or the achievement of Council's environmental objectives.
	Council recognises that achieving our environmental objectives may involve a degree of risk and has a high risk appetite for strategies that respond to our sense of urgency and current climate emergency.
Project	
Project Governance	Council has zero appetite for projects that fail to have in place clear governance structures or fail to assess and manage risk.

Risk Management Framework 2022-2026   5

Project Delivery	Council has a high appetite for undertaking innovative projects that meet the Council's priorities and strategic objectives. These projects will not be pursued by compromising our low appetite for risks that are assessed as having potential to result in major reputational damage to Council or impact delivery of the broader Capital Works program.

The following is a guide to risk appetite levels:

Appetite	Meaning
High	Council encourages innovation and a more aggressive approach to taking risk for increased benefit or to achieve positive results. Innovations are identified, quantified and approved in a structured way.
Moderate	Accepts some risk, but a balanced and informed approach is taken.
Low	Accepts as little risk as possible and a cautious approach to deviations should be taken.
Zero / No	Unwilling to accept any deviation from accepted policy or predefined norms.

5.3 Communication and stakeholder consultation

Local government presents a distinct risk character and profile that needs to be taken into account when considering RM. Many assets and services are available 24/7 in an unsupervised way, some are managed or provided by single volunteers or committees of management or are managed by contractors, others are regulated by compliance legislation.

In this operating environment, the views of our stakeholders in managing our risk environment are very important to us and this framework encourages active communication and consultation with external and internal stakeholders during all stages of the RM process.

Our consultative approach:

- Helps establish the context appropriately;
- Ensures that the interests of stakeholders are understood and considered;
- Brings different areas of expertise together for analysing risks;
- Ensures that different views are appropriately considered when defining risk criteria and in evaluating risks;
- Secures endorsement and support for a treatment plan; and
- Enhances appropriate change management during the RM process.

The types of stakeholders, their influence and their roles can vary substantially depending on their interest, circumstances and the risk.

Council's Project Management framework (PM framework) also provides advice and templates that may be used to assist in the engagement and consideration of stakeholders; how to manage their expectations and preparation of Communication plans where required.

Advice and templates in the PM Framework include:

- Stakeholder analysis;
- Stakeholder management plan; and
- Communications management plan.

Common Stakeholders	
Council	Insurers
Community	Municipal Association of Victoria
Community and sporting groups	Government
Users of services and facilities	Government agencies
Local business	Employees
CEO	Contractors and suppliers
Senior management	Media
Audit & Risk Committee	Internal Auditors
External Auditors	

5.4 Supporting Documentation

The following diagram depicts the relationship between the RM Framework and supporting documentation.
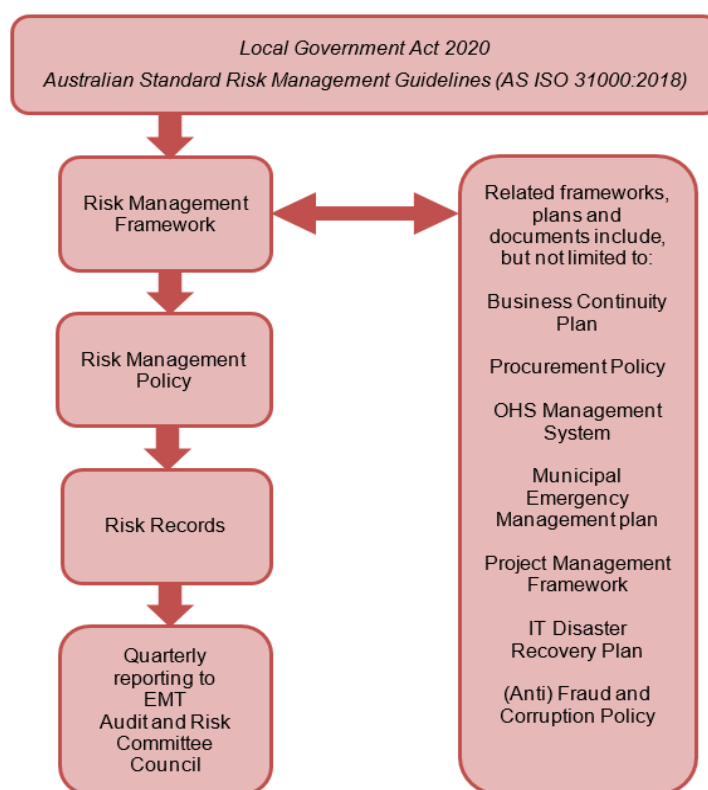
6 Integration

This framework provides the methods and processes Council use to manage risks and identify opportunities in every part of the organisation.

Governance guides the direction of the organisation and provides the rules, processes and practices necessary for Council to achieve its objectives. Management structures that define RM

Risk Management Framework 2022-2026   7

accountability and oversight roles across the organisation are critical to achieving the strategy and objectives required for Council to achieve sustainable performance and long-term viability.

In order to maximise RM benefits and opportunities, it requires integration through Council's entire operations, outlined as follows.

6.1 Management structure / governance

The Council utilises the "three lines of defence" assurance model as the foundation for its governance approach to RM. This model ensures the roles, responsibilities and accountabilities for decision-making are structured to demonstrate effective governance and assurance.
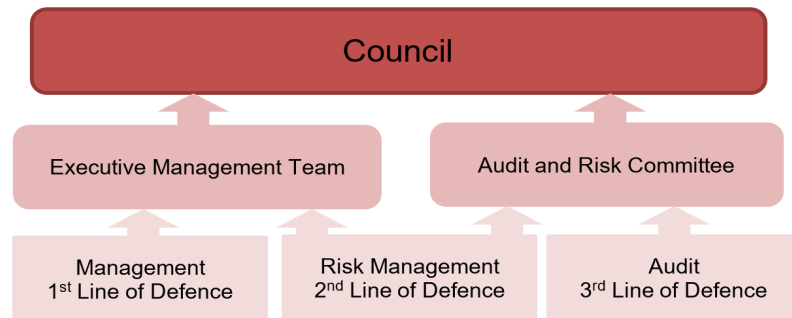
First Line

All the Council's business units/teams are considered "First Line". Within the scope of operations, all operational areas and management are responsible for ensuring risks are managed in accordance with Councils RM Policy, the RM Framework and prescribed legislation and guidelines, as well as other related policies, procedures and work instructions.

Second Line

The Risk and Safety team is considered as the primary "Second Line", through the implementation and management of the Council's RM Framework, while also providing support to the First Line, including producing a transparent oversight of RM and reporting on risk information. The Executive Manager Business Transformation and Performance oversees the implementation of the Framework.

Third Line

Internal audit provides independent assurance on the effectiveness of RM activities and oversight of the efficacy of the First and Second Lines of Defence. The scope of which is determined by the CFO, CEO, and the Audit and Risk Committee.

The Council's Internal Auditor reports on the adequacy and effectiveness of control processes and procedures through the Internal Audit Plan.

External Audit

An external auditor appointed by the Victorian Auditor General reports independently on Council's financial statements.

7 Design

7.1 The organisation and its context

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Organisational Context

Establishing the context involves those involved in the RM process understanding internal and external factors which may influence Council's ability to achieve its objectives.

Council's RM culture, organisational structure, strategy and objectives are factors that define Council's internal context.
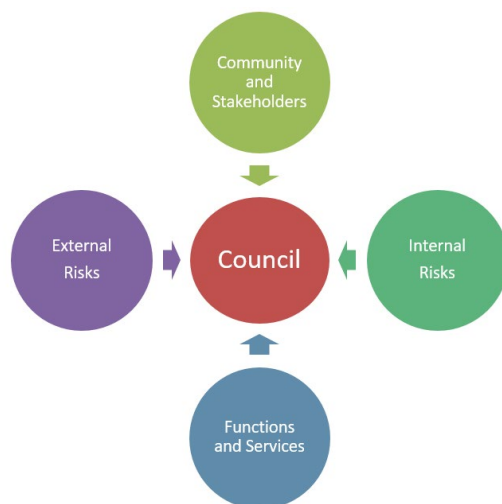
The community includes all stakeholders that interact with Council.

The views of the community and stakeholders are taken into account when formulating plans to deliver service and functions.

Internal and external sources of risk influence the way and means by which Council delivers its services and manages its statutory functions.

Decisions about managing risk need to take into account Council's stakeholders, internal and external.

Internal risk factors and drivers affecting Council's objectives may include, but are not limited to:

* Organisational structure, roles and accountabilities;
* Governance frameworks, including corporate governance – acting legally and ethically and democratic governance – in how we involve and work with the community;
* Policies, objectives, and the strategies that are in place to achieve them;
* Political forces inside and outside of Council;
* Emergency management systems;
* Information systems, information flows and decision making processes;
* Relationships with, and perceptions and values of stakeholders;
* Culture, including values and behaviours; and
* The form and extent of contractual relationships.

External risk factors and drivers affecting objectives have been contributed to by situations and events such as:

* Continued increases year to year in insurance premiums;
* Change in the litigation climate with 'no win no fee' legal promises from legal providers;
* Changes in legislation impacting Council and its operations;
* The abolition of the 'nonfeasance' common law defence and the introduction of the *Road Management Act 2004*;
* Natural disasters such as bushfires and flood events; and
* Economic pressures relating to reduction in grant funding and cost shifting.

Strategic, operational and project risk alignment

Council's strategic, operational and project context is as follows:

Risk Management Framework 2022-2026   9
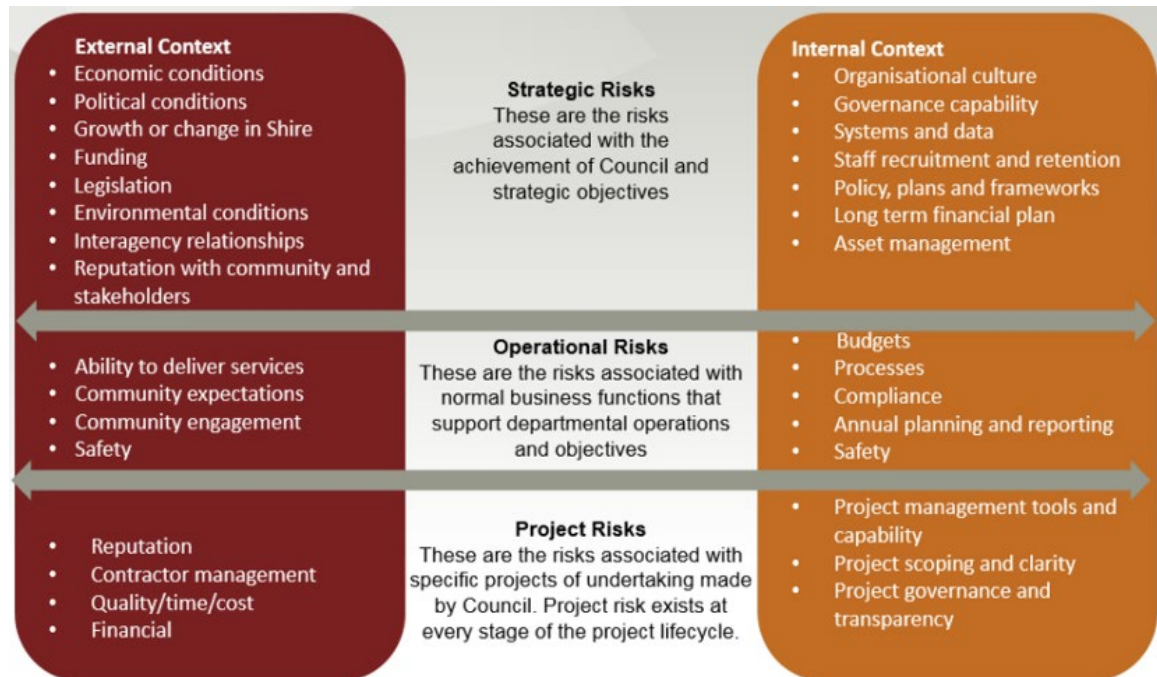
7.2 Roles and responsibilities

The following responsibilities for RM are:

Council	• Provides strategic oversight and review; and • Provides adequate budgetary provision for risk management.
Audit and Risk Committee	• Independent review and oversight of Council's governance and risk management; • Endorses risk management policy and framework; • Monitors the Internal Audit Plan to ensure adequate coverage of risk; • Monitors Council's audit compliance; and • Reviews quarterly risk reports.
Chief Executive Officer	• Responsible for the management of risk across Council; and • Fosters and promotes a strong risk management culture.
Executive Management Team	• Fosters and promotes a strong risk management culture across Council; • Sets risk appetite and tolerance levels; and • Approves risk management policy and framework.
Directors / Executive Managers	• Responsible to the CEO for the risk management within their directorate / department; • Demonstrates support for the risk management culture; and • Implements risk management practices for strategic, operational and project risks within their respective directorate or department.
Managers	• Responsible to their director/executive manager for the risk management within their section; and • Facilitates and embeds a risk aware culture within their teams.

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Coordinators and Team Leaders	• Identifies, assesses and manages operational risks relevant to their operations and activities; and • Facilitates and embeds a risk aware culture within their teams.
Staff, volunteers and contractors	• Applies sound risk management practices in their day-to-day activities; • Ensures hazards and risks identified are escalated to their leaders, coordinators or managers; and • Attends training opportunities where presented.

7.3 Resources

The CEO is responsible to ensure that necessary resources are allocated in support of the RM Policy and Framework.

The following resources apply to the RM framework:

- Training;
- Treatment of risks within existing budgets;
- Mitigation of issues as they occur;
- Insurance; and
- Risk registers.

Executive Manager Business Transformation & Performance

- Senior executive responsible for facilitating an approved RM framework, policy and corporate program.

Risk & Safety Lead

- Supports the activities of the organisation with regard to risk;

- Provides advice and assistance in relation to the identification, assessment and treatment of risks;

- Prepares an annual training plan including induction;

- Monitors and reports on any identified high risk exposures and emerging trends;

- Prepares periodic risk reports to EMT, Audit and Risk Committee and Council; and

- Ensures that any risk register(s) are properly maintained.

8 Implementation

The framework supports the objective that key RM activities have appropriate design, maintenance and application that is efficient, value add and fit for purpose. This enables addressing uncertainty in decision-making, while also ensuring that any new or subsequent uncertainty can be taken into account as it arises.

9 Evaluation

RM performance is assessed through feedback on the design, execution and outcome of risk profiling and risk reporting activities, implementation of risk tools and culture performance management in line with Council's risk appetite.

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The framework is periodically reviewed against its purpose, KPIs and expected behaviour, and updated accordingly.

Current KPIs for the framework are as follows:

Requirement	KPI	Measure and Target
RM training received	Percentage of employees	>90%
Quarterly risk reporting is undertaken to EMT, Audit and Risk Committee and Council	Number of reports	Quarterly
Presentations to Audit and Risk Committee	Number of presentations	Quarterly
Review strategic risks	Frequency of review	Quarterly

10 Improvement

To maintain and improve the value of RM to the organisation, Council will monitor and adapt its RM framework, with a view to continually improve the suitability, adequacy and effectiveness of the RM process.

The framework and its associated components are reviewed at least every 4 years to ensure they remain current, reflect better practices, they are fit for purpose and reflect change in the organisation and/or legislation.

Name	
Policy owner	Risk & Safety Lead
Effective from	June 2022
Review frequency	This framework to be reviewed every 4 years to reflect change in the organisation or legislation
Next Review	Before July 2026

Risk Management Framework 2022-2026   12

11 Risk management process

Council utilises AS/NZS ISO 31000:2018 to manage risks. This is a structured and proactive approach that is applied organisation-wide to support management of strategic, operational and project risks.

Refer to figure below for our RM approach using AS/NZS ISO 31000:2018 Risk Management – Guidelines.
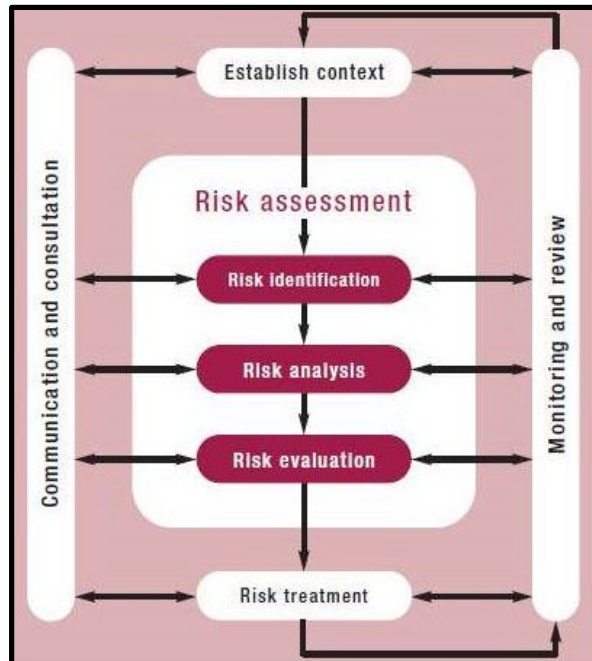
Communication and consultation

Staff undertaking risk assessments must ensure when engaging stakeholders that they are informed, consulted, and involved in the RM activities that affect them or for which they may be able to contribute. In particular, stakeholders who may be effected by, or may have knowledge regarding, risks must be consulted regarding the assessment and evaluation of the risk(s).

When establishing the risk context, a communication and consultation plan is developed for external and internal stakeholders that take into account their involvement, views and judgements.

