

MANNINGHAM

COUNCIL MEETING

AGENDA

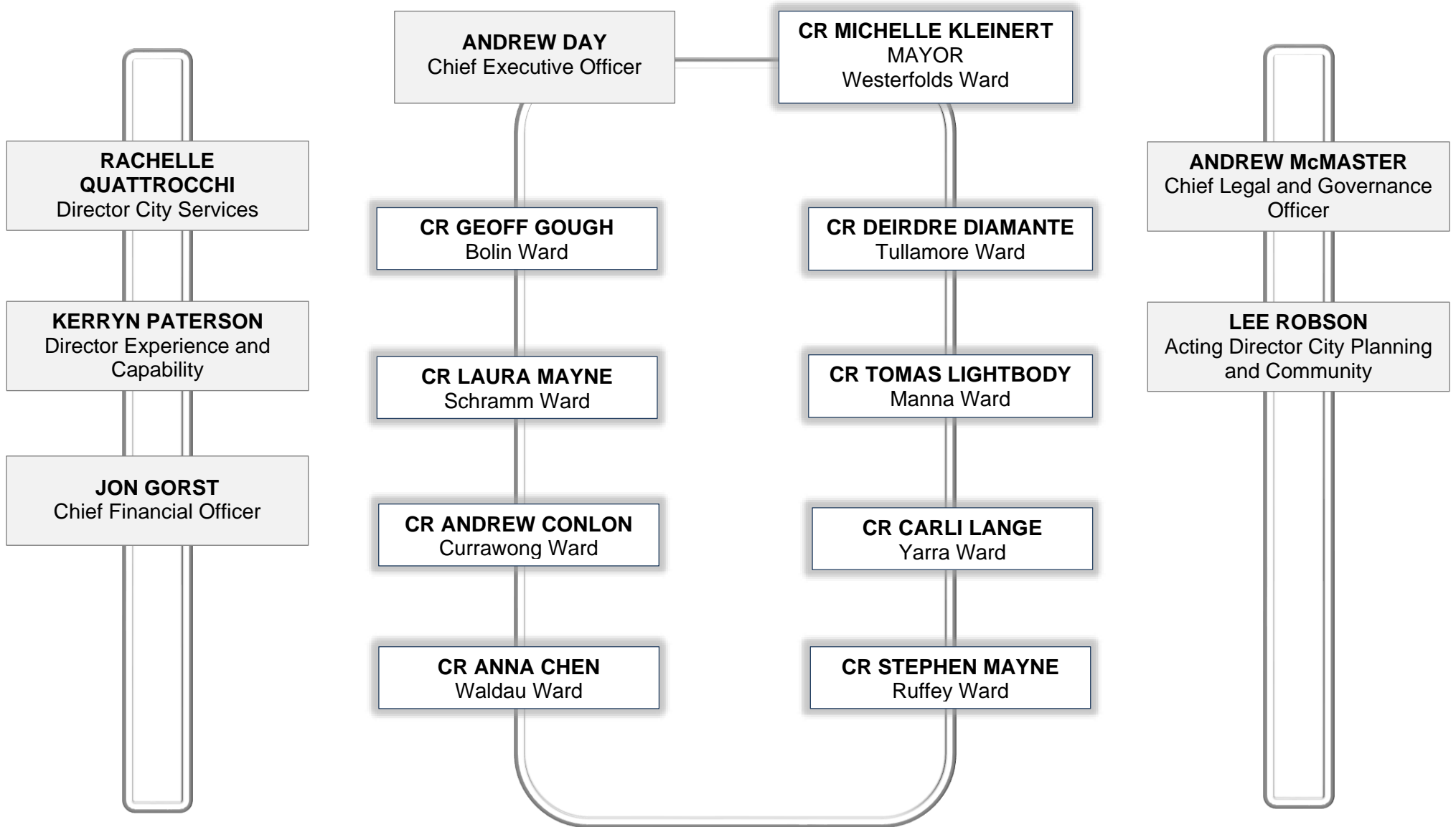
Date:	Tuesday, 22 March 2022
Time:	7:00pm
Location:	Council Chamber, Civic Centre 699 Doncaster Road, Doncaster

This meeting is convened to transact the business listed below.