11.1 Risk assessment process

The risk assessment flow chart:

```
                    ┌─────────────────────────┐
                    │   Establish the context  │
                    └─────────────────────────┘
                               │
                    ┌─────────────────────────┐
                    │     Identify the risk    │
                    └─────────────────────────┘
                     │                       │
        ┌─────────────────────┐   ┌──────────────────────────┐
        │  Identify the causes │──▶│ Identify the consequences │
        └─────────────────────┘   └──────────────────────────┘
                     │                       │
        ┌──────────────────────────────────────────────┐
        │  Identify the controls aligned to each of the │
        │         causes and consequences               │
        └──────────────────────────────────────────────┘
                               │
                    ┌─────────────────────┐
                    │  Assess the controls │◀───────┐
                    └─────────────────────┘        │
                               │                    │
                    ┌─────────────────────┐        │
                    │   Evaluate the risk  │        │
                    └─────────────────────┘        │
                               │                    │
                         ◇ Target         N   ┌─────────────────┐
                           level of   ───────▶│  Treat the risk  │◀──┐
                           risk? ◇            └─────────────────┘   │
                               │                     │               │
                               │ Y          ┌────────────────────┐  │
                               │            │ Risk treatment plan │  │
                               │            └────────────────────┘  │
                               │                     │               │
                               │              ◇ Accept   N           │
                               │           Y    the risk? ◇──────────┘
                    ┌─────────────────────┐        │
                    │ Periodically review  │◀───────┘
                    │    the controls      │
                    └─────────────────────┘
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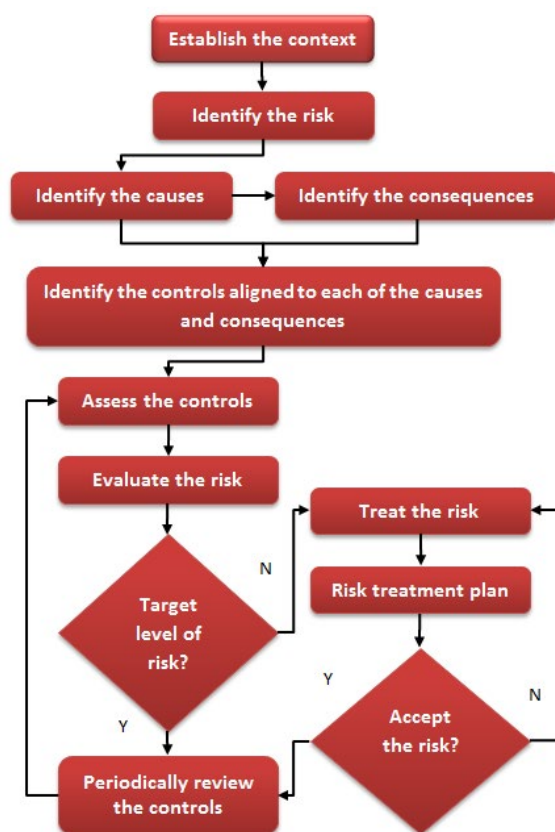
Step 1 – Establish the context

Before commencing the RM process outlined in the diagram above, establishing the context of the risk is one of the most important steps.

It means understanding our objectives, defining our internal and external factors that could be a source of uncertainty.

- What is the scope?
- Who is affected / at risk?
- Who do I consult with?
- Is it limited to a particular site / area / work group / plant / task?
- Are there any legislative requirements?
- Are there any codes of practice or standards?
- What does the industry data indicate?
- Any previous incidents and incident data?
- What plans (Council Plan, Department Plans, etc.) affect the risk?
- Who are our stakeholders and how do we effectively engage with them?

Step 2 – Risk identification

After establishing the context, it is necessary to carry out a risk identification review to document the risks being managed. The aim is to identify potential risks that could impact the Council's objectives or day operations so the impacts can be considered in more detail as the RM process progresses.

Risk Management Framework 2022-2026   14

Key questions when identifying risks are:

* What could happen?
* Where could it happen?
* When could it happen?
* Why could it happen?
* What could cause it to happen?
* What is the impact?
* What can we do to try and prevent it happening or minimise the impact?

There are several methods to help identify risks; these include:

* Brainstorming;
* Formal risk workshops and consultation with stakeholders;
* Personal experiences;
* Expert judgement;
* Form a working group;
* Periodic reviews of the risk register;
* Scenario analysis;
* Business process reviews and work breakdowns;
* Review of actual incidents and issues identified; or
* SWOT or PESTLE analysis may be useful.

Common description of risks

A common risk description methodology has been adopted to describe risks:

A potential event/incident ……. caused by …(list)…. leading to consequences of …(list)….

A good risk description should:
* Be clear and written in plain English (no acronyms);
* Define the risk story in a way that is easy for anyone to understand;
* Promote a common understanding of the risk;
* Explain the main causes and main consequences of the event; and
* Can be used to inform the design of appropriate controls and actions to mitigate the risk.

		Poor description	Good description
Risk Name	What is the event that could happen?	There is a risk to works	There is a risk that the works will not be undertaken
Caused by	What is the cause or source of the risk?	Because of funding	Caused by a reduction in budget allocation
With consequences of	What are the main consequences of the risk occurring?	Leading to the works not being undertaken.	Resulting in an inability to perform the works

Step 3 – Identify the causes

Following the identification of a risk, then it is necessary to consider the causes of that risk:

* What are the 'things' that, if left untreated, have the potential to cause harm or damage;
* Think about things, individuals or groups of people who may be affected by each of the risk; and
* Consider the internal and external context of the risk and operating environment.

Risk Management Framework 2022-2026   15

Risk	Cause
Unauthorised release of confidential information	Lack of understanding of Council information policy
	Wilful release of information for personal gain
	Council systems are exposed

Step 4 – Identify the consequences

When assessing consequence, consider what is a 'realistic' consequence of the risk and not the absolute worst case scenario if left untreated. For example, a trip and fall injury has the realistic consequence of a broken bone, while the absolute worst case is death.

The consequence table is located in **Attachment 1**.

Step 5 – Determine initial likelihood and consequence and assign an initial risk rating

Use the tables in **Attachment 1,** estimate likelihood and consequence.

Determine the initial risk rating using the risk matrix.

The likelihood of the risk should be 'best fit' and 'realistic'.

Risk Matrix

Consequence					
Severe	Medium	High	Extreme	Extreme	Extreme
Major	Medium	High	High	Extreme	Extreme
Moderate	Low	Medium	High	High	Extreme
Minor	Low	Medium	Medium	High	High
Insignificant	Low	Low	Low	Medium	Medium
	Rare	Unlikely	Possible	Likely	Almost Certain

Likelihood

Step 6 – Controls

Step 6.1 – Identify the controls aligned to each of the causes and consequences

Identify controls applicable to each cause or consequence in accordance with the following tables.

Identify the type of control:

- Preventative or detective controls relate to causes; and
- Corrective controls relate to consequences.

Cause

Risk	Cause	Control	Type
Unauthorised release of confidential information	Lack of understanding of Council information policy	Information training	Preventative
		Information induction	Preventative
	Wilful release of information for personal gain	Fraud control program	Detective
		Passwords	Preventative
		System monitoring	Detective
	Council systems are hacked	Firewalls	Detective
		Passwords	Preventative

Consequence

Risk	Consequence	Consequence category	Control
Unauthorised release of confidential information	Adverse media attention	Reputation	Media Policy
			Delegations
	Prosecution by the information commissioner	Legal / Compliance	C & O Insurance
			Professional Indemnity Insurance
	Financial costs to secure systems	Financial	No controls in place

Step 6.2 – Assess the controls

Undertake a control assessment to determine:

Note: For control criticality refer to **Attachment 1**.

For causes:

- The control owner;
- How effective the control effective is in mitigating the risk;
- What is the control criticality; and
- Likelihood.

For control effectiveness refer table page 25

Controls (Causes)	Owner	Control Effectiveness	Control Criticality	Likelihood
Information training	Corporate Information Lead	Reasonably effective	3	Likelihood = POSSIBLE
Information induction	Corporate Information Lead	Reasonably effective	3	
Fraud Control Program	Risk & Safety Lead	Reasonably effective	3	
System monitoring	Manager IT	Reasonably effective	3	

For consequences:

- Determine the level of consequence for each control.

Controls (Consequence)	Owner	Control Effectiveness	Control Criticality	Consequence (Extreme, High, Medium or Low)	Consequence after Controls (Highest)
Media Policy	Corporate Affairs	Reasonably effective	3	Medium	**Consequence = MEDIUM**
Professional Indemnity Insurance	Risk & Safety Lead	Effective	5	Low	
No controls in place	N/A	None	0	Medium	

Step 7 – Evaluate the current risk (after controls)

Likelihood (after controls)

- Using the control effectiveness and criticality of controls, determine one likelihood rating (after controls) for the risk.

Consequence (after controls)

- Using the consequence against each control determine the consequence. The consequence (after controls) is the highest.

Level of risk after controls

- Using the risk matrix to determine the current risk level.

The current risk is level of risk remaining following the initial assessment and applying the control environment and any actions have been implemented.

Any changes in the control environment will require the current risk level to be reassessed. Any decision to accept the risk at the residual level is recorded in the risk register.

Step 8 – Target level of risk (Appetite)

If the current risk meets the following target level of risk then the risk is acceptable and no further risk treatment is required unless it is cost effective to do so.

The target level of risk is determined by predetermined consideration of Councils risk appetite. Refer to section 5.2 for details of Council's risk appetite

If the assessed risk does not meet the target level of risk, then further treatment is required.

1. Does the risk meet the target level?
2. If yes, then the risk assessment is acceptable, unless there are further cost effective controls.
3. If no, then the risk will require further treatment.
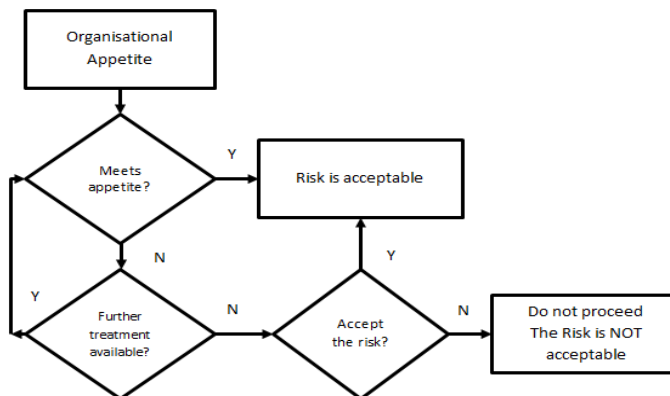
4. Document additional treatments in the risk treatment plan.

If the target level of risk cannot be reasonably achieved or it is not cost effective to treat the risk further then consider escalating the risk to higher management levels for approval (step 9).

Step 9 – Accept the risk

If the risk is not able to be treated to the target level of risk, then acceptance of the risk shall be escalated as follows:

	Treatment	**Management**
Low	No action required but continue monitoring. Consider the implementation of any cost effective internal controls.	Managed by routine procedure
Medium	Management to ensure that the control environment, consequence and likelihood do not substantially change. Consider the implementation of any additional cost effective controls.	Manage risk or event within departments or Team.
High	Executive attention required to assess the acceptability of remaining net risk or required/planned mitigation measures. Management to ensure that necessary mitigation actions are carried out and the risk does not increase by actively monitoring any changes to the control environment, consequence and likelihood.	Manage risk or event with in department or directorate. Director authorised to accept the risk above appetite level.
Extreme	Immediate action required. Extreme risk is generally unacceptable. Comprehensive consideration by the Executive is required to ensure that the net risk remaining is consistent with Council's objectives. If not, detailed research and planning is required to mitigate risk.	Referral to senior management CEO or EMT authorised to accept the risk above appetite level.

Step 10 – Treat the risk

Risk treatment involves selecting options to modify the risk and implementing those options. Council uses 4 categories for the mitigation of identified risks:

Avoid	Avoid or remove the risk by deciding not to start or continue with the activity that gives rise to the risk (Note that many risks to Council cannot be eliminated entirely as they Initial to Council's function);
Mitigate	Introduce or improve controls that change the likelihood; or consequence so that the level of residual risk is acceptable
Share	Share the risk with another party or parties (including contracts and risk financing, insurance, etc.). It is important to note that Council still owns the risk and cannot divest itself entirely of the consequences.
Accept	When a risk cannot be reasonably treated further to an acceptable level, then an informed decision to accept a higher level of risk may be made.

A significant component to risk treatment is to ensure that there is adequate insurance for all risk exposures. Insurance should be the considered as part of the portfolio of options in managing risk exposure.

Step 10.1 - New controls

If new controls are being considered to reduce the residual risk to acceptable levels, then the hierarchy of controls may be used to inform the development of the controls.

Hierarchy of Controls

Most Effective ●————————————————————→ **Least Effective**

Eliminate	Substitute	Engineer	Administration	PPE and signage

The Hierarchy of Control:

1. **Elimination** – remove the risk at the source

2. **Substitution** – replacement of the risk with a lower risk process or operation

3. **Engineering** – mechanically altering the process or operation to lower the risk (for example, guarding, isolating, containing, extracting or limiting the risk)

4. **Administration** – procedure altering the behavioural operation to reduce exposure to the risk (for example, task rotation, safe work procedure, task timing, training, toolbox meetings, etc.)

5. **Personal protective equipment** – Using personal equipment to protect the operator from the risk (for example, gloves, glasses, overalls, face masks, respirators, etc.)

6. **Signage** – Signs to warn or alert personnel of the risk (for example, "beware animals", "caution steep embankment")

Any actions to create new controls should be documented in the risk treatment plan.

Step 10.2 - Risk Treatment Plan

Where actions have been identified, then a risk treatment plan is required.

This includes actions from the control environment assessment, giving consideration to the level of risk and the cost effectiveness of the action.

The risk treatment plan should include:

- What action is to be taken;
- The action owner; and
- The time frame for completion.

Reporting the progress of these actions will be included in appropriate risk reports.

Step 11 – Risk reporting

Risk Register

All identified risks are recorded in the risk register.

Risk Reporting

Risk reports will draw data from the Risk Register, Control Register and provide monitoring and information to Council, Audit and Risk Committee and EMT.

Reporting includes information from the three lines of defence model and risk treatment plans, actions and KPIs.

Step 12 – Monitoring and review

Monitoring

Risk treatment plans are monitored and reported quarterly through the quarterly risk report.

KPIs are determined and monitored.

Risk review

- Strategic risks are reviewed in line with Council's term following development of the Council Plan; and
- Operational risks are reviewed in accordance with annual business plans; and
- Project risks are reviewed in line with individual projects.

12 Glossary

Name	Description
Consequence	The outcome of an event affecting organisational objectives.
Control	The measure that is modifying a risk. • Preventative controls: aimed at preventing the risk from occurring, usually plans, polices and procedure; • Detective controls: used to identify failures in mitigation, usually audits, stocktakes and reviews; and • Corrective controls: seeks to minimise the consequence of a risk, usually insurance, bank guarantees, business continuity plans.
Current risk	The risk remaining after risk treatment.
Event	The occurrence or change of a particular set of circumstances.
Likelihood	The chance of a risk event occurring.

Risk Management Framework 2022-2026   21

Operational risk	Operational risks are internal or external to Council and impact the achievement of the current business strategy in the provision of services to the community. They may involve or impact the whole of organisation; or one or multiple functional areas within Council.
Risk	The effect of uncertainty on objectives. An effect is a deviation from the expected and can be either positive or negative.
Risk analysis	The process to comprehend the nature of risk and to determine the level of risk.
Risk appetite	The amount and type of risk that an organisation is willing to take in order to meet their strategic objectives.
Risk assessment	The overall process of risk identification, risk analysis and risk evaluation.
Risk attitude	The approach to assessing and eventually pursuing, retaining, taking or turning away from risk.
Risk evaluation	The process of comparing the results of a risk analysis with the risk criteria to determine whether the risk and/or its magnitude are acceptable.
Risk identification	The process of finding, recognising and describing risks.
Risk management (RM)	The coordinated activities to direct and manage risk.
RM Framework	The set of components that provide the foundations and organisational arrangements for designing, implementing, monitoring, reviewing and continually improving RM.
RM Plan	The scheme within the RM framework that specifies the approach, the management components and the resources that is to be applied to the management of risk.
RM Policy	The statement of overall intention and direction related to RM.
RM process	The systematic application of management policies, procedures and practices to the activities of communicating, consulting, establishing the context, and identifying, analysing, evaluating, treating, monitoring and reviewing risk.
Risk owner	The person or entity with the accountability and authority to manage a risk.
Stakeholder	A person or party that can affect, be affected by or perceive themselves to be affected by a decision or activity.
Strategic risk	Strategic risks are external to Council that are serious enough that a change in strategic direction may be required.

Attachment 1 – Risk tables

Likelihood Table

Likelihood		Description
Almost certain	Initial	The event is expected to occur in most circumstances as there is a history of frequent occurrences. Guidance: The event likely to occur on an annual basis.
	After controls	All of the controls are extremely weak or non-existent. Without improvement there is no doubt what so ever that the risk will eventuate
Likely	Initial	There is a strong possibility that the event will occur as there is a history of incidents known. Guidance: The event likely to occur once every 1 - 3 years.
	After controls	The majority of controls associated with the risk are weak. Without improvements it is more likely that the risk will eventuate.
Possible	Initial	The event might occur at some time as there are a few infrequent, random occurrences. Guidance: The event likely to occur once every 3 - 10 years.
	After controls	There are some controls that need improvement, however, if there is no improvement there is no guarantee that the risk will eventuate.
Unlikely	Initial	Not expected, but some slight possibility it may occur at some time. No known incidents recorded or experienced. Guidance: The event likely to occur once every 10 - 20 years.
	After controls	The majority of controls are strong with few gaps. The strength of the control environment means that it is likely that the risk eventuating would be caused by previously unknown factors.
Rare	Initial	Highly unlikely, but could occur in exceptional circumstances. It could happen, but probably never will. Guidance: The event likely to occur once every 20+ years.
	After controls	All controls are strong with no gaps. The strength of the control environment means that it is most likely that the risk eventuating would be caused by external circumstances outside of our control.

Types of consequences

Type	Description
Financial	This is the risk financial impact in terms of operational costs and its negative impacts on budgets.
Financial Sustainability	This is the risk of changes in the Council's financial condition and circumstances, such as negative impacts on the balance sheet assets and liabilities, its funding, income, investments and spending levels.
Legal and Compliance	This is the risk of successful legal action being taken against the Council, or of the Council or officers breaching the law in its activities and operations, and is also the risk of losses, possibly fines, and other sanctions arising from non- compliance with laws and regulations.
Reputation	This is the risk of a significantly adverse or damaging perception of the Council by the general community.
Safety	This is the risk arising from staff and others being exposed to hazards and risks within Council operations and the potential for injury and illness.
Services Delivery	This is the risk arising from the nature of the Council's business and operations, for example, the risk of a failure to deliver statutory or other services to residents, failure to provide the required quality in services, or failure to provide appropriate services in the event of an emergency. It also includes service delivery failure as a result of procurement failure.
Environment	This is the risk arising from Council actions or inactions leading to detrimental impacts on the natural environment.

Consequence Table

If the risk was to materialise, it could result in:

Type	Insignificant	Minor	Moderate	Major	Severe
Financial	Operational Loss or damage <$1000	Operational Loss or damage $10000<>$1000	Operational Loss or damage $50000<>$10000	Operational Loss or damage $250000<>$50000	Operational Loss or damage >$250000
Financial Sustainability	< $100k p/a loss of revenue or increase in expense	< $1M >$100k p/a loss of revenue or increase in expense	< $10m >$1M p/a loss of revenue or increase in expense	< $20m >$10M p/a loss of revenue or increase in expense	>$20M p/a loss of revenue or increase in expense
Legal and Compliance	Low level legal issue. Minor breach of regulations with little impact.	Minor legal issue. Non-compliance or breach of regulation following investigation with minor impacts.	Breach of regulation with investigation by authority and possible moderate fine, and litigation and legal costs.	Breach of regulation with punitive fine, and significant litigation involving many weeks of senior management time and significant legal costs	Major litigation or class action. Investigation by regulatory body resulting in long term interruption of operations.
Reputation	No media coverage; complaint to employee.	Local media coverage, and complaint to management.	Local media coverage over several days; Senior managers depart; Noticeable short term impacts	Regional media coverage; CEO departs affecting funding or causing medium term impacts Councillor(s) removed.	State or National media coverage; Significant impact on funding for several years; Long-term impacts.
Safety	Minor injury requiring first aid only.	Injury requiring medical treatment; lost time injury < 10 days.	Short term Injury to one or more persons.	Serious injury or impairment requiring hospitalisation to one or more persons.	One or more fatalities or severe irreversible disability to one or more people.
Services Delivery	Minimal disruption.	Some short term service disruption. Managed by routine processes.	Cessation of a critical business activity < 7 days. Managed under normal circumstances.	Disruption to a number of critical business activities for several months. Managed with the proper management and allocation of resources.	Total disruption to multiple critical business activities for many months. A disaster with potential to lead to the failure of all service provision.
Environment	Brief non-hazardous, transient pollution or damage.	Minor environmental damage such as remote temporary pollution.	Significant environmental damage taking several years to recover and / or requiring moderate restoration work.	Long-term and widespread environmental damage taking greater than 5 years to recover and / or requiring significant restorative work.	Irreversible damage. Extensive detrimental long term impacts on the environment and community.

Project	Insignificant	Minor	Moderate	Major	Severe
Project cost	Justifiable additional costs that can be absorbed in the project's budget	Additional costs requiring reprioritisation and/or reallocation of available funds	Additional costs (> 15%) requiring submission for supplementary funding	Significant additional costs (>25% of the approved budget)	100% of budget expended without achieving any key deliverables
Project deliverables / Quality	Meets majority of requirements and all high-priority requirements	Some project requirements not met	A number of key requirements not met	Significant requirements not met	Major deficiencies with project deliverables
Project time	Insignificant impact on project milestones	Minimal impact on project milestones	Significant impact on project milestones	Severe impact on project milestones	Vital and/or legislative deadlines not met

Control Criticality Table

Criticality	Descriptor
1	The control has little to no impact on the management and reduction of the risk. It is unlikely this control is required.
2	The control has some impact on the management and reduction of the risk. Depending on the criticality of the other controls, an analysis should be undertaken to determine the necessity of this control.
3	The control is important to the management and reduction of the risk. If this control is ineffective or partially effective, the likelihood and/or consequence of the risk will increase (i.e. increases likelihood or consequence by 1 level)
4	The control is very important to the management and reduction of the risk. If this control is ineffective or partially effective, the likelihood and/or consequence of the risk will increase (i.e. increases likelihood or consequence by 2 levels)
5	The control is absolutely critical to the management and reduction of the risk. If this control is ineffective or partially effective, the likelihood and/or consequence of the risk will increase significantly (i.e. increases likelihood or consequence by 3 or more levels)

Control Effectiveness Table

	Effectiveness	Meaning
1	**None or Not Effective**	Not effective at all in mitigating the risk (will not have any effect in terms of reducing the likelihood and/or consequence of the risk) Management has no confidence that any degree of control is being achieved due to poor control design or very limited operational effectiveness
2	**Negligible**	Partial control in some circumstances (will have very little effect in terms of reducing the likelihood and/or consequence of the risk) Either the control does not treat root cause or do not operate at all effectively.
3	**Reasonably Effective**	Partial control most of the time (will have some effect in terms of reducing the likelihood and/or consequence of the risk) Either the control has not been effectively designed or it is not operating effectively.
4	**Mostly Effective**	Effective in most circumstances (will have a reasonably significant effect in reducing the likelihood and/or consequence of the risk) Some additional work is required to improve the effectiveness or there is some doubt about operational effectiveness or reliability.
5	**Effective**	Fully effective at all times (will significantly reduce the likelihood and/or consequence of the risk at all times) Management believes the control is effective and reliable at all times.

Strategic Risk Summary

Extract from Strategic Risk Register

1. Changing environmental conditions and climate change impacting Council's infrastructure, operations and services

2. Changes in Federal and State government policy impacting Council's strategic objectives

3. Strategic focus, infrastructure, service delivery and projects not aligned with community expectations

4. A disruption event impacting Council's service delivery

5. Failure to meet Council's emergency management obligations

6. IT disruption and cyber security attacks including data breach, fraud or theft, data loss and data privacy

7. Failure to maintain a sustainable long term financial position

8. Major failure of Council infrastructure

9. Council not delivering on major projects, eroding reputation and influences potential future funding opportunities

10. Failure of good governance.

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DIAMOND CREEK COMMUNITY INFRASTRUCTURE MASTER PLAN PROJECT - PHASE A

DIAMOND CREEK COMMUNITY INFRASTRUCTURE STRATEGIC PLAN

Draft for CM 28th June 2022

DIAMOND CREEK COMMUNITY INFRASTRUCTURE STRATEGIC PLAN
WHAT IS THE COMMUNITY INFRASTRUCTURE STRATEGIC PLAN?

This strategic plan illustrates the types and locations of community infrastructure identified to meet the future needs of the Diamond Creek community as well as the wider communities of the Shire that the township serves.

Linked to this plan are two options being considered for the location of a Youth Hub. These are shown on supporting plans, Youth Hub Plan Option A (page 3), and Youth Hub Plan Option B (page 4).

Facilities that are considered within each infrastructure type shown on this plan, and within the Youth Hubs, are listed on page 5. Improvements proposed to existing community infrastructure are summarised on page 6.

The strategic plan is an early step in in the broader development of a master plan that, subject to funding, will further develop the proposed community infrastructure and provide long-term direction for delivery.
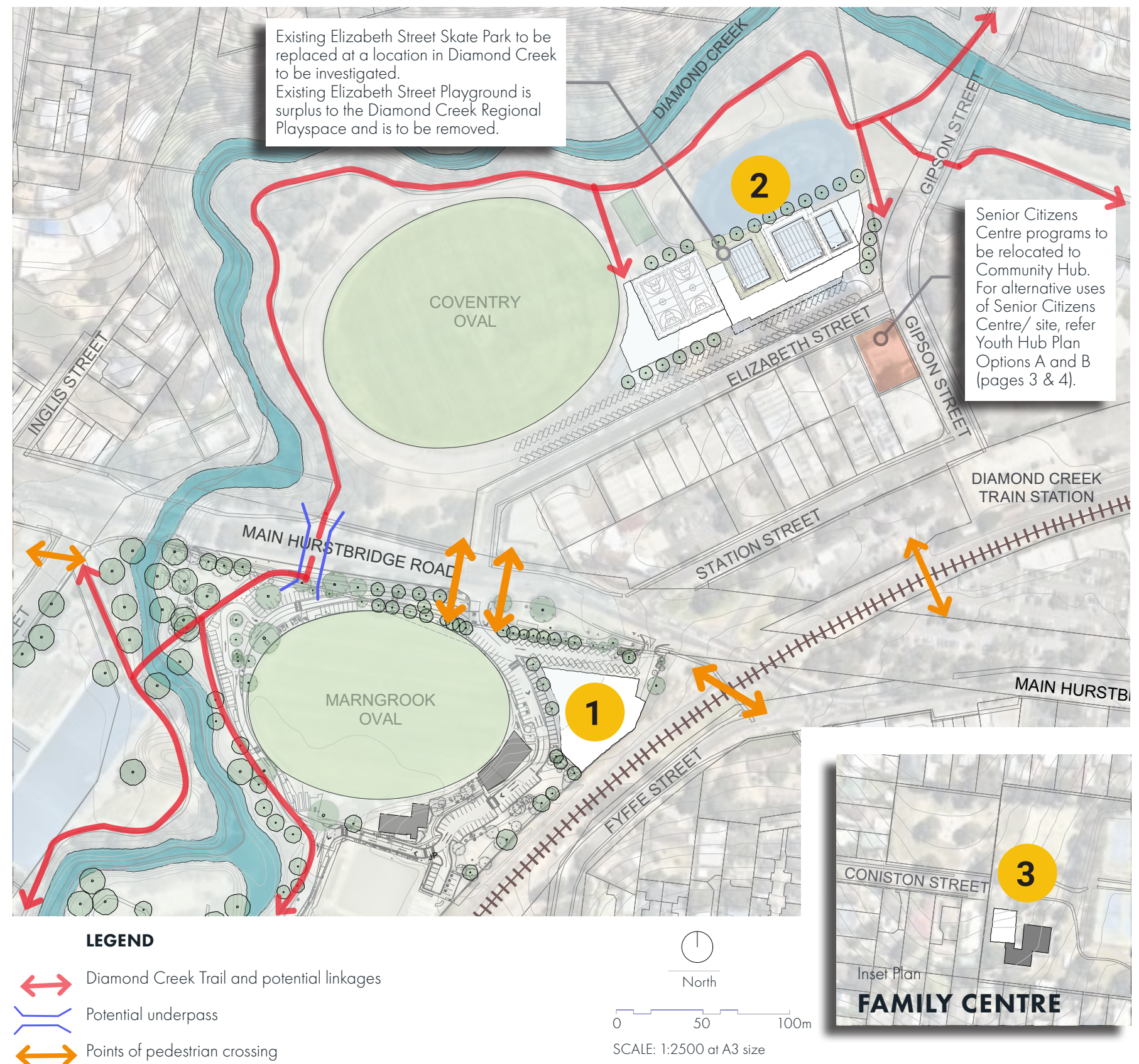
1 COMMUNITY HUB

- New two-storey facility
- Library
- Neighbourhood House / Living & Learning
- Multi-purpose spaces
- Creative arts

2 AQUATIC, HEALTH & FITNESS CENTRE

- New two-storey facility
- New indoor and outdoor pools and pool facilities inclusive of clubroom
- Health and fitness on first floor
- Creche
- Two new highball courts
- Redeveloped sports oval pavilion, inclusive of clubhouse, integrated within the centre

3 CONISTON ST FAMILY CENTRE

- New Maternal and Child Health (MCH) suite extension to centre

Existing Elizabeth Street Skate Park to be replaced at a location in Diamond Creek to be investigated.
Existing Elizabeth Street Playground is surplus to the Diamond Creek Regional Playspace and is to be removed.

Senior Citizens Centre programs to be relocated to Community Hub. For alternative uses of Senior Citizens Centre/ site, refer Youth Hub Plan Options A and B (pages 3 & 4).

COVENTRY OVAL

MARNGROOK OVAL

DIAMOND CREEK TRAIN STATION

LEGEND

Diamond Creek Trail and potential linkages

Potential underpass

Points of pedestrian crossing

North

0   50   100m

SCALE: 1:2500 at A3 size

FAMILY CENTRE
Inset Plan

DIAMOND CREEK COMMUNITY INFRASTRUCTURE STRATEGIC PLAN
YOUTH HUB PLAN OPTION A: INTEGRATED YOUTH HUB

DRAFT FOR CM 28TH JUNE 2022

This Youth Hub Plan Option A shows one of two locations being considered for the Youth Hub in the strategic plan (page 2).

This option proposes the Youth Hub as an integrated facility within the proposed Community Hub.

Facilities that are considered within the Youth Hub are listed on page 5.

Refer Youth Hub Option B: Stand-alone Youth Hub (page 4) for the alternate location of the Youth Hub being considered.

To have your say on your preferred Youth Hub plan option, please respond to the survey on Participate Nillumbik.

1 **COMMUNITY HUB WITH INTEGRATED YOUTH HUB**

- Youth Hub integrated within Community Hub

2 **AQUATIC, HEALTH & FITNESS CENTRE**

3 **CONISTON ST FAMILY CENTRE**

Senior Citizens Centre programs to be relocated to Community Hub. Further investigations are required to explore possible future uses of the Senior Citizens Centre building/ site that provide the best nett community benefit.

DIAMOND CREEK TRAIN STATION

LEGEND

⟷ Diamond Creek Trail and potential linkages

⟩⟨ Potential underpass

⟷ Points of pedestrian crossing

North

0   50   100m

SCALE: 1:2500 at A3 size

Inset Plan
FAMILY CENTRE
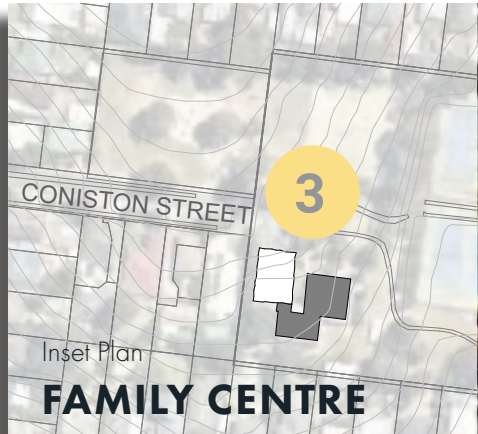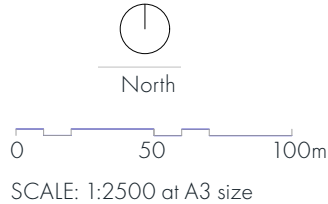
DIAMOND CREEK COMMUNITY INFRASTRUCTURE STRATEGIC PLAN
YOUTH HUB PLAN OPTION B: STAND-ALONE YOUTH HUB

DRAFT FOR CM 28TH JUNE 2022

This Youth Hub Plan Option B shows one of two locations being considered for the Youth Hub in the strategic plan (page 2).
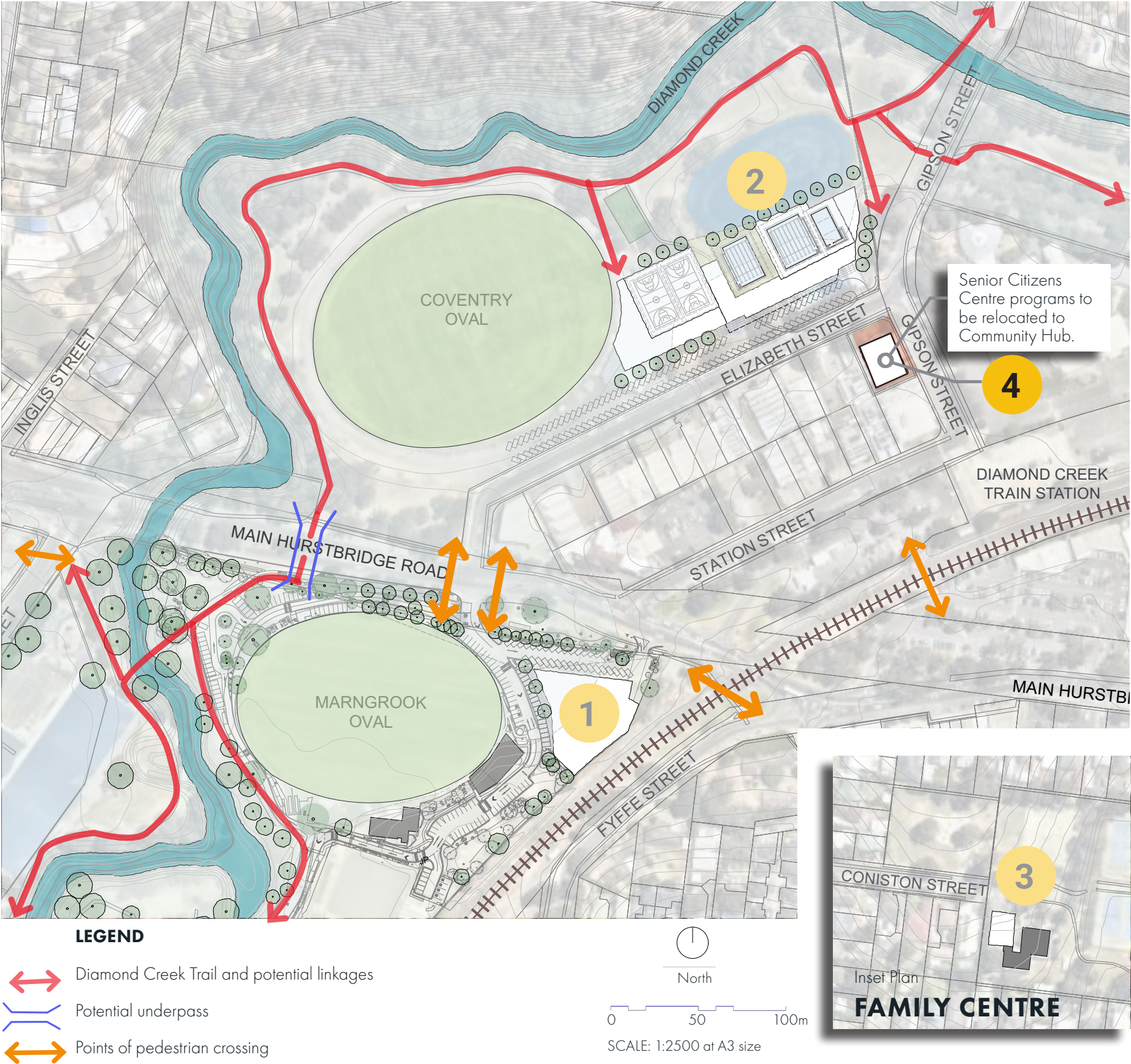
This option proposes the Youth Hub as a stand-alone facility.

Facilities that are considered within the Youth Hub are listed on page 5.

Refer Youth Hub Option A: Integrated Youth Hub (page 3) for the alternate location of the Youth Hub being considered.

To have your say on your preferred Youth Hub plan option, please respond to the survey on Participate Nillumbik.

1 **COMMUNITY HUB**

2 **AQUATIC, HEALTH & FITNESS CENTRE**

3 **CONISTON ST FAMILY CENTRE**

4 **STAND-ALONE YOUTH HUB**
- Single storey facility

Senior Citizens Centre programs to be relocated to Community Hub.

DIAMOND CREEK TRAIN STATION

COVENTRY OVAL

MARNGROOK OVAL

LEGEND

↔ Diamond Creek Trail and potential linkages

≈ Potential underpass

↔ Points of pedestrian crossing

North

0   50   100m

SCALE: 1:2500 at A3 size

Inset Plan
FAMILY CENTRE

CONISTON STREET

DIAMOND CREEK COMMUNITY INFRASTRUCTURE STRATEGIC PLAN
WHAT FACILITIES ARE PROPOSED?

Community infrastructure type (Numbers and labels, below, correlate to the plans, pages 2, 3 & 4)	What facilities are proposed?
1 COMMUNITY HUB	**Neighbourhood House / Living & Learning Nillumbik** • Welcoming reception point with lounge / cafe space with possible social enterprise • Learning spaces including dedicated art spaces • Multi-purpose function and meeting spaces for a range of activities including immunisations • Support spaces including shared kitchen, storage, public amenities, staff workspace • Business working spaces
	Library • Shared foyer and entry, study spaces, reading spaces, children's and youth areas • Multi-purpose function and meeting spaces, co-working and other support spaces including storage, staff workspace
	Creative arts • Flexible visual arts gallery / Performance space • Rehearsal and small performance space (studio) • Performer amenities and back-of-house storage and support spaces
With integrated Youth Hub (Youth Hub Plan Option A)	**Youth Hub** • Entry / Lounge space • Activity spaces and consulting / meeting spaces, kitchen, storage, access to outdoor spaces
2 AQUATIC, HEALTH & FITNESS CENTRE	**Aquatic** • Shared entry, reception, administration and first aid spaces, support spaces including storage, pool plant areas • Aquatic facilities including indoor and outdoor heated 25m pools, learn-to-swim pool • Wet change and amenities including adult accessible change facility • Swim clubroom, party room, cafe addressing aquatic and foyer spaces
	Health and Fitness • Gymnasium and group fitness spaces with consulting suites • Support spaces including dry change and amenities and storage
	Highball courts • Two new indoor highball courts to netball / basketball dimensions with storage • Player and umpire change and amenities including accessible amenities
	Coventry Oval pavilion • Clubhouse / social space; canteen / kiosk with storage • Change and amenities for players and umpires including accessible amenities • Gymnasium
	Creche • Creche room with junior amenities, storage and outdoor play space
3 CONISTON ST FAMILY CENTRE	**Maternal and Child Health suite** (extension to centre) • Three Maternal and Child Health nurse suites • Activity space with outdoor area, storage and amenities
4 STAND-ALONE YOUTH HUB (Youth Hub Plan Option B)	**Youth Hub** • As per integrated Youth Hub Plan Option A, above

DIAMOND CREEK COMMUNITY INFRASTRUCTURE STRATEGIC PLAN
HOW WILL EXISTING USER GROUPS BENEFIT FROM THE PLAN?

The following table highlights some of the current users of existing community infrastructure that is proposed for change in the plan, and how the plan addresses the existing and anticipated needs of the various user groups.

A summary of all proposed community infrastructure changes and facilities is provided on page 5.

Which user groups will benefit?	How does the plan improve on existing infrastructure?	Where are the proposed infrastructure improvements located? (Numbers and labels, below, correlate to the strategic plan, page 2)
Diamond Creek Neighbourhood House / Living & Learning Nillumbik	New and expanded Neighbourhood House facility provided at proposed Community Hub. Existing Neighbourhood House programs relocated to Community Hub.	**1 COMMUNITY HUB**
Diamond Creek Senior Citizens Centre network	New multi-purpose facilities provided at proposed Community Hub. Existing Senior Citizens Centre programs relocated to Community Hub. In Youth Hub Plan Option A, further investigations are required to explore possible future uses of the Senior Citizens Centre / site that provide the best nett community benefit. In Youth Hub Plan Option B, the stand-alone Youth Hub is located at the Senior Citizens Centre site.	**1 COMMUNITY HUB**
Diamond Creek Maternal and Child Health users	New and expanded Maternal and Child Health (MCH) centre provided as extension to Coniston Street Family Centre. Decommissioning of existing MCH centre in Diamond Creek Community Centre (DCCC) as part of development of proposed Community Hub.	**2 AQUATIC, HEALTH & FITNESS CENTRE**
Coventry Oval sporting clubs	New sports pavilion integrated in proposed Aquatic, Health & Fitness Centre. Existing pavilion demolished to make way for new centre.	**2 AQUATIC, HEALTH & FITNESS CENTRE**
Diamond Creek Outdoor Pool users	New 25m outdoor pool and expanded aquatic facilities provided as part of proposed Aquatic, Health & Fitness Centre, replacing existing 25m outdoor pool and pavilion.	**2 AQUATIC, HEALTH & FITNESS CENTRE**
Diamond Creek Community Centre highball court users	Development of two new indoor highball courts at proposed Aquatic, Health & Fitness Centre. Removal of existing highball court at DCCC as part of development proposed Community Hub.	**2 AQUATIC, HEALTH & FITNESS CENTRE**
Diamond Creek Community Centre gym users	Development of new health and fitness facilities at proposed Aquatic, Health & Fitness Centre. Removal of existing gym at DCCC as part of proposed Community Hub.	**2 AQUATIC, HEALTH & FITNESS CENTRE**
Diamond Creek Community Centre creche users	Creche facility at proposed Aquatic, Health & Fitness Centre.	**2 AQUATIC, HEALTH & FITNESS CENTRE**
Elizabeth Street Skate Park users	New skate park to replace existing Elizabeth Street Skate Park. Demolition of existing Elizabeth Street Skate Park to make way for proposed Aquatic, Health & Fitness Centre.	Location and design of new skate park in Diamond Creek to be investigated with skater community.
Elizabeth Street Playground users	Existing Elizabeth Street playground will be removed as it is surplus to the recently completed Diamond Creek Regional Playspace.	Already incorporated into the Diamond Creek Regional Playspace.

Asset Plan
2022-2032

Nillumbik
The Green Wedge Shire

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Acknowledgement of Country

Nillumbik Shire Council respectfully acknowledges the Wurundjeri Woi-wurrung people as the Traditional Owners of the Country on which Nillumbik is located, and we value the significance of the Wurundjeri people's history as essential to the unique character of the Shire. We pay tribute to all First Nations People living in Nillumbik, give respect to Elders past, present and future, and extend that respect to all First Nations People.

We respect the enduring strength of the Wurundjeri Woi-wurrung and acknowledge the ongoing impacts of past trauma and injustices from European invasion, massacres and genocide committed against First Nations People. We acknowledge that sovereignty was never ceded.

Wurundjeri Woi-wurrung people hold a deep and ongoing connection to this place. We value the distinctive place of our First Nations People in both Nillumbik and Australia's identity; from their cultural heritage and care of the land and waterways, to their ongoing contributions in many fields including academia, agriculture, art, economics, law, sport and politics.

Glossary

Term	Definition
Accumulated Depreciation	Depreciation is the reduction in the value of an asset due to usage, passage of time, environmental factors, wear and tear, obsolescence, depletion or inadequacy. Accumulated depreciation is the total amount of that reduction in value of an asset from when it was first recognised as an asset to a given point in time.
Acquisition	The acquisition or obtainment of an asset through the purchase of the asset or any other means.
Asset	An item, thing or entity that has actual or potential value to an organisation.
Asset Management	The systematic and coordinated activities and practices of an organisation to realise the value of an asset.
Condition	Physical state of an asset.
Customer	Any person who uses the asset or service, is affected by it or has an interest in it either now or in the future. This definition does not necessarily require that payment is made for use of the asset.
Expansions	Extends the capacity of an existing asset to provide benefits to new users at the same standard as is provided to existing beneficiaries.
Financial Plan	The Financial Plan provides a long-term view of the resources that we expect to be available and how these will be allocated and prioritised over the next ten years.
Levels of Service	The parameters or combination of parameters that reflect social, political economic and environmental outcomes that the organisation delivers.
Operational & Maintenance	Actions required for retaining practical asset condition to deliver required function.

Term	Definition
Renewals	Works to replace existing assets or facilities with assets or facilities of equivalent capacity or performance capability.
Replacement Value	Cost the entity would incur to acquire the asset on the date that is reported. The cost is measured by reference to the lowest cost at which the gross future economic benefits could be obtained in the normal course of business or the minimum it would cost, to replace the existing asset with a new modern equivalent asset with the same economic benefits allowing for any differences in the quantity and quality of output and in operating costs.
Risk	The effect of uncertainty on objectives. Risk events are events which may compromise the delivery of the organisation's strategic objectives.
Risk Management	Coordinated activities to direct and control an organisation with regards to risk.
Upgrades	Capital works carried out on an existing asset to provide a higher level of service. This is different to renewal which restores an asset to its original condition.
Valuation	The process of determining the worth of an asset or liability. Assessed asset value which may depend on the purpose for which the valuation is required.
Written Down Value	The Gross Replacement Value of an asset less the Accumulated Depreciation, calculated on the basis of such cost to reflect the consumed or expired future benefits of the asset.

1.   Introduction

Many of the services provided to the Nillumbik community are underpinned by different sets of physical assets that are required to be managed in the most effective way.

As custodian of these assets, Council has the responsibility of managing these assets in the most effective way, ensuring they are safe, fit for purpose and sustainable in the delivery of reliable services for current and future generations.

Council responds to this responsibility by managing all of the community's assets through their lifecycle: from creation and acquisition, through maintenance and operation to rehabilitation or disposal.

This Asset Plan provides a strategic and financial view of how Council will manage those assets over the next ten years. It defines high-level strategic asset management priorities and addresses all aspects of the lifecycle management of those assets.

1.1   What is an asset?

In the simplest of definitions, it is something that provides value.

There are two types of assets: tangible and intangible.

Tangible assets can be seen and touched, like roads, footpaths and ovals; intangible assets are non-physical in nature, but they can still be appreciated, their existence acknowledged - intellectual property being an example.

This Asset Plan deals with the tangible assets that Council owns and controls on behalf of the community like buildings, roads, playgrounds, sports fields, trails and drains.

These assets have been classified in four major categories:

Category	Assets included
Buildings	Civic centres, sports pavilions, shelters, kiosks
Drainage	Swales, open drains, underground pipes, pits
Open Space	Footbridges, boardwalks, playgrounds, playing surfaces, trails, walkways
Transport	Bridges, major culverts, car parks, footpaths, kerbs, roads

Transport Network
Sealed Roads = 473 km
Unsealed Roads = 312 km
Car Parks = 130,201 m2
Kerbs = 761 km
Footpaths = 294 km
Bridges & Major Culverts = 79 No.
Bus Shelters = 66 No.
Total Value ≈ $393 Million

Buildings Portfolio
Buildings (Incl. Sheds & Shelters) = 705 No.
Total Value ≈ $137 Million

Drainage Network
Underground Pipes = 420 km
Underground Pits =18,919 No.
Surface Drainage = 126,236 m2
Total Value ≈ $141 Million

Open Space Network
Playgrounds = 95 No.
Playing Surfaces =119 No.
Trails & Walkways = 80 km
Footbridges = 36 No.
**Total Value ≈ $39 Million**

1.2   What is Asset Management and why is it important?

Asset management refers to the series of activities that, properly coordinated, monitor and maintain the value of these assets, and the services that these assets provide are efficient and welcomed by the community, over their entire lifespan.

Also, effective asset management is the way that those tangible assets are managed and evaluated in such a way that they continue to deliver the services that the community needs and expects to be delivered in an effective economic way, made to last and perform at their best.

2.   Strategic Asset Management Framework

Council's Strategic Asset Management Framework provides a systematic approach through which the organisation manages its assets through their lifecycle.
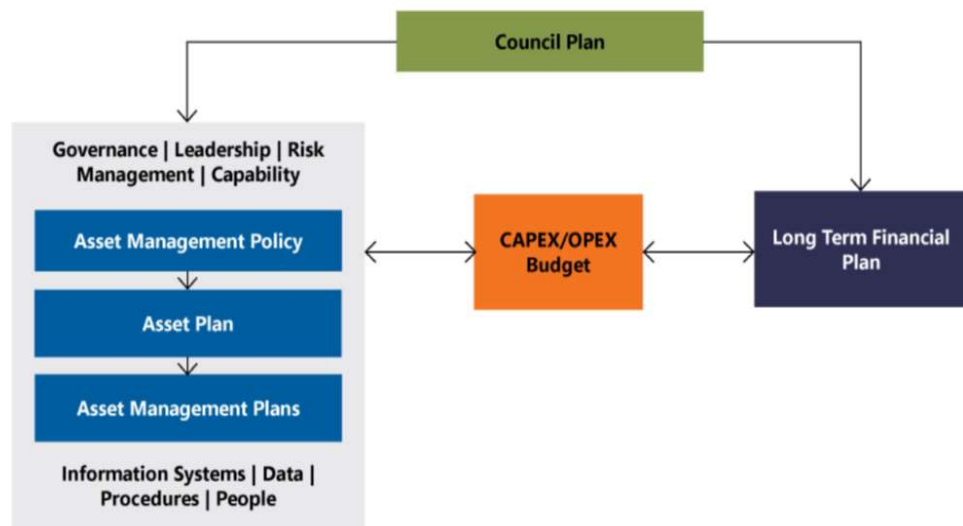
Document	Role
Council Plan	The Council Plan sets the strategic direction of the four-year Council term. It guides the organisation's work to deliver on the priorities of the Council and the community and to manage and deliver services for the community during the Council's term.
Asset Management Policy	Provides a framework and direction for Asset Management by identifying Council's asset management objectives and tactics required to link them to organisational strategic objectives.
Asset Plan	Provides a high level strategic and financial view on how Council intends to manage its transport, building, drainage, and open space asset categories over the next ten financial years in compliance with the requirements of the Local Government Act 2020.

Document	Role
Asset Management Plan	Outlines the current state of Council's asset portfolio, asset management system and forecasts the improvements required to meet the level of service required by the community as described in the Council Plan and Asset Management Policy.
Long Term Financial Plan	A forecast view of the financial sustainability of Council over 10 years, and outlines the financial resources necessary to implement the objectives and strategies of the Council Plan to achieve the Community Vision.

3.   Lifecycle Management

The ultimate objective of an effective asset management system is to ensure that assets deliver the required level of service in the most cost-effective manner through their entire lifecycle. Key elements for this effective asset management are:

- Adopting a formalised asset management system with a life-cycle approach
- Developing cost-effective asset management strategies for the long term based on defined and agreed levels of service
- Monitoring performance
- Understanding the impact of the change on the community's service needs
- Managing risk associated with asset failures
- Continually improving asset management processes and practices

The asset management industry best-practice includes the following four key stages in the asset lifecycle:

3.1 Lifecycle Strategies

Each of these lifecycle stages has its own delivery activities. This delivery strategy includes Council's approach to ensure that each stage systematically and consistently achieves its own objectives.
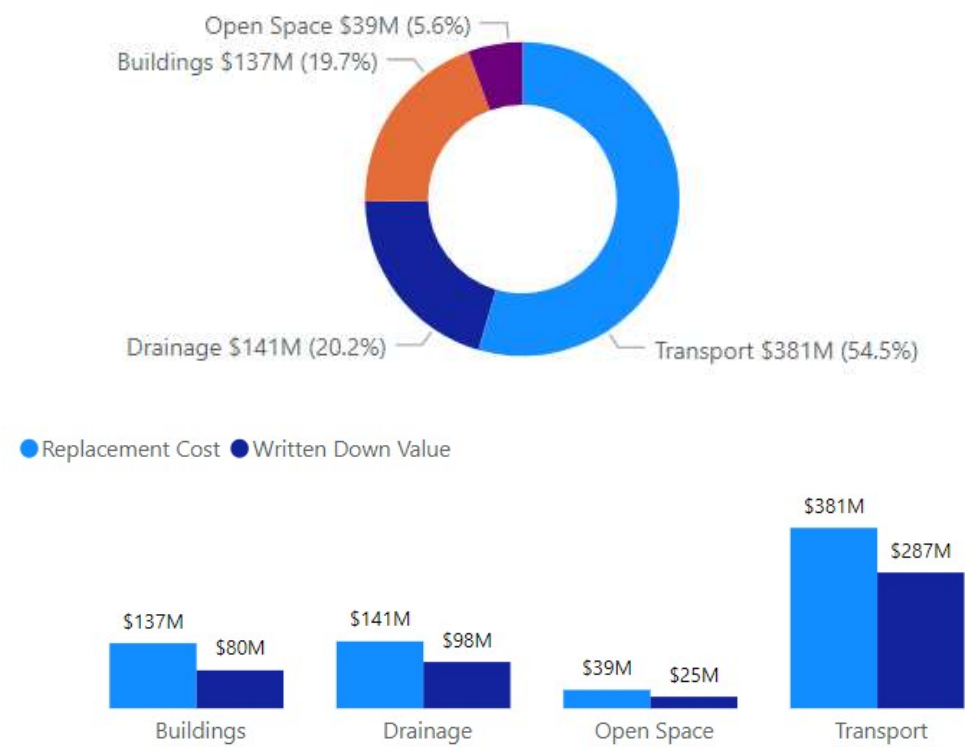
Stage	Activities
Planning	Needs assessments are conducted to ensure assets are fit-for-purpose and meet the service needs of the community. Future asset planning and service design consider and balance the key principles of affordability, equity and the environment. Council uses transparent, informed decision-making processes that consider the whole-of-life implications of acquiring, operating, maintaining and disposing of an asset.
Creation / Acquisition	Asset-creation projects are comprehensively defined so that their objectives are clear. Appropriate procurement strategies are designed to ensure we work with the right project partners and achieve value for money. We integrate environmentally sustainable approaches to the design and construction of assets. Newly acquired/created/adopted assets are checked for quality before they are put into service.
Operations and Maintenance	Assets are operated, inspected and maintained to ensure: - They continue delivering the service they were designed for over their useful life - They are safe and compliant - The risk of critical asset failure is minimised - Their ongoing lifecycle costs are met Through its Asset Management System, Council records the information on its assets and monitors performance.
Renewal, Replacement, Disposal	Council continuously assess the condition of its assets. We aim to optimise the timing of the renewal or replacement of our assets so that they remain safe and functional and to minimise overall lifecycle costs.

4.   Valuations

Council manages a significant portfolio of assets that have a replacement value of $699 million. This amount covers buildings, drainage, open space and transport assets.

$699M	$234M	$489M
Replacement Value	Accumulated Depreciation	Written Down Value

The replacement value by category is:

Open Space $39M (5.6%)
Buildings $137M (19.7%)
Drainage $141M (20.2%)
Transport $381M (54.5%)

● Replacement Cost ● Written Down Value

	Buildings	Drainage	Open Space	Transport
Replacement Cost	$137M	$141M	$39M	$381M
Written Down Value	$80M	$98M	$25M	$287M

5.   Current State of Assets

The constant use of these assets mean they deteriorate and get damaged over time; depending on their usage some more quickly than others.

To assess the level of deterioration and determine maintenance, replacement, renewal or expansion levels, Council has inspection regimes to ensure these assets can continue delivering services to the community. The standard to which they are maintained and the extent to which they are grown and improved are key considerations in setting and delivering on our Community Vision and Council Plan.

Condition Rating	Description
New	Brand new asset
Excellent	Fit for purpose, very low maintenance required
Very Good	Minor maintenance required in addition to programmed maintenance cycle
Good	Moderate maintenance required in addition to programmed maintenance cycle
Fair	Significant maintenance required. Capital renewal maybe required within the next five years
Poor	Significant renewal works required to restore the capacity and service levels, or extend the asset life
Very poor	End of asset life; no service potential

6.   Levels of Service

Buildings

AP Category	Customer Values
Buildings	Buildings are accessible and have equal access for all users
	Buildings are fit for their intended purposes
	Buildings are safe for use and occupation

AP Category	Level of Service	Service Attributes	Service Standard	Delivery Mode