Andrew Day
Chief Executive Officer

This meeting will be livestreamed. Members of the public who address Council will be heard on the live audio stream, and audio of them speaking will be recorded. All reasonable efforts will be made to avoid capturing live or recorded video footage of public attendees however there might be incidental capture.

COUNCIL MEETING SEATING PLAN



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**1 OPENING PRAYER AND STATEMENTS OF
ACKNOWLEDGEMENT**

2 APOLOGIES AND REQUESTS FOR LEAVE OF ABSENCE

3 PRIOR NOTIFICATION OF CONFLICT OF INTEREST

4 CONFIRMATION OF MINUTES

Confirmation of the Minutes of the Council Meeting held on 22 February 2022.

5 PRESENTATIONS

6 PETITIONS

7 PUBLIC QUESTION TIME

8 ADMISSION OF URGENT BUSINESS

9 PLANNING PERMIT APPLICATIONS

There are no Planning Permit Applications.

10 CITY PLANNING & COMMUNITY

10.1 Advisory Committees - Terms of Reference

File Number:	IN22/116
Responsible Director:	Acting Director City Planning and Community
Attachments:	<ol style="list-style-type: none"> 1 Standard Terms of Reference Template - Council Advisory Committees (Attachment 1). ↓ 2 Gender Equality and LGBTQIA+ Advisory Committee Terms of Reference (Attachment 2). ↓ 3 Multicultural Communities Advisory Committee Terms of Reference (Attachment 3). ↓ 4 Health and Wellbeing Advisory Committee Terms of Reference (Attachment 4). ↓

EXECUTIVE SUMMARY

In 2021, Council endorsed the review of Advisory Committees resourced through the City Planning and Community Directorate. As part of that review, the need for a new standardised format for Terms of Reference was identified.

On 28 September 2021, Council endorsed recommendations for new governance structures for five new Advisory Committees:

- *Gender Equality and LGBTQIA+ Advisory Committee;*
- *Multicultural Communities Advisory Committee;*
- *Health and Wellbeing Advisory Committee (replacing the Healthy City Advisory Committee);*
- *Manningham Youth Advisory Committee; and*
- *Manningham Disability Advisory Committee.*

Terms of Reference for the new Disability and Youth Advisory Committees were previously endorsed by Council and both Advisory Committees are now established.

Terms of Reference for the new Gender Equality and LGBTQIA+, Multicultural Communities, and Health and Wellbeing Advisory Committees are now drafted for Council's endorsement.

Following endorsement, an Expression of Interest process will commence for recruitment to the Gender Equality and LGBTQIA+, Multicultural Communities, and Health and Wellbeing Advisory Committees, with an anticipated start in June 2022. Included in this process will be the advertisement of three vacancies for the Disability Advisory Committee.

1. RECOMMENDATION

That Council:

- A. endorses the standard Terms of Reference template; and**
- B. endorses the Terms of Reference for the new:**
 - **Gender Equality and LGBTQIA+ Advisory Committee**
 - **Multicultural Communities Advisory Committee; and**
 - **Health and Wellbeing Advisory Committee.**

- C. endorses the public exhibition of an Expression of Interest for the:**
- **Gender Equality and LGBTQIA+ Advisory Committee**
 - **Multicultural Communities Advisory Committee;**
 - **Health and Wellbeing Advisory Committee; and**
 - **Manningham Disability Advisory Committee (three vacancies).**
- D. appointments:**
- **Cr Thomas Lightbody as Councillor Chair of the Gender Equality and LGBTQIA+ Advisory Committee; and**
 - **Cr Carli Lange as Councillor Chair of the Multicultural Communities Advisory Committee.**