Buildings	Technical	Sustainability	• Provide buildings that are climate-considerate, water and energy-efficient and cost-effective	• Climate Action Plan
		Upgrade	• Buildings are fit for purpose • Buildings are accessible by all users	• Asset Assessment Program • Early Years Infrastructure Plan 2020 - 2026 • Master Plans • Recreation Strategy 2022 - 2030 (Draft) • Climate Action Plan
		Disposal	• Buildings that are excess to service delivery or obsolete in nature are disposed	• Asset Sale and Disposal Policy
		Renewal	• Building components are in good condition to meet service requirements	• Identifying renewals through Life-cycle Modelling • Asset Assessment Program
		Operation & Maintenance	• Buildings are maintained to meet service requirements	• Maintenance Program
		Asset Re-purpose	• Excess or redundant assets are re-purposed for community requirements	• Master Plans and Service Plans

AP Category	Level of Service	Service Attributes	Service Standard	Delivery Mode
Buildings	Community	Function	• Building features such as layout, thermal comfort, ventilation, furniture and equipment meet user requirements and support the services the building intend to provide	• Asset Assessment Program
		Quality	• Buildings are in good condition and provide comfortable amenity for all users	• Asset Assessment Program
		Accessibility (Disability)	• Buildings cater for disability access	• Asset Assessment Program • Upgrading buildings to be compliant at the time of renewal as much as possible
		Safety	• Buildings are safe for occupation	• Essential Service Program
		Availability	• Public buildings are available at the times required except for planned shutdowns	• Website Information

Drainage

AP Category	Customer Values
Drainage	Drainage network remains free of obstructions and blockages
	Integrate drainage systems into natural water storage areas effectively
	Limit flooding of public and private properties

AP Category	Level of Service	Service Attributes	Service Standard	Delivery Mode
Drainage	Technical	Operation & Maintenance	• Drainage network is maintained to meet service requirements • Assets are inspected and responded to in a pre-determined frequency or on an as-required basis	• Annual Roadside Pit Inspection Program • Reactive Maintenance Program
		Upgrade	• Upgrade existing drainage network to reduce flood risk	• Drainage Design Guidelines • Drainage Network Flood Modelling Study
		Renewal	• Drainage network is kept in good condition to meet service requirements	• Identifying renewals through Life-cycle Modelling Program or customer requests
		Acquisition	• New assets are acquired to meet community requirements when needed	• Special Charge Scheme Policy and Procedure • Capital Improvement Program
	Community	Capacity	• The drainage network is able to transport stormwater generated by frequent rainfalls (one in ten year rainfall event)	• Drainage Design Guidelines • Drainage Network Flood Modelling study
		Function	• Any disruption caused by drainage blockages will be resolved quickly and allow for safe use of adjoining roads, pathways, and reserves	• Reactive Maintenance Program
		Quality	• The drainage network is in good condition and limits flooding caused by rainfall events or blockages	• Roadside Pit Inspection and Cleaning Program • Drainage Design Guidelines

Open Space

AP Category	Customer Values
Open Space	Open space network is fit for purpose
	Playgrounds are up to modern standards
	Trails are well connected and in a good condition

AP Category	Level of Service	Service Attributes	Service Standard	Delivery Mode
Open Space	Community	Function	• Play equipment is fit for purpose and up to modern standard	• Asset Assessment Program
			• Residents have access to recreational trails, ovals and playgrounds within reasonable distance from their homes	• Recreation Strategy 2022 - 2030 (Draft) • Green Wedge Management Plan 2019 • Nillumbik Health and Wellbeing Plan 2021 - 2025
			• Trails and playgrounds are accessible (disability) and pram compliant	• Upgrading any non-compliant assets to - as much as possible - be compliant at the time of renewal
		Quality	• Open Space network is in good condition and meets user requirements	• Asset Assessment Program
		Safety	• Open space network is safe for all users	• Trail Operating Levels of Service
	Technical	Upgrade	• Upgrade existing playgrounds including play equipment to meet legislative requirements and modern standards	• Asset Assessment Program
		Renewal	• Open space network is kept in a good condition to meet service requirements	• Identifying renewals through Life-cycle Modelling Program • Asset Assessment Program
		Expansion (New)	• Expand current trail networks to accommodate missing links	• Nillumbik Shire Council Trails Strategy 2021

AP Category	Level of Service	Service Attributes	Service Standard	Delivery Mode
Open Space	Technical	Acquisition	• New recreational trails, playing surfaces and playgrounds are acquired in areas where there are no provision	• Nillumbik Shire Council Trails Strategy 2021 • Green Wedge Management Plan • Open Space Strategy 2005 (to be reviewed)
		Operation & Maintenance	• Open space network is maintained to meet service requirements • Assets are inspected on a pre-determined, frequent or as-required basis • Defects identified as above intervention levels are fixed and hazards are addressed within pre-determined response times	• Nillumbik Shire Council Trails Strategy 2021 • Trail Operating Levels of Service • Proactive Maintenance Inspection Program • Open Space Level of Service (Draft)

Transport

AP Category	Customer Values
Transport	Transport network is safe and hazard-free
	Transport network provides connectivity within the shire
	Transport network provides smooth and comfortable pedestrian and vehicular movement

AP Category	Level of Service	Service Attributes	Service Standard	Delivery Mode
Transport	Community	Capacity	• Bridges are structurally sound and meet acceptable load capacities	• Asset Assessment Program
			• Transport network is adequate to handle amount of traffic and users and can get to places within a reasonable time based on speed limits	• Traffic Count Monitoring Program • Local Area Traffic Management Plan • Nillumbik Shire Council Trails Strategy 2021
		Function	• Footpaths and bus shelters are accessible (disability) and pram compliant	• Capital Works Plan • Upgrade non-compliant assets to be compliant at the time of renewal where possible and appropriate
			• Transport network is accessible to users and provides connectivity across the shire, allowing efficient traffic and pedestrian movement	• Integrated Transport Statement and Strategy • Green Wedge Management Plan
		Quality	• Signage is adequate across the network and easily seen & understood by all users	• Road Management Plan
			• Transport network is in good condition and provides comfortable walk /ride quality to all users	• Asset Assessment Program
			• Transport network is maintained clean, free from debris and excessive vegetation	• Road Management Plan • Street Sweeping Program

AP Category	Level of Service	Service Attributes	Service Standard	Delivery Mode
Transport	Community	Safety	• Transport network is safe for all users	• Road Management Plan • Road Safety Program • Box Clearance Program • Black Spot Program
	Technical	Acquisition	• New footpaths are acquired in areas where there is no footpath provision	• Integrated Transport Statement and Strategy • Footpath Strategy • Nillumbik Footpath Missing Links 2020 • Green Wedge Management Plan
		Expansion (New)	• Expand current footpath and trail networks to accommodate missing links	• Nillumbik Footpath Missing Links 2020 • Green Wedge Management Plan
		Operation & Maintenance	• Transport network hazards/defects are inspected and responded to within reasonable timeframes • Grading of unsealed roads	• Road Management Plan
		Renewal Upgrade	• Transport network is kept in a good condition to meet service requirements • Bridges are upgraded to cater for increase in traffic and load limits • Unsealed roads are upgraded to meet community requirements when needed	• Identifying renewals through Life-cycle Modelling Program • Asset Assessment Program • Master Plans • Asset Assessment Program • Road Sealing Strategy (Under Review) • Special Charge Scheme Policy and Procedure • Developer Contribution Program

7.   Legislative & Council Requirements

Asset management is not a stand-alone exercise. The planning, design, creation, operation/maintenance and renewal/expansion/disposal of assets that meet the needs of a community are related to a significant number of legislative and council documents and requirements. These are:

Buildings

Type: Legislative

Documentation	AP Category	Requirements
Building Act 1993	Buildings	The Act sets out the framework for the regulation of building construction, building standards and the maintenance of specific building safety features.
Building Code Australia (BCA)	Buildings	The goal of the BCA is to enable the achievement of nationally consistent, minimum necessary standards of relevant, health, safety (including structural safety and safety from fire), and amenity and sustainability objectives efficiently.
Children Services Act 1996	Buildings	Aims to reduce poverty. Supporting parents to find and keep work increases the child's environment and living circumstances, thereby reducing inequalities among children most at risk of poverty via deprivation/disadvantages and promoting social mobility.
Children, Young and Families Act 2005	Buildings	The Children, Youth and Families Act 2005 builds on the foundations of the CWSA to provide guidance on additional considerations in promoting positive outcomes for children who are vulnerable as a result of their family circumstances.
Children's Services Regulations 2009	Buildings	The objective of these Regulations is to regulate the licensing and operation of children's services.

Documentation	AP Category	Requirements
Green Building Council Australia Green Star Rating	Buildings	Assesses the sustainable design, construction and operation of buildings, fit outs and communities.

Type: Council

Documentation	AP Category	Requirements
Early Years Infrastructure Plan 2020-2026	Buildings	Addresses long term supply and demand, functionality and quality solutions for Council's early years' infrastructure facilities.
Ecologically Sustainable Development Policy	Buildings	Provides direction for sustainable building and maintenance activities, including those related directly to the project and those for ongoing use of the asset.
Edendale Farm Master Plan	Buildings	Directs the future development and operation of Edendale Farm and enhances its ability - to grow to a regional centre for environmental sustainability.
Health and Wellbeing Plan 2021-2025	Buildings	A guide for Council's medium to long term approach to planning and service provision needs for older people living in Nillumbik Shire. The framework establishes and prioritises service standards and delivery in response to increasing demands for improved infrastructure and to increase facilities and activities where people can socialise and to support health and wellbeing.
Public Toilet Strategy	Buildings	Guides the planning and decision making in relation to the provision of public toilets in public open space throughout Nillumbik Shire.

Documentation	AP Category	Requirements
Water Tank Policy for Council Owned/Managed Land	Buildings	Articulates the administrative requirements for the installation of water tanks on Council owned/managed land to ensure installations occur in an effective manner and to a high standard.

Drainage

Type: Legislative

Documentation	AP Category	Requirements
All Other Relevant Australian Standards, Regulations and Codes of Practice	Drainage	Australian Rainfall and Runoff (2019). Provides 'Australian designers with the best available information on design flood estimation' and in turn provides 'a sound basis for the sizing of works and structures that are subject to floods.' Australian Standard – Design Charts for stormwater and sewerage AS2200-2006. This document provides design charts for fluids in pipes.
Building Act 1993 and Building Regulations 2018	Drainage	To provide for the regulation of building and building standards (S1) Provides for: - Consent from Council to build over easements vested in Council (reg. 130); - A report to be gained from Council on the point of discharge (reg. 133); and - Control of building in flood prone areas (reg. 153).

Documentation	AP Category	Requirements
Catchment and Land Protection Act 1994	Drainage	Includes setting up a framework for the integrated management and protection of catchments (S1). The Act establishes the catchment management authorities (S11).
Nillumbik Planning Scheme	Drainage	Clause 56.07-4 covers the discharge of urban run-off. This clause requires minimal damage and inconvenience to residents from urban run-off, ensures that streets operate adequately during major storm events and provides for public safety, minimises increases in stormwater run-off and protects environmental values and physical characteristics of receiving waters from degradation by urban run-off. Only applies to urban areas.
Water Act 1989	Drainage	Includes the integrated management of all elements of the terrestrial phase of water (S1). The Act gives the rights and responsibilities for the use, flow and control of water. The Act creates waterway management authorities (e.g. Melbourne Water).

Type: Council

Documentation	AP Category	Requirements
Building Over Easement Policy	Drainage	Guidelines for the reporting and consent process for works proposed over or within easements vested in Council.

| Drainage Design Guidelines | Drainage | Design principles for the efficient, environmentally sensitive and cost effective control of stormwater runoff to ensure a high level of safety and amenity for the public at all times. |
| Water Sensitive Urban Design & Wetland Maintenance Guidelines | Drainage | Provides a series of maintenance standards for wetlands and WSUD assets. |

Open Space

Type: **Legislative**

Documentation	AP Category	Requirements
All Other Relevant Guidelines, Australian Standards and Codes of Practice	Open Space	AS 4685.0:2017, Playground equipment and surfacing – Part 0: Development, installation, inspection, maintenance and operation. AS 4373:2007 Pruning Amenity Trees. AS 2550.10 2006 Elevated working platforms. Code of Practice on electrical safety for the distribution businesses in the Victorian Electricity Supply Industry.
Electrical Safety (Electric Line Clearance) Regulations 2015	Open Space	Code of practice for electrical line clearance.
Flora and Fauna Guarantee Act 1988	Open Space	Provides procedures for the conservation, management or control of Victoria's native flora and fauna.

Type: Council

Documentation	AP Category	Requirements
Nillumbik Shire Council Trails Strategy 2021	Open Space	Identifies a strategic direction for Council to the future provision of shared recreation trails within the Nillumbik Shire to accommodate equestrian, cyclists, walking and land care groups.
Open Space Strategy 2005	Open Space	Identifies opportunities for future open space and highlights ways to more effectively link existing conservation areas and trails. The strategy also provides the criteria for acquiring and managing open space.
Lifetime Play Strategy 2017	Open Space	Provides a framework for the long term re-imagining of public play spaces across the Nillumbik Shire.
Trail Operating Levels of Service and Service Standards 2021	Open Space	Details the standards of service and maintenance for trails within the Nillumbik Shire.

Transport

Type: Legislative

Documentation	AP Category	Requirements
Road Management (General) Regulations 2015	Transport	Sets out general regulations for the management of roads.
Road Management (Works and Infrastructure) Regulations 2015	Transport	Sets out works and infrastructure requirements for management of roads.
Road Management Act 2004	Transport	Establish and promote safe and efficient state and local public road networks.

Documentation	AP Category	Requirements
Road Safety Act 1986	Transport	Sets out safe, efficient and equitable road use.
Road Safety Road Rules 2009	Transport	Establishes rules to be observed by road users.
Transport Act 1983	Transport	Council's responsibility for main roads within its municipal district (is modified according to the Road Management Act 2004).
Transport Integration Act 2010	Transport	Provides the framework for the provision of an integrated and sustainable transport system in Victoria.

Type: Council

Documentation	AP Category	Requirements
Footpath Strategy	Transport	Aims to promote walking as a healthy and safe way of exercising and accessing community services and facilities. The strategy is concerned with the provision of new footpaths on roads that do not currently have footpaths.
Integrated Transport Strategy	Transport	Aims to quantify and qualify action targets to improve and integrate land-use-related activity with transport options and requirements.
Nillumbik Shire Council Road Management Plan 2021	Transport	Outlines Council's road management responsibilities, lists the road assets and details the standards of service and maintenance for roads within the Nillumbik Shire.

Legislative Requirements for All Asset Categories

Documentation	Requirements
All Local Laws and Relevant Policies of the Council	Infrastructure Assets Local Law Clause 9. Asset Protection. Clause 11. Equipment and Materials Delivery. Clause 14. Stormwater protection. Clause 15. Drains and Water Courses. Clause 16. Stormwater drainage connections. Clause 17. Construction of a Vehicle Crossing. Amenity Local Law. Clause 10. Council Signs. Clause 20. Actions affecting Council Land. Clause 21. Removal of Vegetation on Council Land. Clause 29. Trees and plants not to obstruct or obscure.
Asset Management Accountability Framework (Department of Treasury and Finance Victoria)	The AMAF details mandatory asset management requirements as well as general guidance for agencies responsible for managing assets.
Disability Discrimination Act 1992	Sets out the responsibilities of Council and staff in dealing with access and use of public infrastructure.
Emergency Management Act 2013	The Emergency Management Act 2013 (the Act) establishes Emergency Management Victoria (EMV), which consists of: The Emergency Management Commissioner (EMC) who is responsible for coordinating the response to major emergencies (including ensuring appropriate control arrangements are in place) and operating effectively during Class 1 and Class 2 emergencies. The EMC is also responsible for co-ordinating consequence management and recovery for all major emergencies. The Chief Executive of Emergency Management Victoria who is responsible for the day-to-day management of Emergency Management Victoria, and the coordination of investment planning for large scale strategic projects for the responder agencies including major procurement and communications and information systems.

Documentation	Requirements
Environment Protection Act 1970	To provide a legislative framework for the protection of the environment in Victoria having regard to environment protection principles (S1A). Establishes the Environment Protection Authority (EPA) and details the powers, duties and functions of that authority (Part II).
Heritage Act 2017	The purpose of the Act is to provide protection and conservation of the cultural heritage of Victoria. The Act creates a framework to identify the most important non-Aboriginal heritage in Victoria, and regulates changes to those places. The Act also creates offences and other enforcement measures to protect and conserve heritage.
Local Government Act 1986 Local Government Act 2020	Sets out the responsibilities of Council and staff in dealing with access and use of public infrastructure.
Local Government Finance and reporting Regulations 2004	Sets out role, purpose, responsibilities and powers of local governments including a requirement for the preparation of 10-year asset plans.
National Asset Management Framework Legislation 2010	Focuses on long term financial sustainability and provides a mandate to have in place, long term strategy, financial statements and annual reporting mechanisms.
Native Title Act 1993	To provide for the recognition and protection of native title as well as establish ways in which future dealings affecting native title may proceed and to set standards for the dealings.
Occupational Health and Safety Act 2004	Aims to secure the health, safety and welfare of people at work. It lays down general requirements that must be met at places of work in Victoria. The provisions of the Act cover every place of work in Victoria. The Act covers self-employed people as well as employees, employers, students, contractors and other visitors.

Documentation	Requirements
Occupational Health and Safety Regulations 2007	Outlines minimum actions to be taken to comply with OH&S Act. It explains plant and equipment such as Lifts, boilers maintenance, inspection and testing and WorkCover registration requirements.
Planning and Environment Act 1987	Planning and Environment Act 1987. Sets the legislative requirements for planning and environmental concerns in new and upgraded areas. Allows for the impact of asset construction and growth and sets parameters to trigger Council activities/actions.
Subdivisions Act 1988	Requires engineering plans to be provided for developments in accordance with relevant standards.
Workplace Health & Safety Act 2011	The objective of this Act is to prevent a person's death, injury or illness being caused by a workplace, a relevant workplace area, work activities, or by plant or substances for use at a relevant place.

Council Requirements for All Asset Categories

Documentation	Requirements
Asset Management Policy and Strategy	Provides a framework and direction for Asset Management by identifying Council's asset management objectives and tactics required to move asset management within the organisation forward.
Asset Sale & Disposal Policy	Documents the process involved in the sale or disposal of assets, appropriate methods of disposal, the type of public consultation required, if any, delegations of authority, and the documentation required during the process.
Climate Action Plan (draft)	Provides a response to climate change with a focus on the roles and responsibilities of Council. It includes actions Council will take relevant to its operations and services.

Documentation	Requirements
Conditions of Use - Shire Sports Grounds and Pavilions	The purpose of the Conditions of Use policy is to provide sport and recreation clubs with clear guidelines and responsibilities for the effective management and maintenance of Council owned sporting facilities.
Diamond Creek 2020 Strategy	Sets out the overall vision, objectives, strategies and actions for the town centre of Diamond Creek. It provides the scope for change, renewal and identifies the means of providing future physical infrastructure and community facilities.
Diamond Creek Major Activity Structure Plan (2020)	Sets out the overall vision, objectives, strategies and actions for the town centre of Diamond Creek. It provides the scope for change, renewal and identifies the means of providing future physical infrastructure and community facilities.
Disability Action Plan 2020-2024	Provides the framework for Council to address disability and other access issues, across all areas of the organisation's operations and to support Council to meet its requirements under relevant legislation.
Eltham Lower Park Masterplan	Provides a strategic direction for the future development of the park by establishing priority works plan to meet the needs of Council, permanent tenants and casual visitors.
Eltham Major Activity Centre Structure Plan (2020)	Sets out the overall vision, objectives, strategies and actions for the town centre of Eltham. It provides the scope for change, renewal and identifies the means of providing future physical infrastructure and community facilities.
Eltham North Reserve Masterplan	Masterplans provide a strategic direction for the future development specified areas and aim to balance the needs of permanent tenants and casual visitors as well as passive and active recreational and environmental concerns.

Documentation	Requirements
Green Wedge Management Plan 2019	Directs Council policy and planning decisions relating to the Nillumbik Green Wedge and is a reference document in the Nillumbik Planning Scheme.
Heritage Strategy (2011)	Provides guidance for the advancement of heritage protection and interpretation within the Nillumbik Shire.
Hurstbridge Township Strategy 2002	Provides a framework for the planning and delivery of capital works in the township area, landscape and urban design initiatives and environmental works projects.
Integrated Water Management Strategy	Promotes the integration of multi-functional infrastructure that progressively reduces reliance on mains supply.
Local Laws, Standards and Policies	Adherence to established practices and guidelines regarding asset management.
Municipal Emergency Management Plan	The aim of this plan is to detail the arrangements for the privation and preparedness for response to and recovery from emergencies within Nillumbik Shire. Council recognises it has a key role in prevention and mitigation activities. Council's policies on land management, building codes, regulations and urban planning are combined to ensure that all possible measures are addressed to reduce the likelihood and impact of emergencies.
Municipal Fire Management Plan	Seeks to prevent and mitigate against the occurrence of unplanned fires and includes Priority Risk Environment categories, which includes, but are not exclusive, accommodation (including special accommodation, aged care, residences, hotels, motels, boarding houses, caravan parks) and places of assembly and institutions (health care, education, public halls and entertainment venues).

Documentation	Requirements
Nillumbik Health & Wellbeing Plan	Outlines Council's health and wellbeing priorities over the next four years as well as the strategies that will be used to maintain and improve the health and wellbeing of the Nillumbik community.
Nillumbik Shire Council Plan 2021-2025	Outlines Council's values and describes how services will be planned and delivered. The plan is reviewed annually and revised during each council term.
Nillumbik Shire Council Standard Drawings	Details typical design standard drawings for road and drainage infrastructure.
Plenty War Memorial Park Masterplan	Provides a strategic direction for the future development of the park by establishing priority works plan to meet the needs of Council, permanent tenants and casual visitors.
Project Plans	These plans are prepared for major projects and assets. They include benefit cost ratios, expected strengths, weaknesses, opportunities and threats to the project or asset. By developing a project plan, it is intended to identify projects that return the most benefit to the community and ensure that major assets continue to provide value for money.
Risk Management Policy & Framework	Outlines objectives to achieve better risk management and greater accountability. These principles are incorporated in the Asset Management Plan to enable informed decisions regarding the management of risks associated with council's assets.

Documentation	Requirements
Shire of Nillumbik Drainage to Un-serviced Allotments	Describes the application of on-site absorption in the event an underground Council drainage system does not service an allotment.
Special Charge Schemes Policy & Procedure	Guides the implementation of special charge schemes for road and drainage infrastructure.
St Andrews Township Plan 2012	Aims to guide land use, community development and infrastructure improvements and provide an opportunity for the community of St Andrews to shape the future of the township.
Strategic Resource Plan	This plan incorporates the financial forecast and resource allocation in a standard statement format which are required to help deliver the Council Plan.
Sustainable Water Management Plan	Aims to reduce Council's water consumption and to establish targets for the quality of stormwater discharged within the Nillumbik Shire.
Wattle Glen Township Strategy 2002	Provides a framework for the planning and delivery of capital works in the Wattle Glen Township, environmental education initiatives and environmental works projects.
Yarrambat Local Structure Plan 2000	Provides the framework for the co-ordinated development of rural residential land at Yarrambat.

8.   Future Demands

The ability to predict future demand for services enables Council to plan ahead and identify the best way of meeting that demand. This section analyses the various drivers influencing the services supported by major asset classes.

Demographics, Current and Future

Age Category	Age Group	2019	2036
Children	0 to 4	3,293	3,632
	5 to 9	4,248	4,276
	10 to 14	4,770	4,749
	15 to 19	4,773	4,749
	Total	17,084	17,528
Young Adults	20 to 24	4,200	4,252
	25 to 29	3,209	3,276
	30 to 34	3,105	3,334
	Total	10,514	10,862
Adults	35 to 39	3,774	4,188
	40 to 44	4,437	4,976
	45 to 49	5,173	5,129
	50 to 54	4,945	4,988
	55 to 59	4,881	4,512
	Total	23,210	23,793
Older people	60 to 64	4,289	4,093
	65 to 69	3,449	3,709
	70 to 74	2,687	3,296
	75 to 79	1,580	2,981
	80 - 84	927	2,168
	85+	906	1,961
	Total	13,838	18,208
Summary		**64,646**	**70,391**

Suburb	2016 Dwellings	2036 Dwellings	Dwelling Change	Dwelling % Change
Diamond Creek	4,180	5,393	1,213	29.0%
Eltham (Central)	3,260	4,532	1,272	39.0%
Eltham (East)	1,352	1,395	43	3.2%
Eltham (Edendale)	1,091	1,165	74	6.8%
Eltham (South)	1,187	1,321	134	11.3%
Eltham North	1,579	1,701	122	7.7%
Greensborough	1,868	1,995	127	6.8%

Suburb	2016 Dwellings	2036 Dwellings	Dwelling Change	Dwelling % Change
Hurstbridge	1,271	1,383	112	8.8%
Kangaroo Ground - Wattle Glen	1,020	1,133	113	11.1%
North Warrandyte	1,054	1,119	65	6.2%
Plenty - Yarrambat	1,296	1,694	398	30.7%
Research	942	1,009	67	7.1%
Rural East	1,242	1,315	73	5.9%
Rural North West	663	766	103	15.5%
Total	**22,005**	**25,921**	**3,916**	**17.8%**

Buildings

Demand Driver	AP Category	Change in Demand	Impact of Services
Climate change - Zero Emission Targets and Reduction of CO2 Emissions	Buildings	• Parts of Nillumbik are within fire prone areas, where asset loss is a major concern of council. • Continuous improvement of energy efficient buildings. • Global warming impact.	• Increased upfront costs for specialised materials, equipment, fittings and products. • Building upgrades and a Climate Action Funding Program. • Weather change may lead to increased need for reactive maintenance from storm and flood damage repair. • Assets will need to be built and renewed to a standard that can withstand at least 1.5 degrees of warming. This may require different materials, methods of construction and other innovative approaches.
Consumer Preference / Change in Society Expectations / Cultural Change	Buildings	• Some facilities are by their nature more popular than others because they provide better service or are better located.	• Adjustment of facilities opening hours depending on usage and popularity.

Demand Driver	AP Category	Change in Demand	Impact of Services
Demographic Profiles Change	Buildings	• Population of older residents (over 65) is expected to have the largest proportional increase (relative to its population size), with a forecast growth of 6,156 persons by 2036. • The number of young children (aged under 4) is forecast to slightly increase, whereas remaining age groups are expected to decrease by 2036.	• Increase in age-based facilities, appropriate sporting pavilions and disability access across sites, service changes due to demographics.
Impact of Covid-19 Pandemic	Buildings	• Increased cleaning regime, building ventilation and government mandated operational activities as Covid-19 compliance.	• Increased operational and maintenance cost.
Population Change	Buildings	• Nillumbik's estimated residential population of 65,369 in 2021 is forecast to grow by approximately 7.5% to 70,315 by 2036.	• Council may need to expand services and facilities to cater for the community growth.

Drainage

Demand Driver	AP Category	Change in Demand	Impact of Services
Climate Change: Annual Rainfall Volume within South-east Australia	Drainage	• Annual rainfall expected to decrease 10% by 2030 and 35% by 2070.	• Less rainwater will increase the demand for uptake of stormwater for reuse. This may require upgrades to existing infrastructure, or acquisitions, to fulfil these demands.
Climate Change: Variance in Daily Rainfall	Drainage	• An expected increase in single-day rainfall volume.	• Larger variance in rainfall implies more frequent flooding and expectant increase for drainage protection.

Demand Driver	AP Category	Change in Demand	Impact of Services
Commercial & Industrial Development	Drainage	• Currently there are no plans for industrial expansion within the municipality.	• Minimal impact on services.
Cultural Change	Drainage	• Community awareness and involvement in sustainable and environmental issues has risen over the last two decades. Stormwater reuse is receiving attention due to the dual pressures of water sustainability and environmental awareness.	• As the community focuses on reusing stormwater, the network's ability to re-uptake stormwater will need to increase. This may require upgrades to existing infrastructure, or acquisitions, to fulfil these demands.
Demand for Increased Services in Areas Where Drainage is Not Currently Provided	Drainage	• The demand for expanding the drainage network is expected to increase as community expectations change.	• Serviceability of the drainage network is unlikely to meet customer values, which may lead to increased pressure for drainage network extension.
Increase in Impervious Areas	Drainage	• Currently there are no plans for industrial expansion within the municipality.	• Most multi-lot and smaller subdivisions are required to either construct drainage or absorb stormwater on site to limit discharge rates from the property, whereby the effects of increased impervious area are mitigated.

Demand Driver	AP Category	Change in Demand	Impact of Services
Residential Development	Drainage	• The number of dwellings in Nillumbik is forecast to grow from 23,475 in 2021 to 26,564 in 2036 (13% increase). • Residential development within the municipality is heavily constrained due to state government and Council planning controls. • Most of the municipality lies outside the urban growth boundary, defined by Melbourne 2030, which prevents land from being developed for residential use.	• The adequacy of council's existing drainage network will be challenged due to the projected increase in residential development, placing pressure on Council to upgrade and extend the drainage network to support this additional growth.
Town Planning Requirements	Drainage	• The current requirement of providing drainage services to all properties in new subdivisions is expected to continue.	• Existing un-serviced drainage areas may need to be reconsidered for drainage provision at the time of redevelopment. This is, however, difficult to achieve on a single lot basis. • The location of the redevelopment (i.e., urban or green wedge) may also influence the need for town planning instruction.

Open Space

Demand Driver	AP Category	Change in Demand	Impact of Services
Changes in Customer Expectation	Open Space	• Nillumbik residents enjoy relatively high socioeconomic and educational status compared to surrounding councils. Residents' expectations on council delivered services are relatively high.	• Providing high quality open space assets that are up to modern standards will lead to an increase in renewal, upgrade and expansion costs.
Climate Change	Open Space	• Increased intensity and frequency of extreme weather events.	• Increased flooding will see frequent flooding of trails, playgrounds and open spaces making them inaccessible. • Some footbridges are susceptible to flooding inducing trail closures. • In the longer-term, there may be greater community demand for weather protection, for sports and leisure activities that have traditionally occurred outdoors.
Demographic Profile	Open Space	• Population of older residents (over 65) is expected to have the largest proportional increase (relative to its population size), with a forecast growth of 6,156 persons by 2036. • The number of young children (aged under 4) is forecast to slightly increase, whereas remaining age groups are expected to decrease by 2036.	• The demographic profile change is not expected to impact the open space network significantly, however Council should continue to focus on providing infrastructure that promotes access and equity.

Demand Driver	AP Category	Change in Demand	Impact of Services
Impact of Covid-19 Pandemic	Open Space	• A significantly larger proportion of Nillumbik residents used the open space asset network during the pandemic.	• The medium to long-term impact of pandemic on open asset network is not certain.
Increased Awareness of Healthy Lifestyles	Open Space	• Growth in people using recreational space.	• Increase in trail usage and demand for open space where activities such as yoga and Pilates can be carried out.
Increased Female Participation and gender diversity in sports	Open Space	• Growing number of female participation in all sports and a gradual increase in previously male-dominated sports such as cricket and football.	• Council may need to expand services and upgrade facilities such as change room and toilets.
Population Growth	Open Space	• Nillumbik's estimated residential population of 65,369 in 2021 is forecast to grow by approximately 7.5% to 70,315 by 2036.	• Council may need to expand the open space network to cater for the community growth.
Technology Changes - Increased Trend in Going Back to Nature Play	Open Space	• Increased demand for a diverse range of accessible, attractive, challenging and complementary play spaces offering experiences for all ages and abilities within a natural setting.	• Increased cost in upgrading traditional playgrounds.

Transport

Demand Driver	AP Category	Change in Demand	Impact of Services
Change in Customer Expectation	Transport	• Nillumbik residents enjoy relatively high socioeconomic and educational status compared to surrounding councils. Resident's expectations on council delivered services are relatively high.	• Expectation of high quality transport network will continue.
Climate Change	Transport	• Climate change will see an increase in risk of extreme weather events including storm events, drought, flooding and fire.	• Insufficient kerb and channel capacity impacting road users. • Table drains on unsealed roads are prone to high level of erosion from intense rainfall and flooding. • Loss of vegetation due to bushfires can lead to abutment/embankment erosion.
Demographic Profile Change	Transport	• Population of older residents (over 65) is expected to have the largest proportional increase (relative to its population size), with a forecast growth of 6,156 persons by 2036. • The number of young children (aged under 4) is forecast to slightly increase, whereas remaining age groups are expected to decrease by 2036.	• The demographic profile change is not expected to impact on the transport network significantly, however Council should continue to focus on providing infrastructure that promotes access and equity.

Demand Driver	AP Category	Change in Demand	Impact of Services
Impact of Covid-19 Pandemic	Transport	• Changes to resident life-patterns such as increase in number of people working from home, increase in people using own transport instead of public transport, increase in demand for outdoor activities such as outdoor dining.	• Increase in private vehicle usage as residents are more inclined to use private vehicles as main mode of transport. • Decreased vehicle usage as more people are working from home. • Demand for outdoor dining in main shopping precincts reduces surrounding pathway areas. • Medium to long term impact of Covid-19, influenced lifestyle on the transport network changes needs to be identified.
Increased Awareness of Sustainability and Healthy Lifestyles	Transport	• Growth in public transport, carpooling, cycling or walking as a mode to get to places.	• Decrease in vehicular usage and increased demand for safe, accessible and interesting walking routes for people of all abilities.
Population Change	Transport	• Nillumbik's estimated residential population of 65,369 in 2021 is forecast to grow by approximately 7.5% to 70,315 by 2036.	• Population growth will be mostly supported by green-field developments resulting in a greater number of new road and footpath assets being gifted to Council, leading to increased maintenance costs in the future.
Technology Change	Transport	• Development of new sustainable technologies.	• New road renewal materials or efficient cars that can alter the renewal costs and useful lives of the assets.

9. Funding Levels

Council's 10-year Financial Plan 2012-2031 provides a forecast view of the financial sustainability of Council over 10 years, with services to be maintained at current levels and continued management of Council's significant asset portfolio.

In line with the Financial Plan, this Asset Plan outlines the projected expenditure requirements for Council's infrastructure assets over the next ten years.

Buildings

Drainage

Open Space

Transport

10.   Risk Management

Council's Risk Management Policy sets the overall framework for addressing risk within the framework of ISO31000-2018. This section of the Asset Plan enables informed decisions to be made regarding the management of risks associated with council assets.

Risk	Consequence	Cause	Controls
Major failure of Council infrastructure	• Impact Council's service provision to the community • Increased costs associated with maintaining services, assets and ongoing maintenance • Public safety risk resulting in property damage or serious injury • Increased management effort is required to manage the issue • Medium to long term impact on the natural environment • Reputation and image impacted • Adverse media attention and community concern	• Lack of whole of life asset management framework to manage and replace assets • Ageing infrastructure • Maintenance budgets are inadequate for the number of assets to maintain or there are conflicting priorities for maintenance funding • New infrastructure does not account for future maintenance requirements • Asset condition is not inspected and analysed • Community expectation exceeds Council's capacity to provide assets	Asset Plan Building Municipal Control Plan Complaints / service request system Condition inspections Domestic Waste Water Management Plan Early detection permits early management action to address the issue(s) Early Years Infrastructure Plan Emergency call out system Employee education and awareness Fleet and Plant Policy Insurance - Property Insurance - Public Liability & Professional Indemnity Integrated Water Management Plan Landfill rehabilitation plans

			Maintenance and works program
			Retro fitting Council Facilities
			Road Management Plan
			Roadside Box Clearance Program
			Roadside Management Plan
			Tree Management Strategy and Guidelines
			Asset Management System
			Inclusive Sports and Facilities Plan
			Open Space Strategy
			Integrated Transport Strategy

11.   Improvement Plan

Council has identified a need to further develop its asset management processes and practice in relation to all asset classes. The key improvement tasks are:

Process	Task
Asset Management System	Develop the process for updating asset condition in asset register after completing capital works programs.
	Identify actual operational costs and maintenance costs for all asset classes.
	Use Asset Management system to monitor reactive maintenance works to identify assets with high maintenance requirements.
Levels of Service	Review level of service of each asset class.
Life-cycle Analysis	Develop framework for updating life-cycle models with updated asset condition data.
	Develop life-cycle models for asset classes that have not been modelled.
	Review useful lives of assets.
	Review, fine-tune and calibrate life-cycle models.
Long-term Financial Plan	Carry out life-cycle modelling analysis of assets classes that are not modelled currently and incorporate funding projections to Long-term Financial Plan.
	Obtain council approval for recommended 10-year funding strategies identified through life cycle modelling exercise and incorporate them into Long-term Financial Plan.

Document Control

Draft Asset Plan 2022 – 2032   **Page 1 of 48**

Date	Reviewed By	Summary of Changes	Version No.
24/01/2022	Enrique Gutierrez	Document created	1.0
17/02/2022	Tony Liu	Revised following Councillor Briefing	2.0
19/05/2022	Nadine Sinclair	Revised following Planning and Consultation Committee Meeting	3.0
6/06/2022	Enrique Gutierrez	Changes to wording and Risk Management section, as per Craig Commane's and Yasmin Green's advice.	4.0
14/06/2022	Nadine Sinclair	Minor editing following feedback from Council's Communications and Advocacy Lead.	5.0

Nillumbik Shire Council

Civic Drive (PO Box 476) Greensborough Victoria 3088

9433 3111 | nillumbik@nillumbik.vic.gov.au

nillumbik.vic.gov.au

ATTACHMENT 1
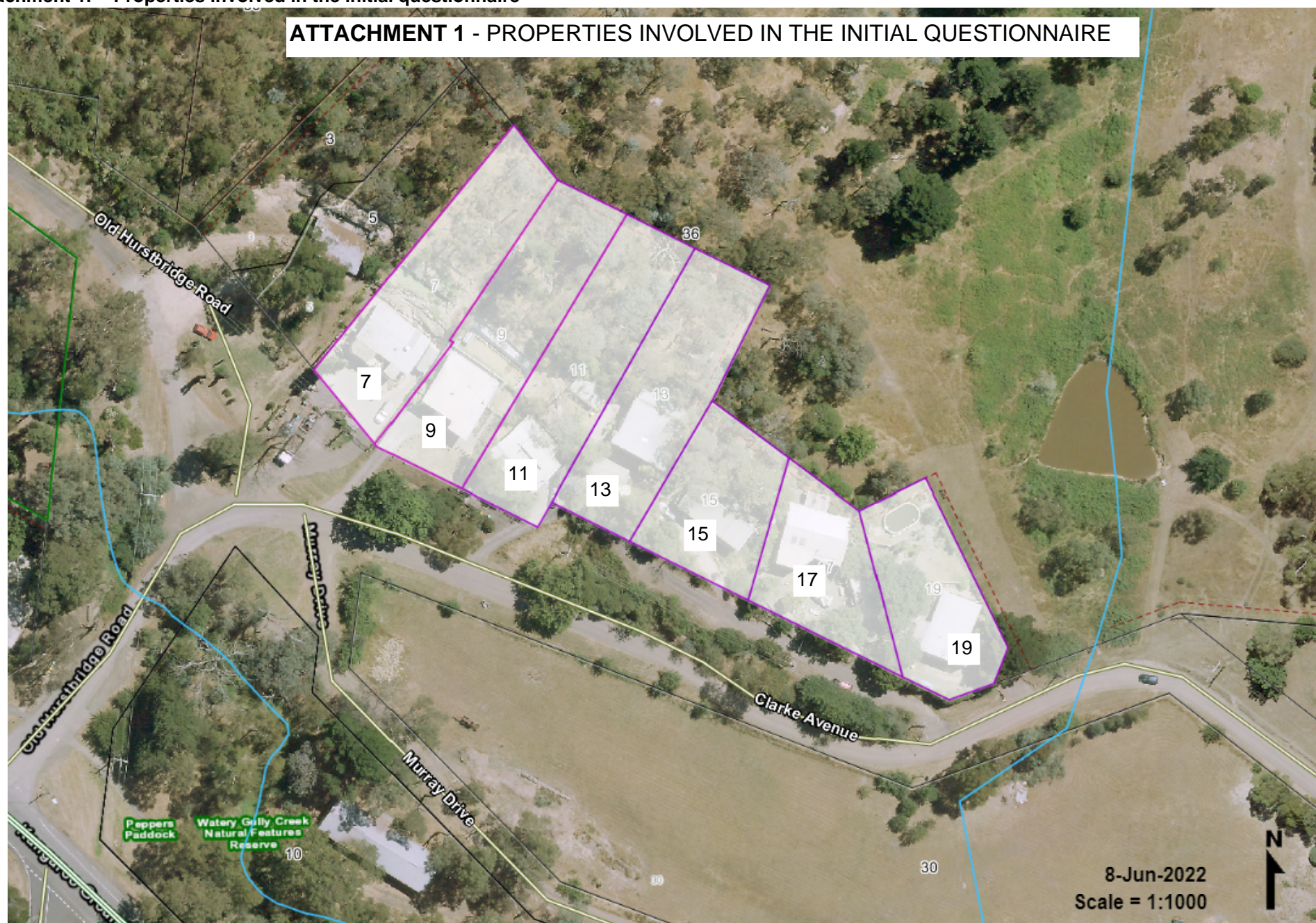
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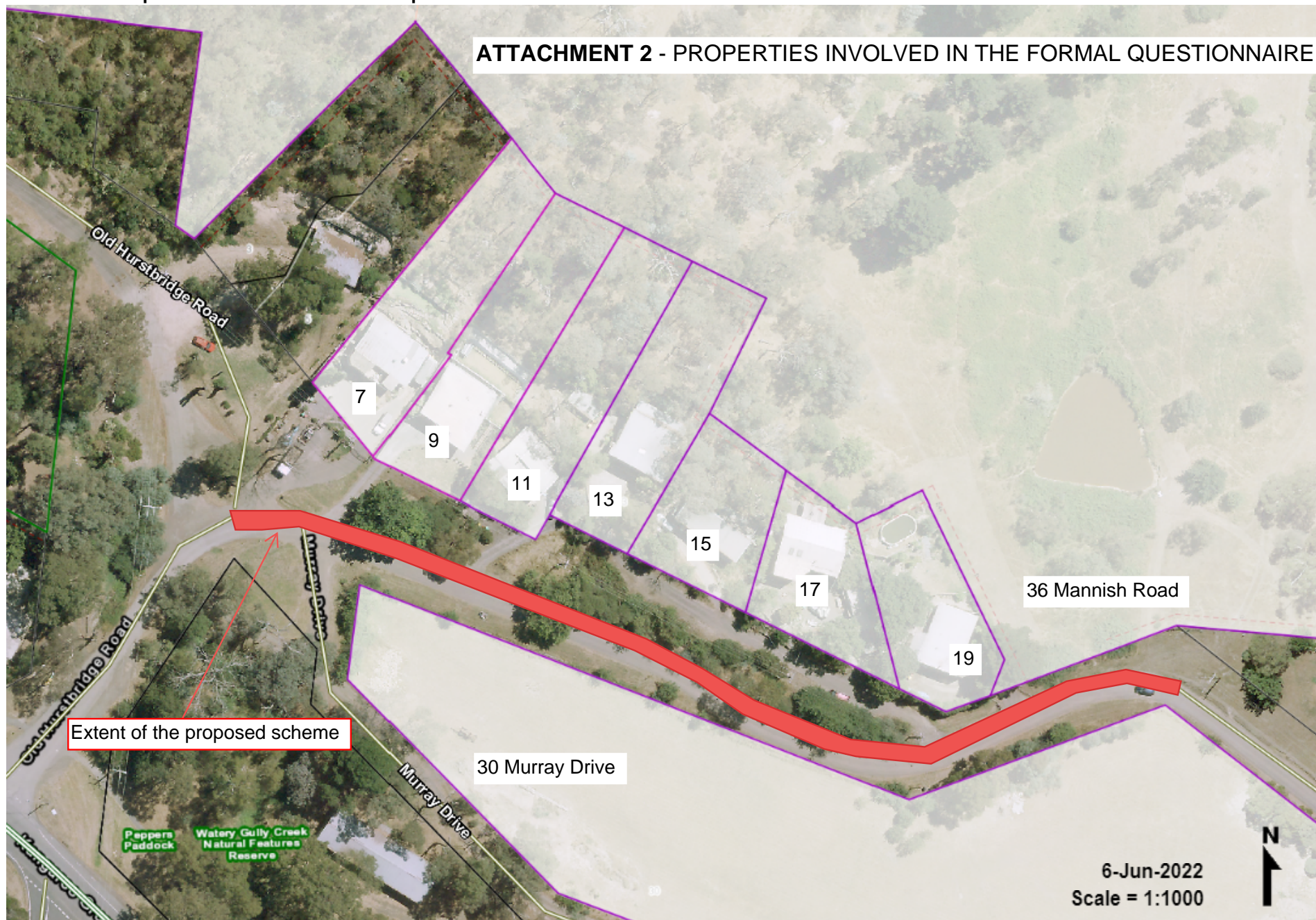
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Informal Meeting of Councillors Record

The Meeting commenced at 5:00pm

MEETING DETAILS:	Title:	Councillor Workshop Australia Day- January 26
	Date:	11 May 2022
	Location:	Via zoom
PRESENT:	Councillors:	Cr Frances Eyre Cr Ben Ramcharan Cr Peter Perkins Cr Karen Egan Cr Richard Stockman Cr Natalie Duffy
	Council Staff:	Corrienne Nichols Nichole Johnson Lauren Treby Anna Maio
	Other:	
APOLOGIES:		Cr Geoff Paine Carl Cowrie (CEO)

MATTERS CONSIDERED		DISCLOSURES AND COMMENTS
1	Welcome and Acknowledgement of Country	No disclosures were made
2	Introduction	No disclosures were made
3	Discussion regarding pros and cons of moving current Australia Day Awards to National Volunteer Week and aligning with Councils Volunteer appreciation Event.	No disclosures were made
4	Discussion regarding what the Citizenship Ceremony would look like if we were to proceed without the Australia Day Awards on January 26.	No disclosures were made
5	If Council do choose to move the awards what would we call them?	No disclosures were made

The Meeting concluded at 6:00pm

RECORD COMPLETED BY:	Officer Name: Title:	Nichole Johnson Manager Community Partnerships

Nillumbik
The Green Wedge Shire

Informal Meeting of Councillors Record

The Meeting commenced at 7:00pm

MEETING DETAILS:	Title:	Arts and Cultural Advisory Committee
	Date:	Monday 16 May 2022
	Location:	Zoom
PRESENT:	Councillors:	Cr. Perkins, Cr Duffy
	Council Staff:	Corrienne Nichols, Nichole Johnson, Sarah Hammond, Simon Doyle, Angela Bailey, Renee Cosgrave, Saleh Hadi
	Other:	Brian Gilkes, Pat Reynolds, Alli Spoor, Liezl Shnookal, Dennis Coard, Rebecca Davies
APOLOGIES:		Cr Paine, Leanne Ipsen, Hana Zreikat, Emma Roussel, Ona Henderson, Syd Tunn, Sandra Miller, Corrienne Nichols, Dennis Coard, Tessa Christie, Cassie May

	MATTERS CONSIDERED	DISCLOSURES AND COMMENTS
1	**6. Matters Arising** **6.1 ACAC Meeting Format – digital vs in person** **6.2 2022-26 Arts and Culture Strategy Update**	No disclosures were made
3	**7. Eltham Library Community Gallery Program Update**	No disclosures were made
4	**8. Curator and Collections Management Update**	No disclosures were made
5	**9. Arts Development Update**	No disclosures were made
	10. Community Arts and Cultural Engagement Update	No disclosures were made
	11. Outgoing 2020-22 Committee – acknowledgement and thanks	No disclosures were made
	12. In Person Social Event for Committee	No disclosures were made
6	**13. Other Business**	No disclosures were made
7	**14. 2022 Meetings – Future Dates for Diary**	No disclosures were made

The Meeting concluded at 8:15pm

RECORD COMPLETED BY:	Officer Name/Title:	Sarah Hammond, Community Arts and Cultural Engagement Officer

Nillumbik
The Green Wedge Shire

Informal Meeting of Councillors Record

The Meeting commenced at 5.06pm

MEETING DETAILS:	Title:	Councillor Briefing
	Date:	Tuesday 17 May 2022
	Location:	Council Chambers
PRESENT:	Councillors:	Cr Frances Eyre (virtually), Cr Karen Egan (virtually), Cr Peter Perkins, Cr Natalie Duffy, Cr Ben Ramcharan and Cr Richard Stockman
	Council Staff:	Carl Cowie, Vince Lombardi, Hjalmar Philipp, Blaga Naumoski, Corrienne Nichols, Rosa Zouzoulas, Jeremy Livingston, Leigh Northwood, Enrique Gutierrez, Cobie Vermeulen, Kellie Growcock, Danielle Phyland, April Wilson, Renae Ahern, Lisa Pittle, Natalie Campion, Ian Cuthbard and Natalie Town (virtually).
	Other:	Director Trethowan Architects - Mark Stevenson. LXRP - Scott Nicholls, Senior Project Manager, Stephanie Eggleston, Senior Stakeholder Relations and Communications Adviser and Renee Shankar, Public Relations Adviser. LMS Energy (virtually) Fred Moore, Construction Lead and Jason Dockerill, Group Manager - Clients & Contracts.
APOLOGIES:		Cr Geoff Paine

	MATTERS CONSIDERED	DISCLOSURES AND COMMENTS
1	Nillumbik Shire Heritage Review - Stage B Review findings and citations	No disclosures were made
2	Level Crossings Removal Authority update on the Hurstbridge Line Upgrade	No disclosures were made
3	Solar Farm Update	No disclosures were made
4	CEO's Performance Plan and KPI's - Quarterly update May 2022	No disclosures were made
5	Capital Works Update - May 2022	No disclosures were made
6	Proposed relinquishment of Registered Training Organisation Status	No disclosures were made
7	Diamond Creek Community Infrastructure Master Plan - Phase A - Strategic Community Infrastructure Plan (DRAFT)	No disclosures were made
8	Economic Development Advisory Committee Terms of Reference and Committee Nomination	No disclosures were made

Nillumbik
The Green Wedge Shire

The Meeting concluded at 8.40pm

RECORD COMPLETED BY:	**Officer Name**: **Officer Title**:	Blaga Naumoski Executive Manager Governance, Communications and Engagement

Informal Meeting of Councillors Record

The Meeting commenced at 5:02 pm

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<td>Tuesday 24 May 2022</td>
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<tr>
<td>Location:</td>
<td>Council Chamber</td>
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<td rowspan="3">PRESENT:</td>
<td>Councillors:</td>
<td>Cr Frances Eyre, Cr Natalie Duffy, Cr Geoff Paine, Cr Ben Ramcharan and Cr Richard Stockman, Cr Peter Perkins (entered at 5:08)</td>
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<td>Council Staff:</td>
<td>Carl Cowie, Vince Lombardi, Hjalmar Philipp, Blaga Naumoski, Corrienne Nichols, Jeremy Livingston, Rosa Zouzoulas, Emma Christensen, Sally Johnson, Leigh Northwood, Renae Ahern, Lance Clark, Enrique Enrique Gutierrez, Fiona Vuong (left at 5:06), James Hartigan (left at 5:22), Lisa Pittle (entered at 5:43)</td>
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<td>Cr Karen Egan</td>
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The Meeting concluded at 6:10 pm

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<td>Officer Name:
Officer Title:</td>
<td>Emma Christensen
Acting Governance Lead</td>
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Nillumbik
The Green Wedge Shire

Informal Meeting of Councillors Record

The Meeting commenced at 9:30am

MEETING DETAILS:	Title:	Neighbourhood Character Strategy – Results of the first round of engagement, update on research and next steps for the project.
	Date:	Friday 3 June 2022
	Location:	Zoom meeting
PRESENT:	Councillors:	Cr Richard Stockman, Cr Ben Ramcharan, Cr Geoff Paine, Cr Peter Perkins, Cr Fran Eyre
	Council Staff:	Rosa Zouzoulas, Leigh Northwood, Sean Diffey, Lisa Pittle, Renae Ahern, Paul Fyffe
	Other:	Nikki Hall, Tim Peggie and Sam Walsh
APOLOGIES:		Cr Egan and Cr Duffy

MATTERS CONSIDERED	DISCLOSURES AND COMMENTS
The Nillumbik Neighbourhood Character Strategy Project, particularly: - An overview of the project - The results of the first round of engagement - Technical research on character precincts - Next steps.	No disclosures were made. Cr Paine left at approximately 10.46 am

The Meeting concluded at 11:00am

RECORD COMPLETED BY:	Officer Name and Title:	Paul Fyffe Senior Strategic Planner