2. BACKGROUND

- 2.1 Council's Advisory Committees provide a formal mechanism for Council to seek input and guidance from the community. This guidance is used to support quality decision making and help Council to achieve its goals and objectives under the Council Plan. Advisory Committees act in an advisory capacity only, and have no delegated authority to make decisions on behalf of Council.
- 2.2 On 28 September 2021, Council endorsed the findings of a review of its Advisory Committees which included fresh governance structures through standard Terms of Reference, and the continuation and/or establishment of the following Advisory Committees in order to better represent Manningham's diverse communities:
- 2.2.1 Gender Equality and LGBTQIA+ Advisory Committee (new);
- 2.2.2 Multicultural Communities Advisory Committee (new);
- 2.2.3 Manningham Youth Advisory Committee (new);
- 2.2.4 Health and Wellbeing Advisory Committee (retain with new name), and
- 2.2.5 Manningham Disability Advisory Committee (retain).
- 2.3 Council has endorsed the Youth Advisory Committee's Terms of Reference, with membership recommendations already endorsed by Council.
- 2.4 The establishment of the Gender Equality & LGBTQIA+ and Multicultural Communities Advisory Committees was designed to enable specialised focus of key priority areas of Council, beyond the former and broader Access and Equity Advisory Committee. The Health and Wellbeing Advisory Committee replaces the previous Healthy City Advisory Committee, aligning with Council's Health and Wellbeing Strategy 2021-2025.
- 2.5 These committees will have a greater strategic focus and alignment to the priorities contained in the Council Plan 2021-2025 as follows:

Advisory Committee	Purpose
Gender Equality & LGBTQIA+	The Manningham Gender Equality & LGBTQIA+ Advisory Committee (GELAC) will provide strategic advice to Council on how to improve gender and sexuality equality and actively encourage women and members of the LGBTQIA+ community's equal participation in community life.

	This committee will strengthen the voice of women and people from the LGBTQIA+ community when engaging with Council, and support the community to be inclusive for all Manningham residents.
Multicultural Communities	The Manningham Multicultural Communities Advisory Committee (MCAC) will provide strategic advice to Council on how to understand and respond to the needs of people from multicultural communities. The MCAC will strengthen the voice of people from diverse cultural backgrounds when engaging with Council, and support the community to be inclusive for all Manningham residents.
Health and Wellbeing	The Manningham Health and Wellbeing Advisory Committee (HWAC) will provide strategic advice to Council on the implementation, monitoring and evaluation of Manningham's Health and Wellbeing Strategy 2021-2025. The HWAC will support Council to address key and emerging health and wellbeing issues for the Manningham community.

- 2.6 The Manningham Disability Advisory Committee's Terms of Reference is current. This Advisory Committee has three membership vacancies.

3. DISCUSSION / ISSUE

Terms of Reference

- 3.1 A Terms of Reference template (Attachment 1) has been standardised to ensure greater consistency across Council's Advisory Committees, and stronger alignment to the terms set out in Council's Advisory Committee Policy (POL/557).
- 3.2 From the standardised template, Terms of Reference have also been developed for the:
- 3.2.1 Gender Equality and LGBTQIA+ Advisory Committee (Attachment 2);
 - 3.2.2 Multicultural Communities Advisory Committee (Attachment 3); and
 - 3.2.3 Health and Wellbeing Advisory Committee (Attachment 4).
- 3.3 It is intended that the standardised template will be used as the base document for each of Council's new Advisory Committees, to be tailored for specific community needs in line with the subject matter of the Advisory Committee. The template will also be used to update the Terms of Reference for Council's existing Advisory Committees at the time of their next review. The template will be reviewed throughout the life of the Advisory Committees to ensure relevance and currency.
- 3.4 Minutes of each Advisory Committee meeting will be tabled at the subsequent Ordinary Meeting of Council for noting and published on Council's website.

- 3.5 Each Advisory Committee will prepare an annual report that outlines the progress and achievements of the Advisory Committee in line with its stated purpose and objectives. A standardised reporting template will be developed to streamline this process across each of Council's Advisory Committees. The report will be presented to Council for noting under the relevant directorate heading.