Nillumbik
The Green Wedge Shire

Informal Meeting of Councillors Record

The Meeting commenced at 5.03pm

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<tr><td rowspan="3">MEETING DETAILS:</td><td>Title:</td><td>Councillor Briefing</td></tr>
<tr><td>Date:</td><td>Tuesday 7 June 2022</td></tr>
<tr><td>Location:</td><td>Virtual meeting</td></tr>
<tr><td rowspan="3">PRESENT:</td><td>Councillors:</td><td>Cr Peter Perkins, Cr Frances Eyre, Cr Natalie Duffy, Cr Karen Egan, Cr Ben Ramcharan and Cr Richard Stockman</td></tr>
<tr><td>Council Staff:</td><td>Carl Cowie, Vince Lombardi, Hjalmar Philipp, Blaga Naumoski, Corrienne Nichols, Jeremy Livingston, Narelle Hart, Nichole Johnson, Rhonda Allan, Simon Doyle, Lance Clark, Enrique Gutierrez, Jonathon Miller, Licardo Prince and Rebecca Burton</td></tr>
<tr><td>Other:</td><td></td></tr>
<tr><td colspan="2">APOLOGIES:</td><td>Cr Geoff Paine, Rosa Zouzoulas</td></tr>
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	MATTERS CONSIDERED	DISCLOSURES AND COMMENTS
1	Hurstbridge/Panton Hill/Eltham North Preschool Outcome of Expression of Interest	No disclosures were made
2	Arts and Cultural Advisory Committee Membership Endorsement 2022-2024	No disclosures were made
3	Growing Suburbs Fund 2022-203 - Candidate projects.	No disclosures were made
4	Proposed Community Market - Yarrambat Park.	No disclosures were made
5	Pre-election media and social media protocol.	No disclosures were made

The Meeting concluded at 6.58pm

RECORD COMPLETED BY:	**Officer Name**: **Officer Title**:	Blaga Naumoski Executive Manager Governance, Communications and Engagement

Nillumbik
The Green Wedge Shire

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Attachment 1

RTO – FAQ and considerations

April 2022
Authors: Cobie Vermeulen & Kellie Grocock

1. What is a Registered Training Organisation?

A Registered Training Organisation (RTO) is a provider registered by ASQA (or a state regulator) to deliver nationally recognised VET training and qualifications. Registration by ASQA confirms that the provider is capable of meeting rigorous government standards and is permitted to issue nationally recognised qualifications. There are currently around 4000 RTOs in Australia. The national register, training.gov.au, maintains a complete list of RTOs. All current information in Living & Learning could be viewed at https://training.gov.au/Organisation/Details/3989.

2. Who is Responsible for Governance and Compliance Management in an RTO?

The Chief Executive of a RTO holds the responsibility for governance and compliance risk for the organisation. RTOs are required to comply with the governance standard. If, at the time of audit L&LN is found to be non-compliant against any of the RTO standards it will result in an overall non-compliance outcome against the governance standard. A comprehensive management system that spans the depth and breadth of the RTO, which incorporates compliance management, is required to be developed, implemented and maintained.

LIVING & LEARNING NILLUMBIK | **Nillumbik** The Green Wedge Shire

3. Why is RTO Compliance so important?

All RTOs have to adhere to stringent compliance standards as per the Federal register of Registration. These Standards form part of the Vocational Education and Training (VET) Quality Framework, a system which ensures the integrity of nationally recognised training in Australia. RTOs are required to comply with the VET Quality Framework at all times. As the national regulator for the VET sector, ASQA regulates training providers against the VET Quality Framework, which comprises the:

- Standards for Registered Training Organisations (RTOs) 2015
- Australian Qualifications Framework (AQF)
- Fit and Proper Person Requirements (which, as of 2015, are part of the Standards)
- Financial Viability Risk Assessment Requirements 2011, an instrument that sets out details of the financial viability risk assessment of registered and applicant training organisations
- Data Provision Requirements 2012, an instrument that sets out the requirements for providers in relation to the submission of data to ASQA upon request and to submit quality indicator data annually.
- Standards for Training Packages 2012, which govern the design and development of training packages
- Standards for VET Accredited Courses 2012, which apply to the course design of VET accredited courses
- Standards for VET Regulators 2015, which outline the outcomes that VET regulators, including ASQA, must achieve in their regulation of the standards applying to RTOs and VET-accredited courses

With the VET sector being as highly regulated as it is, an RTO's compliance with the NVR Act, the Standards for RTOs and the various other laws and regulations is critical. ASQA's focus on Provider Self-Assurance means that an RTO must be able to demonstrate business and training practices, systems and processes to critically examine its performance and student outcomes on an ongoing basis. Compliance with the standards and legislation ensure integrity of training products and protect students against the following:

- ensuring that statements made about courses are not misleading
- ensuring students are suitable for enrolment

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- making sure courses comply with the requirements of the individual training packages that apply (The correct content is taught)
- ensuring assessment documents can validly and fairly assess students before they are issued with qualifications

Civil penalties, sanctions and RTO closure are direct impacts of non-compliance of the NVR Act, Standards for RTOS 2015 and additional legislation and licensing regulations.

The diagram on page 3 highlights all RTO business and specific compliance functions. As mentioned in Question 2, the CEO of the RTO is responsible to ensure that all Business functions are in place and adequately resourced to ensure the RTO specialist team meet all compliance requirements. In larger RTOs, each of these compliance functions are supported by a team of specialists. As L&LN is a small RTO, the team has to manage all of these functions.

Key concepts (refer to Diagram on next page):

- ***Business functions***: HR, Finance, Communication and Marketing, IT, Facilities, OH&S, etc. Business partners should have a clear understanding of RTO Standards and compliance requirements as Business functions are also audited.
- ***Attract:*** Strict guidelines on processes and communication (e.g. website)
- ***Enrol:*** Strict requirements and minimum qualifications and industry experience
- ***Core RTO Processes*** are highly regulated and a wide range of related audits are conducted on a frequent basis
- ***T&A resources:*** Training and Assessment Resources
- ***SMS:*** Student Management System (Student records, attendance and progress are captured here. All funding claims are submitted through the SMS)
- ***LMS:*** Learning Management System (All student resources and assessments are hosted here. Students submit work through the LMS and trainers assess work through here and also communicate to students through this platform)
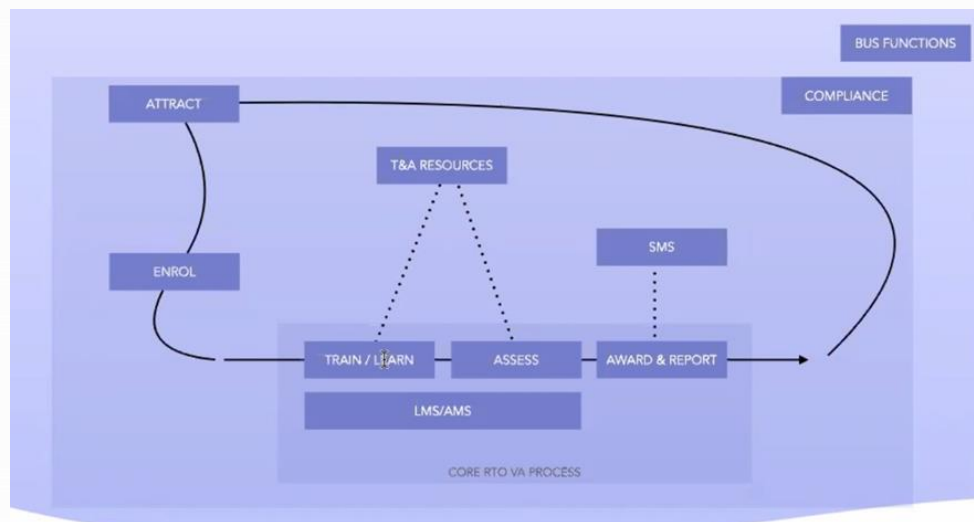
4. L&LN delivers nationally recognised qualifications. What does this mean?

Vocational Education & Training (VET) qualifications – national system however delivered by states.

The key reasons we have Certificates I through to IV and then Diplomas are to ensure national recognition and consistency around Australia.

The AQF has helped standardise qualifications into 10 different levels, starting from level 1, which is what Certificate I level equates to, going right up to level 10, which is a doctoral degree from a university.

When comparing Certificate III to Certificate IV, you find a lot of similarities, particularly in how they are taught. Below is an outline of the differences between a Certificate II, III, IV and Diploma.

Certificate II
- A level 2 qualification
- The main purpose of this level of qualification is to qualify people to undertake "mainly routine work" but also lay the groundwork for further learning.

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- L&LN doesn't offer any Certificate II level courses due to a number of factors but the two most important are:
  o Low skills first funding rates per qualification
  o Student eligibility for government funding.

Certificate III
- A level 3 qualification
- The main purpose of this level of qualification is to qualify people to "undertake skilled work" and apply a broad range of knowledge and skills. This level also lays the groundwork for further learning to advance to a Certificate IV or Diploma.
- Currently in Aged & community care and Early Childhood a Certificate III is a minimum requirement to work in the sector however prospective students are usually entry level and are suited to a Certificate II.

Certificate IV
- A level 4 qualification
- The main purpose of this level of qualification is to qualify people in skilled work to apply a "broad range of specialised knowledge and skills in carried contexts", so the wording from the AQF implies this level of qualification may be slightly more specialised than a Certificate III.

Diploma
- A level 5 qualification
- The main purpose of this level of qualification is qualify people to undertake advanced skilled or paraprofessional work which applies "integrated technical and theoretical concepts in a broad range of contexts".
- Like all qualifications – except for postdoctoral degrees at level 10 – a diploma can lay the groundwork to apply for an advanced diploma or bachelor's degree and other higher level qualifications.

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5. What is the difference between accredited courses and short courses?

Accredited courses are also referred to as qualification courses as outlined in Question 4. Short courses and workshops do not provide the participant with a recognised qualification, but could be tailored to meet requirements as set out by the employer. It could also support qualified staff to keep their industry knowledge current, or gain new skills and knowledge.

6. What is the difference between L&LN and a TAFE?

A RTO is a privately owned educational institution that offers nationally-accredited courses. Certificate and Diploma programs offered in RTOs often specialise in niche-based industries such as child care, community services, allied services, building and construction. Trainers in RTOs are often people who specialise and are experts in their field. RTOs also offer their learners the convenience of having their training online or a hybrid classroom and having a student support program.

TAFEs are funded, owned and operated by the Australian government. Each Australian territory has TAFEs except for Northern Territory. TAFE offers a broader range of programs compared to RTOs. However, TAFEs hold larger classes since it is government-owned. TAFE's cater for students that may like a "university' feel and not so much for students that prefer small class sizes and don't want to be "lost" in the system.

7. What is a Skills First Funding Contract and how does funding work?

The Skills First Program is a Victorian State Government scheme that provides access to government subsidised training to eligible individuals for specific courses. If an individual is eligible, the government will contribute to the cost of the training. Each course has a specific dollar amount that the program will fund up to and usually is distributed by a weighting system. This means qualifications that are in identified skills shortage areas will attract a higher government subsidy rate than those that those that aren't included on the identified skills shortage list. There are added loadings for students that identify as Aboriginal & Torres Strait Islander and rural areas also attract a loading which subsidises additional work and associated costs.

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Funded rates per qualifications are determined annually and are only communicated late December or early January. RTOs with a Skills First Funding contract has to submit an application by September each year.

8. Why does it seem that the RTO is now struggling more than before?

L&LN has always delivered qualifications in Individual Support and Aged Care. These qualifications have been in high demand and associated government funding rates were high. Both Early Childhood qualifications had last been superseded in 2013 and the Individual Support qualification had been superseded in 2015. Resources had been contextualised and refined in collaboration with local services, delivery modes and course structures have been fine-tuned. Trainers in both industries were across all training and assessment criteria.

From a budget perspective, average course durations were known and easy to communicate start and completion rates as well as when students were required to complete placements. All Early Childhood courses were delivered face to face from Edendale with the Individual Support qualifications running from Eltham. Students were supported in a caring and small-classroom environment and challenges were addressed in time. This resulted in an almost 100% completion rate and 100% funding received per student.

Since 2015, numerous changes to compliance requirements have been introduced.

RTO operations are usually cyclic, which enable RTO professionals to plan priority focus areas in advance. As a result of the Covid-pandemic and high staff turn-over, audit, program and reporting cycles have been impacted resulting in many conflicting priorities. Examples include:

- Submission of Program Development Plans (PDPs) in September for funding the following year
- A range of annual internal audits
- Re-registration audits every 5 years with VRQA or 7 years with ASQA
- Skills First Audits (Usually annually)
- Scope transitions as deemed necessary by the industry skills councils but usually every 5 years.

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- Validation of assessment outcomes - A validation schedule is a 5 year plan, each training product must be reviewed at least once in that 5 year period. At least 50% of the training products must be validated in the first 3 years of the schedule.
- Industry consultations (At least two per course)
- Development and review of Training and Assessment Strategies (Prior to each new course being promoted, then updated with any changes to course delivery, dates, resources, trainers, etc)
- Student placement (pending course structure: Usually between 2 and 3 placement blocks)

Prior to the Covid-pandemic, the RTO team were able to review course set-ups and the delivery sequence of units to increase funding potential. As the courses were running smoothly, the introduction of small changes was manageable. Unfortunately, many of these cyclic actions have been paused to adhere to other priorities and expectations from regulators and funding bodies.

Prior to Covid, all classes were delivered in a classroom and students could submit assessments electronically or in print. During Covid-lockdowns it was a requirement that all classes should be delivered online and that assessments should be submitted via the online platform. As L&LN has only recently introduced the option to students to submit assessments online, students and trainers experienced challenges – and L&LN was at risk of not being compliant. Trainers and students have never engaged in online delivery and the L&LN team worked around the clock to change classroom based resources to an online format. In addition, the previous Student Management System (SMS) had major non-compliance privacy risks and all RTO programs had to transition to a new SMS dedicated only to RTO operations. L&LN were also required to purchase and customise a dedicated Learner Management System to ensure a student's online attendance could be reported on for funding purposes. Both these systems were foreign to staff and additional training was arranged to ensure RTO operations could continue.

The Covid pandemic has also impacted significantly on both the Early Childhood and Individual Support sectors (Refer to Attachments B and C). Student recruitment and trainer retainment are extremely challenging. In addition, all qualifications on scope have been superseded which means that all course preparation, resource

development, etc. have to be completed prior to recruiting students into courses associated with industries struggling to retain staff.

High RTO staff turn-over associated with burn-out has created a high stress work environment where more experienced staff members are now also taking over the responsibilities to ensure deadlines are met.

9. What are the major challenges the RTO is currently facing?

The RTO is currently facing a number of challenges, which are placing Council at risk of being non-compliant against the VET Quality Framework. These could be summarised as follows:

a) Insufficient staffing levels

- The workload associated with RTO, Learn Local and Council responsibilities far exceeds the capacity in the current team.
- The permanent efts supporting both the RTO and Learn Local operations are as follows:
  - o Training coordinator: 0.8eft
  - o Team Leader training 0.6eft
    - ▪ Currently vacant. Three staff members in the last 3 years. All resigned due to unrealistic workload and associated stress.
  - o Admin and compliance officer: 0.4eft
  - o Training support officer: 0.54eft
- An RTO should be regarded as a business in which all business functions should be supported regardless the number of qualifications on scope or the number of students enrolled. A Declaration of Compliance must be signed by the CEO to declare that the RTO is compliant against RTO Standards, which include compliant facilities, HR, Finance, IT and Communications and Marketing (website, marketing and promotions).
- In addition to the RTO business requirements mentioned above, specialist resourcing is also required to ensure compliant development of all qualifications on scope. This includes development and contextualising of all resources (course content and assessments), development of Training and Assessment Strategies for each class group, industry consultation, development and upload of all resources and assessments on the learner management system, ongoing reviews and updates of policies and procedures. It is a compliance requirement to have all of these in place prior to recruiting students, commencing a new course and receiving funding.
- Trainers and assessors have to be recruited prior to the commencement of a new course. It is a compliance requirement for RTOs to develop a detailed trainer matrix in which trainer competencies and industry currency are mapped against unit

requirements. Recruiting and retaining Individual Support trainers is a risk for L&LN as Council cannot compete with higher rates offered by the TAFES, and there is currently an industry wide shortage in Individual Support trainers.

- Upon commencement of a new course, staff are also responsible to ensure compliant course delivery and reporting. This include pre-training reviews per student, student enrolments, processing payments, individualised learning plans per student, record keeping, managing attendance, student support, organising placement and managing contracts, ongoing student feedback, overseeing and supporting trainers (induction, ongoing support, managing casual timesheets). In addition, the dedicated online Student Management System has to be updated weekly to reflect attendances and course progress to be able to ensure SVTS uploads are error free as this impacts directly on funding received.

- During the Covid-pandemic, RTO staff faced additional challenges:
  - o Delivery modes had to transition overnight from classroom based face to face learning to online delivery. Staff, trainers and students had to adapt and support to students and trainers have increased significantly.
  - o Re-registration audit at the start of 2021. This is an extensive audit, focussing on all RTO compliance requirements as per the Federal register of Registration:
  - o Placement providers were not accepting students on placement, which resulted in significant delays in completion dates, which also impacted on L&LN's ability to claim delivery and assessment hours as planned.
  - o Since the start of the pandemic, L&LN recruited 7 trainers who resigned within a few months.

- As a small RTO, team members are required to be specialists in all RTO functions. This makes recruitment challenging as most RTO staff are only skilled in one or two specialist areas. For example, TAFEs have teams of specialists focusing only on one or two areas. L&LN staff has to take responsibility for everything.

- Council's Enterprise Bargaining Agreement has not been designed to take RTO responsibilities into account. The manner in which positions are banded together with the remuneration rates make it challenging to recruit specialist staff.

b) Transition of qualifications (Scope changes):
- Scope transitions usually occur once in 5 years when the entire qualification (core and elective units, placement requirements, assessment guidelines, etc.) is being replaced by a new version.
- At the moment all L&LN's qualifications on scope have to transition in 12-month period. Early Childhood and First Aid have now been superseded and Individual Support is awaiting final endorsement. Changes are significant and impact heavily on course duration, budget and student support required (e.g. Minimum placement hours for Cert III ECEC were 120, now 180). New students may not be enrolled in a previous qualification before new Training and Assessment Strategies, resources, fee structures, industry consultations, and communication plans have

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been finalised. This implies that the team has to complete all the work prior to advertising the course and recruiting trainers and students.
- Refer to Question 10 below for a detailed explanation of all steps and compliance considerations associated with scope transitions.

c) Compliance and audit considerations

- RTOs are usually audited once in 2 – 3 years. Due to Covid all of these audits have been delayed which had resumed.
- All of the current qualifications on scope are regarded as high risk from an audit perspective. In addition, the delivery & assessment outcomes of all current qualifications are highly regulated which increase auditing frequency.
- RTO's are expected to be compliant at all times, and other RTOs in our network had been notified of Skills First Business Process Audits which will specifically review if all RTO operations remained compliant during the Covid- pandemic.

d) Sector challenges

- Both the Aged Care and Early Childhood sectors have been severely impacted by the Covid-pandemic.
- Both sectors had to remain open during Covid-lockdowns, which is associated with high levels of burn-out and employees leaving the sector.
- Significant skills shortages are experienced in both sectors, with additional government funding injections expected.
- Please refer to Attachments B and C for detailed Sector reviews.

e) Recruiting and retaining trainers

- It is a compliance requirement that trainers have to maintain industry currency by working in the sector. Many trainers are now leaving the Early Childhood and Aged Care sectors, which makes recruitment and retainment challenging. Since the start of Covid, L&LN had 7 trainers resigning (One Early Childhood and 6 Individual Support).
- Most RTOs remunerate trainers in line with the Victorian TAFE Teaching Staff Agreement 2018 (MEA 2018), in which the hourly rate is exponentially higher than what L&LN could offer. L&LN trainers are recruited as casual employees in line with banding guidelines as per the Enterprise Agreement. Currently the minimum hourly rate for a degree qualified casual trainer at a TAFE is $86.86. L&LN is offering $61.35. Feedback from one of our trainers is that he delivers the same qualification and units at Pines Learning Centre (our closest competition) and that their hourly rate is about $22 more than L&LN's.
- TAFES are currently offering even higher hourly rates to recruit trainers in Early Childhood and Individual Support. This enable them to recruit more students and

claim more government funding. In the mean-time, smaller RTOs struggle to recruit trainers and commence new courses.

- Due to low enrolment numbers, course start dates had to postponed and courses cancelled on short notice. This impacts significantly on job security for trainers and a casual trainer's ability to commit to a course. It has also happened that course start dates have been postponed until there are enough enrolments to ensure that a course could be financially sustainable. By the time the minimum required enrolments were met, the trainer had moved on and the course had to be cancelled or further postponed.

f) Recruiting and retaining students

- All RTOs in the network are experiencing low to no student enquiries across both sectors, even though additional promotion campaigns have been introduced.
- Placement support is becoming increasingly challenging as especially Aged Care facilities heavily rely on casual Agency staff.
- Student withdrawal has remained low during the initial stages of the Covid-pandemic, but has since increased significantly. We believe this correlates with challenges in both sectors as well as mental health impacts.

g) Funding

- Government prioritise funding initiatives to the TAFE sector to address skills shortages. L&LN has to compete with TAFEs for staffing and does not have all the resourcing to be responsive to changes.
- As a result of the above, many smaller private and community RTOs who are currently experiencing hardship are working together to lobby for change. Research has shown that Adult and Community education (ACE) providers over-perform in reaching disadvantaged groups and have a much higher completion rate as TAFEs. Students enrolled at these providers also have a much higher employment rate opposed to TAFEs.
- Future Skills First Funding rates are never guaranteed and funding contracts are only made available at the end of each calendar year. This makes it challenging to accurately budget future courses.
- During Covid, there had been a significant increase in funded Skills sets, but due to staff shortages L&LN did not have the capacity to develop and commence new funded skill sets in the short timeframes. Towards the end of 2021, L&LN missed out on additional funding to the value of $160,000 as staff did not have capacity to be able to do the necessary administration and course set up work.

10. **What does it mean when a qualification is 'superseded' and needs to be 'transitioned' to the new approved qualification?**

Please note – Certificate III & Diploma of Early Childhood Education & Care, Provide First Aid & CPR have recently been superseded. Certificate III in Individual Support Ageing & HACC is currently awaiting final approval for endorsement of its non-equivalent replacement in the coming months.

Definitions

Superseded: When a new training product replaces an existing training product the existing training product is referred to as superseded.

Transition: When a training product is superseded, removed, or deleted from the National Register, the allowable time frame within which the student's training, assessment, and AQF certification issuance must be completed, or, in the case of a superseded training product, the allowable time frame within which the student is transitioned into the replacement training product.

Teach out: Describes the timeframe in which a learner's training, assessment, and AQF certification documentation issuance must be completed once a training product has been superseded, removed, or deleted from the National Register and any transition period has elapsed.

Considerations

Training packages are updated on a regular basis to ensure that they continue to meet industry and regulatory requirements. RTOs are expected to perform a significant amount of maintenance work when there is a transition to a new package. The failure to manage transition planning can have negative consequences for RTOs, students, and regulatory status.

RTOs must follow the guidelines and general directions published by the regulatory body when managing the transition. If the training product has been deemed equivalent and superseded they are usually added to your scope without separate application. Where a training product is deemed not equivalent the RTO is required to apply to add the training product to their scope. This is a significant process, which is similar to the development of a brand new qualification course. When RTOs are

audited on their scope transition process (as directed in the RTO standards), the auditor will review:
- Formal transition plan and supporting documentation
- New qualification, including Training and Assessment strategies, training & assessment resources, delivery plans, communication plan and related resources
- Individual transition plans for students who have been enrolled in the previous qualification

11. What are the advantages for Council to have a RTO?

- If properly staffed and supported, RTOs could generate additional income, especially if qualifications are carefully selected to maximize hourly funded rate. Qualifications delivered over a shorter duration has a much lower risk for withdrawals.
- Traineeships are easier to manage. Local students, employers and training provider all benefit. Please note that not all qualifications offer a traineeship option.
- Council are able to offer local training for local residents and work closely with local services and employers to address skills gaps and reduce unemployment.
- There is an option to partner with other Councils to expand local government related training opportunities, whilst Nillumbik claim all student funding.
- Community registered with ASQA

12. What are the risks for Council to have a RTO?

- CEO personal liability
- Council reputation if the RTO is non-compliant or formal complaints are lodged.
- Insufficient resources to support all RTO operations and risk being non-compliant: Financial and reputational risks
- Staff burn-out. RTO staff is highly specialised and it is extremely challenging to recruit skilled RTO generalists who are specialist in all RTO functions.
- Heavily regulated and must be managed by people with the appropriate qualifications and skills.

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13. **If Council decides to relinquish the RTO status, what are possible considerations and recommendations?**

Considerations
- This is a final decision as both RTO registration and the Skills First Funding contract will be terminated. Should Council to 'reopen' the RTO in the future, registration will be treated the same as any new application. New RTOs can only apply for Skills First Funding after successfully delivering fee for service courses for 2 years. There is no guarantee that 'new' RTO's Skills First funding application will be successful.
- If the RTO status is relinquished, Skills First Funding will cease which will have a significant budget impact. The Neighbourhood Houses and Learn Local won't be able to compensate for the loss in RTO income and will require additional financial support from Council.

Recommendations
- The current resourcing for the RTO is not sustainable and if no additional resources are available, the only option would be to relinquish the RTO status.
- Should the RTO status be relinquished, L&LN could continue to operate as a Learning Hub which delivers a range of fee for services short courses, workshops and professional development sessions. Please note that these initiatives won't be a significant source of income, but would rather increase the overall Community Value L&LN offers.
- L&LN could be responsible to develop and coordinate a Council-wide Lifelong Learning Strategy to identify and respond to community needs. Priorities should be influenced by a robust community engagement process where local schools, businesses, community groups and individuals are consulted to identify needs and trends. If community based training could be centralised with one unit overseeing the coordination of all community training events currently organised by individual teams, there would be less duplication and better utilisation of resources.
- Establish a social enterprise.
- In addition, L&LN could collaborate with other training providers and schools to coordinate placement and workplace experience opportunities for local students within different units of Council.

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14. **If Council decides to retain the RTO status, what are possible considerations and recommendations?**

Considerations

- Council to decide if RTO is Core business. If RTO is retained, RTO should be managed as compliant business.
- RTO operations are cyclic and at the moment the usual RTO cycle had been disrupted by a combination of Covid-related challenges, heightened compliance requirements and a lack of internal resourcing. The current staffing complement is not sufficient to manage and support all RTO functions.
- It should be noted that the RTO sector is renowned for having to be responsive to ongoing changes and updates to standards, compliance requirements, sector needs and funding requirements.
- The RTO has the potential to generate additional income for Council. It should be emphasised that revenue could only be increased if the RTO is adequately resourced, all RTO operations are supported and qualifications on scope support training and employment needs in the community. These actions should be viewed as longer term investments, without the expectation of short-term 'profits'.

Recommendations

- In the short term, only delivers one funded qualification to ensure the Skills First funding contract remains in-tact. Please note that there is always a risk of changes to the current funding contract for future years, pending government priorities and budgets.
- Conduct formal RTO workforce planning, including a review of casual trainer contracts and remuneration.
- Engage in a formal community consultation process. This will ensure that the RTO will be deliver qualifications to support local employment needs.
- Engage a consultant specialising in RTOS to develop a communication strategy which include the rebrand (and possibly rename) of the RTO. Ongoing commitment and support from Council's Communication and Marketing team will be critical.
- Review the scope of delivery and replace current qualifications with lower risk qualifications. Currently all qualifications are regarded as high-risk, which are associated with:

- o Increased compliance requirements (more audits)
- o Health and safety requirements
- o Financial risks (higher risks for withdrawal, can only claim limited funding if student withdraw prior to completing placement).
- Switch to qualifications without a placement component (reduced risk of withdrawal, reduced student support, higher profitability)
- Consider alternative qualifications with the opportunity to offer blended and online delivery (lower delivery costs, lower student support).
- Establish an internal Training Committee comprising of key business managers to ensure the RTO receives adequate business support from HR, Finance, Economic Development as well as Communication and Marketing.

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Attachment 2

Sector Review: Aged Care

April 2022

1. Summary

The Aged and Residential Care sector is experiencing significant challenges associated with staff burn-out, resignations, staff shortages. The intense media focus on the number of COVID 19 infections and deaths in the sector, especially in the early stages of the pandemic, highlighted to the public that it is a high risk career. This has a direct impact on L&LN's ability to recruit, support and retain students, trainers and assessors for the Cert III in Individual Support.

2. Pre-Covid consideration

Aged and residential care has enjoyed continued jobs growth and an ever increasing demand for training and qualified staff. Individual Support courses at Living & Learning were in demand, had solid enrolments and the RTO had been able to fill a class. Students were well regarded by employers, were supported in industry and also offered employment as result. The courses had very low, if any, student withdrawals.

3. Covid impacts

Residential and Aged care facilities experienced significant impacts from the COVID 19 pandemic. These have been borne by both residents and staff.

> *As of 24 March 2022 "there are 2,783 COVID-19 cases in 482 active outbreaks in residential aged care facilities across Australia. Of these, 1,466 cases are in residents and 1,337 cases are in staff".*

- https://www.health.gov.au/sites/default/files/documents/2022/03/covid-19-outbreaks-in-australian-residential-aged-care-facilities-25-march-2022.docx

Staff were required to work through lockdown, in challenging, high risk and unsure working conditions, resulting in nearly 50% of COVID 19 infections in the sector being staff-related. This is despite being one of the first sectors to have mandatory vaccinations introduced.

As a result there are high levels of staff burn-out, a high incidence rate of mental health challenges, turnover in workplaces, and difficulty in filling shifts.

4. Current situation: Industry feedback and workforce predictions

Aged care workers are among the 7% of workers who "have strong projected future demand and are currently in shortage nationally".

For many years there has been a steady increase in the number of people employed in Aged Care. In 2010 the number was 126,700. By 2020 that had grown to 221,400 in 2020, and by 2025 is expected to increase by 24.7% to 276,100. (https://labourmarketinsights.gov.au/occupation-profile/Aged-and-Disabled-Carers?occupationCode=4231#overview)

However there are serious issues facing the industry. These include:

- The industry now has a poor reputation for both the quality of sector and the conditions and safety for staff
- Staff shortages and challenging work environment have resulted in poor mental health and staff burn out
- Although predictions are for a skill shortage and increasing number of jobs required, current aged care providers are concerned that the poor reputation of this industry will have lasting impact on recruitment and staff retentions.

5. Impact on RTO

- Learners are finding placement extremely challenging – with issues including the number of agency worker and limited support.
- The problems and concerns have led to an increased workload for L&LN staff and trainers. Additional budget allocation has to be considered for future student support.
- L&LN, similar to other RTOs in our network, has experienced an increase in student withdrawals – with negative budget and reputation implications for Living & Learning.

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- L&LN continues to receive positive student feedback regarding quality of learning as students find they have a much better understanding and deeper knowledge than some of their supervisors or agency workers.
- No enquiries although promotions have been doubled. Since October 2021, L&LN had one person enquiring about Individual Support. She mentioned that she had called about 10 other RTOs of which none are delivering face to face classes.
- The declining numbers in the workforce has also led to a reduction is qualified trainers. Finding and hiring suitable trainers has become extremely difficult, if not impossible. Trainers are required to maintain industry currency and many are leaving industry. This is a double loss for industry: Aged Care workers and qualified Trainers and Assessors.
- Because of the practice of hiring Aged Care staff on casual contracts, L&LN does not have the option of offering traineeships.
- TAFE competition – while offering skillsets, the focus is on enrolling large numbers of learners. This does not result in quality training and support and will ultimately impact negatively on the industry.
- The Individual Support qualification is under review and will be superseded. As of March 2022 there is still no information regarding when the new qualification will be endorsed, but this will have an impact on qualifications and ongoing student support, but that is not yet able to be known.

https://www.skillsiq.com.au/CurrentProjectsandCaseStudies/AgedCareTPD

6. Related articles
- Aged care worker takes leave to help underweight mother in another nursing home: Aged care worker taking leave to feed mum
- Aged and Disabled Carers | Labour Market Insights
- Aged care - Australian Institute of Health and Welfare (aihw.gov.au)
- COVID-19 outbreaks in Australian residential aged care facilities – 25 March 2022 | Australian Government Department of Health
- Latest VET statistics (ncver.edu.au)
- Aged and Disabled Carers | Labour Market Insights

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Attachment 3

Sector Review: Early Childhood Education

April 2022

1. Summary

Early Childhood Education experienced the full force of the COVID pandemic as essential workers, educators were required to work through all but the most severe restrictions. The COVID 19 pandemic exacerbated existing challenges such as low wages, ever increasing responsibilities, workload, and regulatory requirements, resulting in a high turnover rate and educators leaving the profession in large numbers.

Early childhood services are finding it extremely difficult to find staff, and even harder to find well trained, quality educators. As a result, Federal and State Governments are investing heavily to encourage people to study and enter the Early Childhood workforce.

2. Pre-Covid consideration

Early Childhood has always had a large number of people studying and joining the workforce. The combination of high employment prospects, multiple, flexible modes of study to gain required qualifications, and extensive funding available to undertake these studies has meant that there were minimal barriers to entry into the profession. Living & Learning Nillumbik maintained an exceptional reputation within the sector, being known for producing the highest quality graduates who were highly sought after by employers.

However, the profession has always struggled to retain staff. Factors contributing to this include low wages, increasing workloads, and the belief that the professionalism, value and importance of their work was not understood or respected (i.e. "babysitters who play with children all day").

 A survey in 2019 found 2 out of 3 educators considering completely leaving the profession within a year, and other research shows that staff turnover is at 30%.

https://www.acecqa.gov.au/sites/default/files/20212/AttractingAndRetainingStaff.pdf

https://theconversation.com/early-childhood-educators-are-leaving-in-droves-here-are-3-ways-to-keep-them-and-attract-more-153187

3. Covid impacts

Despite the COVID-19 Pandemic, during the first quarter of 2021 there was only a 0.1% decrease in the number of children attending ECEC services in Australia

Commonwealth Department of Skills, Education and Employment - Child Care in Australia report March quarter 2021

Educators worked through the vast majority of the pandemic. This meant the introduction of mandatory vaccinations. They were required to work with children who, even now, are unable to be vaccinated. They needed to enforce regulations prohibiting families from entering their buildings. They completely redesigned the routines, learning environments, furniture and buildings, they were required to conduct extensive cleaning and hygiene practices, the implementation and overseeing of social distancing regulations, and to support unsettled and distressed children and highly stressed and anxious families.

4. Current situation: Industry feedback and workforce predictions

Current estimates indicate the sector will require around 37,000 additional educators, including 7,000 additional ECTs, by 2024. This represents a 19% increase for the workforce over five years.

-     Nation Children's Education and Care Workforce Strategy
(https://snapshots.acecqa.gov.au/workforcedata/index.html)

"It was hard before [the COVID 19 Pandemic], but is virtually impossible to find someone now"

-     Early learning Centre Principal, when asked about staff recruitment

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There continues to be a very high demand for Early Childhood Educators. The consistent issue being raised, in research, from regulatory bodies, industry consultation or anecdotally through informal conversations, is the inability to recruit and retain staff. This is causing a dependence on Agency relief staff to fill vacant shifts. This often leads to inconsistent and disrupted educational programs, unstable workplaces and the expense makes it unsustainable in the longer term.

> *… there is an immediate need to attract and retain dedicated, enthusiastic and reflective people to work in funded kindergarten programs. At the same time, there is a need to build the longer-term workforce pipeline. This includes making sure there is a sufficient supply of people studying early childhood education.*
>
> *Challenges facing the sector include negative perceptions of, and variation in, pay and conditions across services and career pathway opportunities. Together, we also need to do more to attract people with different backgrounds, to better reflect the diversity of the community, encompassing different cultural and professional backgrounds, genders and ages*
>
> - *Working Together to Build Victoria's Early Childhood Education Workforce Victorian Department of Education and Training 2021 p8*

The introduction of funded of 3 year old preschool in 2022 has further increased the need for both Early Childhood Teachers and Educators. Both Federal and state governments are aware of the situation, and are actively investing in programs to attract new educators into the workforce. These include:

- **Wage support for Trainees**

  Early Childhood is one of the few professions that qualifies for government support. The Boosting Apprenticeship Commencements wage subsidy subsides 50% of the trainee's wages for the first year of their employment.

  https://www.dese.gov.au/boosting-apprenticeship-commencements

- **Launch into Work**

  Support employers to develop projects include training, work experience and mentoring to help job seekers move into sustainable employment in your business.

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Launch into Work - Department of Education, Skills and Employment, Australian Government (dese.gov.au)

- **Local Jobs Program**

  The Local Jobs Program brings together expertise, resources and access to funding at the local level to support job seekers and their communities in each region

  Local Jobs Program - Department of Education, Skills and Employment, Australian Government (dese.gov.au)

- **The Job Seeker Fund** (https://www.yourcareer.gov.au/jobtrainer)

  Providing Low or fee-free training for Early Childhood Qualifications

- **The Workforce Contact Centre**
- **Relocation Assistance to take up a job (https://www.dese.gov.au/rattuaj)**

Also available are grants and funding for Facilities and infrastructure, Supported playgroups, and Kindergarten funding

https://www.education.vic.gov.au/childhood/providers/funding/Pages/default.aspx

It can be assumed that when the community is confident that the challenges of COVID are behind us, with both state and federal government funding and focus, there will be an influx of new people into Early Childhood Education. This should mean an increased demand for training in Early Childhood Qualifications.

5. Impact on RTO

There continues to be huge demand from the industry for new staff, and extensive investment in Early Childhood training and education from federal and state governments. The number of job vacancies exceeds the number of qualified staff to fill them. The COVID 19 pandemic has only made this situation worse.

Certificate III and Diploma ECEC qualifications have been updated and introduced in 2022. This expected consequences include:

- New Qualifications focus heavily on increasing professionalism, with increased requirements for duration of training and practical experience. This means an appreciable increase in the difficulty and workload – for learners, RTO's and workplace supervisors

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- It may take time and revision to balance the increased requirements with learner capabilities and the logistics of course delivery
- Despite the introduction of both in 2022, many RTO's are yet to introduce the new course.
- The increased difficulty will impact on the learner cohort at L&LN. These are learners who need support to return or enter into the workforce, and who have endured negative experiences in the education system.
- To further disadvantage L&LN learners, much of the funding and financial support is directed towards TAFE's. Most L&LN learners would not enrol at TAFE, because believe they would not succeed studying at a large institution.
- The Australian Education Union's (AEU) 2020 *State of our TAFEs* survey, **68% [of Vocational Trainers Interviewed] were aware that their institution had stopped providing particular courses in the last three years**, with a lack of funding cited as the most common reason for course closure.

6. Related articles

Attracting and Retaining Staff

Education Services Australia.
Commonwealth of Australia, 2019
https://www.acecqa.gov.au/sites/default/files/2021-02/AttractingAndRetainingStaff.pdf

Working Together to Build Victoria's Early Childhood Education Workforce

Victorian Department of Education and Training 2021
https://engage.vic.gov.au/download/document/17129

National Children's Education and Care Workforce Strategy (2022-2031)

Australian Children's Education and Care Quality Authority
https://www.acecqa.gov.au/media/32611
https://www.acecqa.gov.au/national-workforce-strategy
https://snapshots.acecqa.gov.au/workforcedata/index.html

The State of our TAFEs 2020

Policy-Paper-Working_Together_to_Build_Victoria's_Early_Childhood_Education_Workforce.pdf

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Nillumbik Shire Council
Arts and Cultural Advisory Committee
Terms of Reference

Name

Arts and Cultural Advisory Committee (**Advisory Committee**)

Introduction:

The Arts and Cultural Advisory Committee provides a formal mechanism for Council to consult with key stakeholders, seek specialist advice and enable community participation in the development, implementation and evaluation of Arts and Culture.

Community representation is sought from all segments of the arts, culture and creative industries.

Policy Statement:

The Arts and Cultural Advisory Committee provides advice to Council on matters relating to arts and cultural development.

Aims:

The aim of the Arts and Cultural Advisory Committee is to enable community members with appropriate expertise and experience to provide advice to Council concerning key issues relating to arts and culture.

The Arts and Cultural Advisory Committee aims to maximize participation in the cultural life of the community and opportunities to enjoy the arts.

Objectives

- Provide feedback and advice to Council regarding key issues relating to arts and culture.

- Provide a forum for dissemination and consideration of information to the local community and assist Council to communicate, consult and engage more effectively with the broader Nillumbik community.

- Keep Council informed of the artistic and cultural needs of the community.

- Consider and provide advice to Council on the development and implementation of its policies, plans and services that impact arts and culture.

- Advise on the acquisition and de-accessioning of artworks in accordance with the Nillumbik Shire Art Collection Policy.

- Act as the Project Reference Group for Arts and Cultural Development projects and policy reviews.

- Act as the nominated independent assessment panel for Arts and Cultural Development open applications.

- Contribute to a cycle of continually assessing and improving Nillumbik's Arts and Cultural Development programs

Membership