Membership Criteria

- 3.6 Membership selection will be based on demonstrated lived experience, skills or knowledge related to the Committee's subject matter.
- 3.7 While criteria specific to each Advisory Committee is outlined in its Terms of Reference, the following standard criteria apply to all Committees. A member must:
- 3.7.1 Live, work or study in Manningham.
- 3.7.2 Represent diversity including age, gender, sexuality, ability, cultural background, intersectionality and geographic location.
- 3.7.3 Have direct links to and active participation in their local community and/or relevant organisations.
- 3.7.4 Have relevant experience in participating in committees or the ability to participate in, and constructively contribute to, an advisory group or committee.
- 3.7.5 Have lived experience and/or knowledge and understanding of the needs and issues addressed by the relevant advisory committee.
- 3.7.6 Have the ability to contribute to the development of strategic documents with or without support e.g. interpreting service.
- 3.7.7 Have the ability to regularly attend and participate in meetings with or without support e.g. interpreting service.
- 3.7.8 Commit to demonstrating Manningham's organisational values, WE ARE Manningham:
- Working Together;
 - Excellence;
 - Accountable;
 - Respectful; and
 - Empowered.
- 3.8 Committee members will be provided with training via an induction session on the role of local government, its processes and procedures, to support them in providing advice to Council to inform decision making.

Advisory Committee Chair Appointments

- 3.9 The following councillors are nominated and/or endorsed to act as Advisory Committee Councillor Chair:

Advisory Committee	Councillor	Nomination status
Gender Equality & LGBTQIA+	Cr Tomas Lightbody	Nominated
Multicultural Communities	Cr Carli Lange	Nominated

Health and Wellbeing Advisory Committee	Mayor, Cr Michelle Kleinert	Endorsed
Disability Advisory Committee	Mayor, Cr Michelle Kleinert	Endorsed and current

Expression of Interest (EOI) Process

- 3.10 Following endorsement of the Terms of Reference for Gender Equality & LGBTQIA+, Multicultural Communities and Health and Wellbeing Advisory Committees, expressions of interest will be sought for each of those three Advisory Committees.
- 3.11 Additionally, the Manningham Disability Advisory Committee (MDAC) will be included as part of the expression of interest process as this committee currently has three committee membership positions vacant.
- 3.12 Expressions of interest for all four Advisory Committees will be advertised concurrently and promoted as a unique opportunity for community members to nominate for the committee that best aligns with their interests, skills and experience.
- 3.13 Expressions of interest for each Advisory Committee will be reviewed and assessed by the Mayor, the respective Advisory Committee Chair and one other Councillor, supported by Council Officers. Advisory Committee membership will comprise a representative cross-section of Manningham's community.
- 3.14 Advisory Committee membership recommendations will be reported to Council in May 2022 for formal endorsement.

Council Plan / Strategy

- 3.15 The establishment of the two new Advisory Committees, Gender Equality and LGBTQIA+ and Multicultural Communities Advisory Committees, and ongoing administration of the Health and Wellbeing and Disability Advisory Committees aligns to the following Council Plan 2021-2025 actions:
- 3.15.1 Work with our partners and advisory networks to advocate and raise awareness of inclusive practices for key priority areas - considering people from First Nations, LGBTQIA+ communities, youth, culturally diverse communities and people with a disability.
- 3.15.2 Work with local leaders to build a better understanding of the needs of newly arrived and culturally diverse communities to better tailor access to programs and services to meet those needs.
- 3.15.3 Support and educate to connect inclusive and healthy communities (inclusive of our First Nations and culturally diverse communities) through:
- Implementing recommendations in the Reconciliation Action Plan to enhance recognition of Aboriginal and Torres Strait Islander communities; and
 - Resources and information that link our community to the understanding of and responses to family violence (major initiative).

- 3.15.4 Deliver initiatives that advocate or demonstrate Council leadership to promote equality across gender, age, diversity, ability and culture.
- 3.16 The establishment of the Health and Wellbeing Advisory Committee aligns to the Council Plan theme of Healthy Community, and its goals *Healthy, Safe and Resilient Community* and *Connected and Inclusive Community*. Specific actions include:
- Work with our partners and Advisory Groups to improve access to health and wellbeing services and programs for all our community
 - Improving community access to sport and recreation facilities and spaces for broad community use and benefit (major initiative)
- 3.17 The Council Plan 2021-2025 also identifies community engagement and involvement in decision making as a priority.