The Arts and Cultural Advisory Committee has a maximum membership of 16 community members with two year terms for members and an annual nomination process. This means that each calendar year roughly half the Committee will come to the end of their term. This ensures that there are always experienced members on the Committee, assists the Committee in achieving quorum, provides regular opportunities for new members to nominate and provides a greater depth of candidates for Council to draw on for arts and culture activities.

The Advisory Committee membership will consist of up to sixteen members and will include:

- Two representatives of the Nillumbik Shire Council (Councillors) to act as Chair and Deputy Chair;

- Up to sixteen community representatives to collectively represent a diverse range of arts and cultural expertise.

- Suitably skilled persons may be invited to join the Committee in an advisory capacity, for a specified purpose and for a specified period of time. Co-opted members do not contribute to the Committee's quorum.

All Advisory Committee positions are unpaid positions unless otherwise specified in the Terms of Reference.

Members will contribute specialist knowledge and expertise to the group, reflecting on and presenting community issues, rather than focusing on personal concerns or individual issues.

Council Directorate

The Advisory Committee falls within Council's Community Services Directorate and will be managed by Council's Community Partnerships Department.

Meeting Frequency

The Advisory Committee will be held quarterly. Exceptional meetings can be called if necessary.

Endorsed by Council

These Terms of Reference are scheduled to be endorsed by Council on 28 June 2022.

Next Review Due

December 2025

Informal Meetings of Councillors and Conflicts of Interest

The Advisory Committee is considered an Informal Meeting of Councillors as defined in Clause19 of Council's Governance Rule - Meeting Procedure.

An Informal Meeting of Councillors Record must be completed and sent to Council's Governance team as soon as possible at the completion of the meeting for inclusion in the Agenda for the next Council Meeting.

The Informal Meeting of Councillors Record must outline:

- the names of all Councillors and members of Council staff attending;

- the matters considered;

- any conflict of interest disclosures made by a Councillor, Committee member or Council staff member; and

- whether an individual who has disclosed a conflict of interest leaves the meeting.

The Minutes of the meeting, including the matters discussed at the meeting must be tabled at the next convenient Council Meeting and recorded in the minutes of that Council Meeting.

Conflicts of Interest as defined by sections 126-131 of the *Local Government Act 2020*

Councillors, Committee members and Council staff are expected to understand the concept of conflicts of interest in the *Local Government Act 2020* and follow Council's procedure for disclosure in the Governance Rule – Decision-making.

Working groups

Working groups will be established as required to provide an opportunity for members to work collaboratively on specific issues and projects. Membership of the working groups will be open to Advisory Committee members and non-members. A working group member will be nominated to provide feedback at the Advisory Committee meetings.

Recruitment Process

Nominations for appointment of members shall be invited through local media and Council publications. Invitations will also be circulated through relevant Council Committees and networks.

Gender Equality, Diversity and Inclusiveness

The *Gender Equality Act 2020* commenced on 31 March 2021 and seeks to improve workplace gender equality in the Victorian public sector, universities and local councils.

Local councils are required to promote gender equality in policies, programs and services that impact the public. The committee will actively consider how community

members of various ages, abilities, cultural and gender identities, sexual orientation, religions, locations and social economic backgrounds might access policies, programs or services differently and if are there any barriers which may hinder these groups from accessing these policies, programs or services.

Selection Criteria for Membership of Advisory Committees

Nominees for membership must be able to demonstrate:

- Qualification skills and/or expertise in the focus areas of the advisory committee.

- A strong understanding of the local community and its social, environmental and economic influences.

- Good knowledge and understanding of the local issues that are relevant to the subject matter.

- Endorsement by their own organisation if representing an organisation.

- An ability to represent a broad range of views that reflect the diversity of the community.

- Current involvement in the community in the interest area that relates to the purpose of the Advisory Committee.

- Strong community networks and linkages.

- An ability to constructively participate in an advisory capacity.

- A willingness to contribute positively to meetings in a fair and unbiased manner.

- An ability to look beyond personal interests for the benefit of the community and residents in the Shire.

- An ability and willingness to encourage participation from and provide feedback to the community regarding an issue.

- A capacity to commit to the Advisory Committee for the required duration.

- A willingness to celebrate the success and achievements of the issue/s.

All Advisory Committee nominations will be considered based on the Key Selection Criteria.

Selection Panel to make recommendation of members on Advisory Committees

- Up to four members of the current Arts and Cultural Advisory Committee.

- A nominated Council staff member from the specific service area related to the issue will administer the selection panel.

A recommendation about the membership is made for the endorsement of Council.

It is noted that once the committee has been appointed, this selection panel is disbanded.

A Councillor must not participate as a selection panel member because in doing so it will trigger the conflict of interest provision of the *Local Government Act 2020* whereby they will have to remove themselves from the decision making process at Council.

The following are examples of selection criteria relevant to the Committee's purpose that might be used in an expression of interest document.

An individual applicant may be selected on the basis of the following criteria:

- Qualifications, skills and experience the person can bring to the Committee.

- Current knowledge of issues relevant to the aims and objectives listed in the Terms of Reference.

- Living, working or engaging in activities in Nillumbik Shire.

- Willingness to commit to a two-year term.

- Ability to represent a diversity of views and interests of the community.

Representatives of organisations may be selected on the basis of that organisation:

- Having involvement and providing services to Nillumbik residents who work within the service industry covered by the Advisory Committee.

- The nature of the service the organisation provides to Nillumbik residents.

- Having capacity to provide a consistent representative for a two-year term.

- The resources and expertise that the organisation can offer the Committee.

Terms of Appointment

- Appointments will be for a two-year term.

- Council will appoint a Councillor to chair the meetings.

- Members completing a two-year term may re-nominate for a further two year term.

- The operations of the Committee will be reviewed annually by Council.

- Members are free to resign in writing from an Advisory Committee at any time. At which time, Council may initially approach one of the unsuccessful applicants or undertake a new expression of interest.

Meeting Frequency

- The Advisory Committee will meet quarterly.

- It is expected that each member attends a minimum of 60 per cent of all meetings unless reasons are provided to the Chairperson. No reasonable explanation will be denied.

- A member's term of appointment may cease if the member fails to attend three consecutive meetings without prior apology.

- A quorum at a meeting of the Advisory Committee will consist of at least seven (7) appointed members (excluding Council staff).

Role of Councillors

The role of the Councillors is:

- To act as Chairperson and Deputy Chair of the Advisory Committee.

- To be the link between Council and the Advisory Committee.

- To table issues and concerns to Council on behalf of the Advisory Committee.

Should the Chairperson be absent from the meeting, the Deputy Chair will chair the meeting. Should the Chairperson and the Deputy Chair be absent from the meeting, the Advisory Committee is to appoint a temporary Chairperson by a majority vote of those members present.

Observers

When observers are invited to attend Advisory Committee meetings, their role is to observe only unless called upon by the Chairperson to participate.

Executive Support

Council's nominated Department or team managing the Advisory Committee will provide executive support to the Advisory Committee.

Role of Committee members

- Commit to serving for two (2) years.

- Prepare for, attend and actively participate in meetings.

- Take an active role in communicating the views of residents and organisations to Council.

- Provide feedback to Council via the Council staff member assigned to convene the Committee.

- Keep the Committee informed of current and emerging developments, and issues and activities relevant to the Committee.

- Respond to requests for input into and/or feedback on Council activities, policies and reports.

- Seek approval from Council prior to making public statements, submissions or announcements or issuing correspondence (including emails) to external stakeholders on behalf of the Committee or Council.

Accountability and Extent of Authority

- All Advisory Committee members have an active role to provide feedback and advice to Council on issues relating to the aims and objectives of the Advisory Committee within the municipality.

- All Advisory Committee members participate in discussions at Advisory Committee meetings.

- All Advisory Committee members have an advisory role and do not hold any authority to make decisions or commitments on behalf of Council.

Monitoring and reporting

- The minutes of Advisory Committee meetings will be circulated to members via email for confirmation, and then placed on Council's Advisory Committee website for viewing.

- All Committee minutes will be presented to Council at the next available Council Meeting for noting.

- Recommendations and requests arising from Advisory Committee meetings will be presented to Councillors for consideration. Where this occurs, the request will require the majority support of the Advisory Committee members present. Responses to recommendations will be determined based on Council's legislative role, stated commitments in Council's policies and plans and budgetary processes.

- Unless the Council staff member managing the Advisory Committee holds the appropriate delegation from Council to act on formal advice provided by the Committee, that advice must be referred to Council for formal resolution to act. Where formal advice provided by the Advisory Committee cannot be acted on with the delegated power of Council staff, it must be referred to Council for formal resolution before being acted on.

Evaluation and Review

The Advisory Committee Terms of Reference and membership will be reviewed and evaluated on an annual basis or as required for any significant changes.

Support to participate in meetings

Council will provide reasonable support for members to participate in the meetings. This will be negotiated with the members as needed.

Induction and Orientation

An induction and orientation process will occur for all members at the beginning of the term of the Advisory Committee. This process will include:

- Briefing members on the expectations and requirements of membership of the Advisory Committee.

- Providing members with an overview of the advisory structures (including working groups and sub-committees) and decision making processes of Council.

- Introduction to the Council Plan and other relevant Council policies, strategies and plans.

Arts and Cultural Advisory Committee
Terms of Reference   Page 7 of 8

- An overview of key issues relating to the aims and objectives of the Advisory Committee.

- Establishing clear objectives and priorities for the two-year term of the Committee.

- Reviewing Advisory Committee Policy and expectations of members at Advisory Committee meetings and each member signing a declaration to abide by the conduct obligations.

- Providing information to members to ensure their understanding of obligations relating to:

  – Conflicts of interest

  – Confidentiality

  – Privacy

  – Health and safety, equal opportunity, bullying and harassment

  – Child Safe Standards

  – Social Media Protocol

Confidentiality

Councillors and other members of Advisory Committees established by Council must not disclose information defined in section 3(1) of the *Local Government Act 2020* as "confidential information".

Privacy

Councillors and committee members on advisory committees established by Council are subject to the requirements of the *Privacy and Data Protection Act 2014* and Council's Information Privacy Policy.

Breaches

Breaches of the Advisory Committee Policy or Terms of Reference will be dealt with under the Policy.

Attachment 2

Bushland reserves management methodology

Background

- Nillumbik Shire Council is responsible for the management of 99 bushland and wetland reserves covering an area of 495 hectares.

- These reserves are home to an array of native plants and animals, and often provide the last remaining refuges for threatened and endangered species in a fragmented landscape.

- The primary purpose of these reserves is for the conservation of natural values however they are also important from a social, recreational, cultural and historical perspective.

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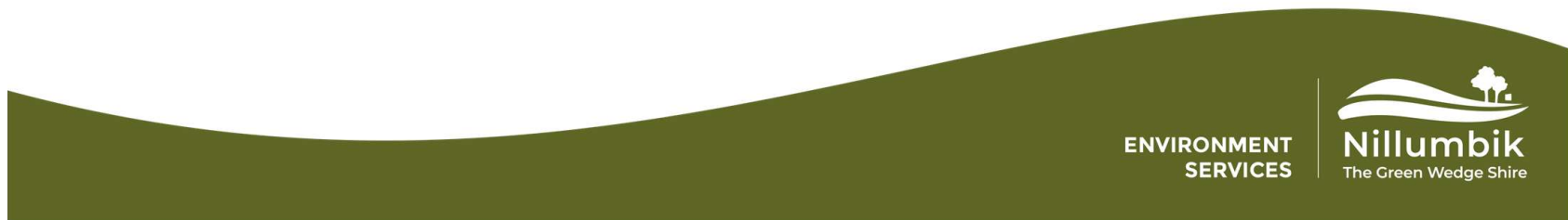
Bushland reserves in Nillumbik

- Provide important habitat for native plants and animals.

- Contribute to corridors for the movement of migratory and nomadic animals, particularly birds and arboreal mammals.

- Support some of the last remaining populations of threatened species such as the Eltham Copper Butterfly or Clover Glycine.

- Provide protection and security for native vegetation from development.

- Provide opportunities for connection with country for Traditional Owners.

- Provide green space, connections with nature and recreation and cultural opportunities for the broader community and associated mental health benefits.

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Major Legislative Drivers

Commonwealth legislation

Environment Protection and Biodiversity Conservation Act 1999

Listed species in Nillumbik

- Clover Glycine

- Little Pink Spider-Orchid

- Crimson Spider-Orchid Matted Flax-lily

- Round-leaf Pommaderis

- Swift Parrot Eltham Copper Butterfly

Victorian legislation

- Flora and Fauna Guarantee Act 1988

- Catchment and Land Protection Act 1994

- Country Fire Authority Act 1958

- Climate Change Act 2017

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Bushland reserve prioritisation methodology for biodiversity outcomes

- Focuses on protecting the biodiversity of the reserves and surrounding landscape.

- Implements a scientific methodology aligned with State government.

- Improves the capacity of officers to apply their expertise in biodiversity monitoring and reserve management.

- Makes use of the skills, knowledge, creativity and commitment of the professional environmental management contractors available.

- Makes best use of Council's limited resources including budget and officer time.

- Enables resourcing based on informed scientific principles.

- Prepares for the new bushland reserves management contract commencing July 2022.

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Why prioritise?

With limited budget and resources, and increasing environmental pressures including climate change, a strategic and consistent process is required to ensure that:

- Council's bushland and wetland reserves are managed for their long-term sustainability.

- Various legislative requirements (threatened species protection, no net loss of flora and fauna, control of pest plants and animals and bushfire mitigation) are met.

- Council's resources are used efficiently and effectively.

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Main guiding principles

- Reserves are prioritised for biodiversity values using an objective, State recognised, methodology informed by field data.

- The prioritisation informs the development of an appropriate level of service for the management of these reserves.

- Council officers have a framework to plan and implement on-ground conservation programs.

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Goals, objectives and actions

- **Outcome based Goals:** Goals are long term (25 year) statements of what management actions will achieve across the reserves.

- **Output focused objectives:** Objectives are medium term (5 year) and specific to each reserve. They are measurable and achievable by on-ground actions. They are listed in the **Conservation Management Brief** for each reserve. Objectives may also be developed for a program or project such as a rabbit control, Eltham Copper Butterfly conservation or a grants project.

- **Input driven Actions:** The actions that the contractor has in the annual reserve **Works Plan**; a **Works Plan** to deliver a program (such as a rabbit control program); or **reactive one-off actions** requested of the contractor by Council. These actions address the threats and work to maintain or improve the condition of the assets.

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Data collection to inform the biological significance

A desktop review of each reserve included:

- Threatened species listings – Commonwealth and Victorian Acts

- Ecological Vegetation Classes (EVCs)

- Aerial photography and location of each reserve in the landscape

- Identifying management zones

Field work data collection:

- Vegetation Condition Assessment

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State Criteria for Sites of Biological Significance

- To prioritise the reserves and plan for their management the State Government's ***Standard Criteria for Sites of Biological Significance in Victoria*** was used.

- The desktop and field data informed the prioritisation.

- Reserves were categorised into five categories: National, State, Regional, Local and Basic.

- The categories determine the types and levels of service required for each reserve.

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State Criteria for Biological Significance

The five broad criteria to assess reserves are:

- 1. Ecological integrity and viability

- 2. Richness and diversity (high biodiversity)

- 3. Rarity/conservation status of assets

- 4. Representative of type.

- 5. Scientific and educational value

Most of the Nillumbik reserves fall under criteria 1 – 3. One reserve falls under criteria 4. Allocation of reserves into a criteria is informed by the presence of listed species under the EPBC and FFG act and other biological assets identified through desk top and field assessments.

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Factors included to inform State Criteria allocation

- Does the site contain rare or threatened flora or fauna?

- Does the site provide critical habitat for nationally or state level threated flora or fauna?

- Does the site contain rare or threatened Ecological Vegetation Classes (EVCs)?

- What is the overall condition/extent of vegetation at the site?

- Does the reserve provide habitat corridors/steeping stones or have the potential to provide habitat corridors for species.

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An example of the State criteria:

1.2 Importance in maintaining existing ecological processes.

1.2.1   Breeding site, nesting or nursery or other site where individuals aggregate for a defined part of their life cycle.

1.2.1.1   *Breeding site, nesting or nursery or other site where individuals aggregate for a defined part of their life cycle which comprises:*

N   ≥1% of national breeding population of species.

S   ≥1% of state breeding population of species.

R   ≥5% of bioregional breeding population of species.

L   ≥25% of local breeding population of species.

1.2.1.2   *Known or suspected breeding site for a threatened territorial species with a large home range, which is:*

N   nationally threatened.

S   threatened in Victoria.

R   declining in the bioregion, though apparently still secure in other bioregions.

L   declining locally, though apparently still secure elsewhere.

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Vegetation Assessment Score

- A vegetation assessment using an adapted Habitat Hectares Vegetation Assessment methodology was conducted on each reserve to provide a preliminary baseline vegetation score. For large reserves, or reserves with multiple Ecological Vegetation Classes (EVC), multiple vegetation assessments are required.

- The vegetation assessment provides information on:
    - the number of large habitat trees per hectare
    - species richness
    - vegetation cover
    - recruitment
    - weed cover

- It also provides a species list for vegetation found within a 10m radius of a set GPS point.

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Vegetation Assessment Score cont.

Once the assessment is complete the scores are then graphed to show a general overview of the vegetation condition of the **best vegetation** found within the reserve compared to the EVC benchmark value. These graphs readily demonstrate the areas of the reserve requiring management.

Example of a vegetation assessment graph

Meander Knowles Reserve
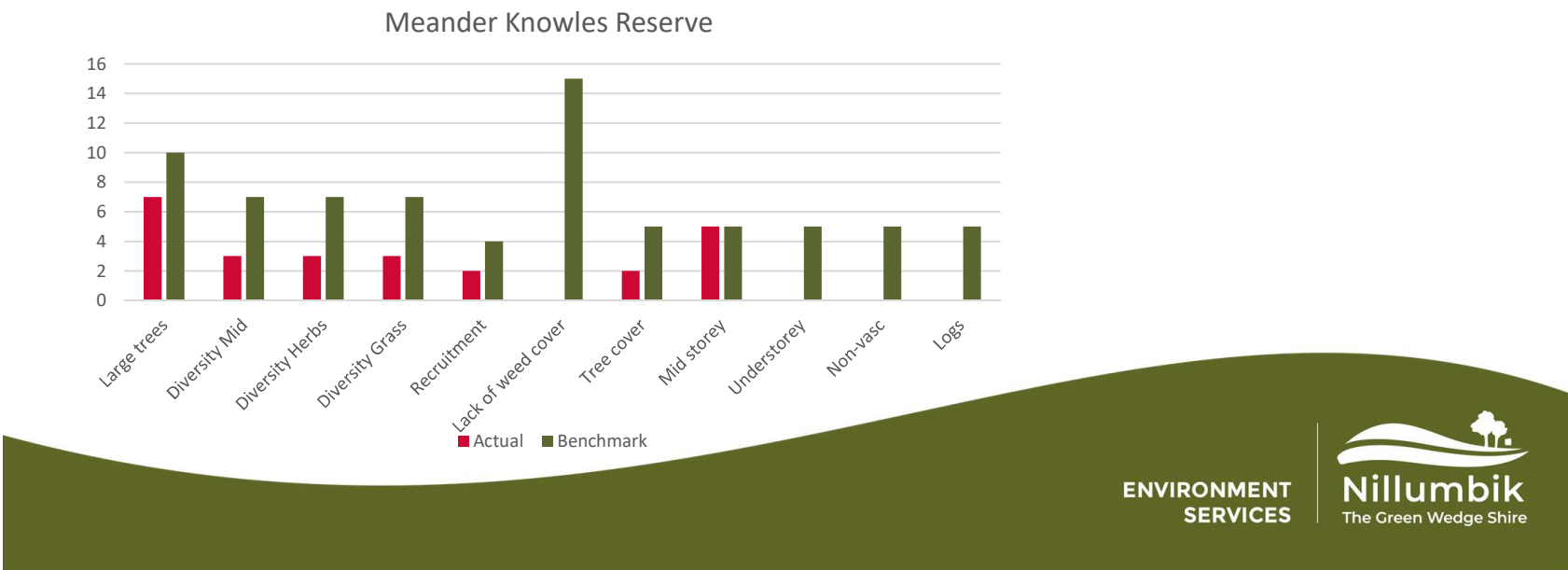
Reserve Management Zones

Management zones are areas of distinct habitat quality, which are managed for a particular purpose and to a particular level of service. Each management zone will have one or more five year goals.

- Biodiversity Hotspot
- Core Habitat
- Non-core Habitat
- Fire Management Zones.

Conservation Management Plans

- **Conservation Management Plans** exist for several of the more specialised reserves, such as Eltham Copper Butterfly reserves.

- Conservation Management Plans are written by external consultants with specialist expertise in the are of the threatened species and its conservation.

- Conservation Management Plans are reviewed and updated as required.

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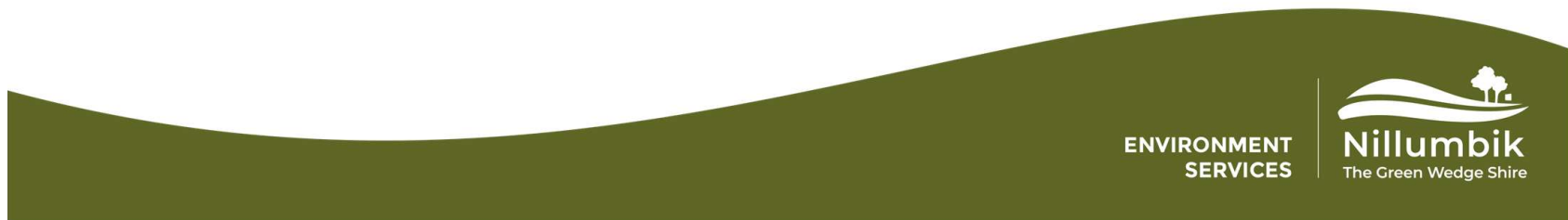
Conservation Management Briefs

- Each reserve has a **Conservation Management Brief** which provides a snap shot of the reserve including:
  - The prioritisation value of the reserve,
  - the reason(s) for the assigned category (National, State, Regional, Local, Basic),
  - Maps of management zones,
  - 5 year goals for management.
- See next 3 slides for example Conservation Management Brief.

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Ben Frilay Reserve (Riparian Area)

Asset ID: 91929   **Size:** 2.80 hectares
Address: 34-38 Graysharps Road   **Suburb:** HURSTBRIDGE

Category

State

Criteria	Description	Reason
	1.2.6 R Riparian Corridor DC	
	3.1.2 S FFG Habitat	Powerful Owl, Platypus

Management Zones Map

Management Zones

| Zone	Zone Type	Zone Area (ha)	Zone Description
BH1	Biodiversity Hotspot	0.14	Riparian Wetland
CH1	Core Habitat	0.29	Riparian Wetland
CH2	Core Habitat	0.59	Tussocky Riparian Forest EVC 933 (Riparian Forest sub community)
NCH1	Non-Core Habitat	0.11	Embankment below oval

Fuel Management Zones Map
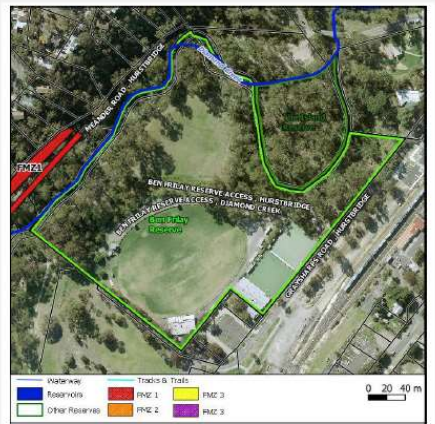
Fuel Management Zones

Zone	Zone Type	Zone Area (ha)	Zone Description
FMZ 1	Asset Protection Inner Zone		
FMZ 2	Asset Protection Outer Zone		
FMZ 3	Bushfire Moderation Zone		
Fire Tracks	Bushfire Management Track		

Vegetation
EVC: Riparian Forest

Vegetation Condition Graph

Ben Frilay - Riparian Forest - 17/05/2020
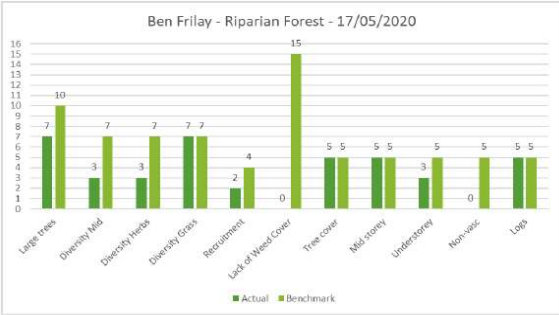
Threats

Threat	Description
Rabbits	Rabbit numbers impact the colonising species and revegetation in the

reserve.

Objectives

5 Year Objectives	
Large Tree and Canopy Tree Health	Protect the health of Large Trees as determined by the EVC benchmark across the reserve.
Vegetation Diversity	Increase diversity as determined by benchmark diversity of Shrub / Herbs / Grass species in the riparian zones.
Weeds	Eliminate any new and emerging weed species across the reserve
	Eliminate any weeds species new to the Core Habitat zones
	Reduce or maintain the cover of woody weeds to less than 5% in Core Habitat zones
	Reduce or maintain the cover of high threat herbaceous weeds to less than 5% in Core Habitat zones
Logs	Increase log cover (>10cm diameter) to greater than or equal to 50% of the EVC benchmark.
Specific Habitat	Install and maintain # number of large log hollows for Powerful Owls, Smaller nest boxes for phascogales/gliders??
Bushfire Mitigation	Maintain Overall Fuel Hazard [where (Zone)] during declared fire danger period to below [Moderate/High/Very High]
Pest animals	Reduce and then maintain overall rabbit impact in Core Habitat zones below 'acceptable'.
	No open warrens of rabbits in National, State and Regional reserves

Other Information
Friends Group: Friends of Diamond Creek Hurstbridge

Managing bushland reserves into the future

- Data on fauna and flora will be collected regularly to inform the prioritisation of each reserve and to monitor contractor performance.

- New data, such as the presence of a listed threatened species not previously recorded in a reserve, will change the prioritisation of a reserve.

- Reserve prioritisation will remain dependant on the State Criteria to ensure objective reviews are conducted.

ENVIRONMENT
SERVICES

Nillumbik
The Green Wedge Shire