4. IMPACTS AND IMPLICATIONS

- 4.1 The Social Planning and Community Strengthening team will be responsible for the administration of all four Advisory Committees.

5. IMPLEMENTATION

5.1 Finance / Resource Implications

Administration of all four Advisory Committees are resourced through operational budgets. The cost of ongoing supports such as interpreters will also need to be considered if required.

5.2 Communication and Engagement

The Expression of Interest process will be supported with Easy English documents; documents translated into Manningham's top three community languages, and an Auslan interpreted video to assist community members who require these supports to submit their applications.

5.3 Timelines

Membership recommendations will be reported at the May 2022 Ordinarily Meeting of Council, with a view to convening inaugural committee meetings commencing in June 2022.

6. DECLARATIONS OF CONFLICT OF INTEREST

No officers involved in the preparation of this report have any general or material conflict of interest in this matter.

XX Advisory Committee

Terms of Reference

<p>What is the XX Advisory Committee?</p> <p><i>Officer to add high-level statement about the focus of the Advisory Committee</i></p>	
<p>1. Purpose</p> <p><i>Officer to add Advisory Committee name</i></p>	<p>The XX Advisory Committee provides a formal way for Council to seek input and guidance from the community. This guidance is used to support quality decision making and help Council to achieve its goals and objectives under the Council Plan. The XX Advisory Committee will act in an advisory capacity only, and has no delegated authority to make decisions on behalf of Council.</p>
<p>2. Role and Objectives</p> <p><i>Officer to insert subject matter relevant to the specific Advisory Committee</i></p> <p><i>Officer to add relevant strategic documents, actions plans or policies</i></p> <p><i>Officer to add specific Council Plan actions</i></p>	<p>The role of the Advisory Committee is to provide a direct link between Council and people who have expertise, knowledge, skills and/or lived experience in XX subject matter.</p> <p>Advisory Committee members will:</p> <ul style="list-style-type: none"> • Provide a representative sample of expert, independent and authentic voices of people from XX subject matter, with an ability to advise on current and emerging trends in the community or relevant sector. • Contribute constructively to support the delivery of key Council strategies, policies and plans, including Manningham's Council Plan 2021-2025, Health and Wellbeing Strategy 2021-2025 and XX Strategy/Policy (e.g. Liveable City Strategy). • Provide strategic advice and direction on the development and review of key Council strategies, policies and plans. • Contribute to the work of other Advisory Committees where relevant as subject matter experts. • Report to Council via the tabling of Advisory Committee minutes at Council meetings, and via an annual reporting template regarding the Advisory Committee's activities, advice and achievements.
<p>3. Delegated authority and decision making</p>	<ul style="list-style-type: none"> • Advisory Committees provide advice to Council and officers to assist their decision making. • In accordance with Section 124 of the <i>Local Government Act 2020</i>, it is an offence for a councillor to direct or seek to direct a member of Council staff in the performance of specific types of tasks and specifies a maximum penalty level.
<p>4. Chairperson</p>	<ul style="list-style-type: none"> • Meetings will be chaired by a Manningham Councillor, nominated by Council on an annual basis. If the Chairperson is absent, a Councillor representative will chair the meeting in order to maintain a quorum. • Meetings will be chaired in a way that promotes respectful discussion of the issues, to arrive at an agreed view that fairly reflects the sense and will of the meeting. • The Councillor Chairperson is responsible for reporting to Council any matters of interest that arise as part of meeting procedures.



<p>5. Membership</p> <p><i>Officer to add number of Committee members</i></p> <p><i>Officer to insert membership ratios if appropriate e.g. 70% community members, 30% organisations or service providers</i></p>	<ul style="list-style-type: none"> • At least one councillor appointed annually who acts as Chairperson. • A range of volunteer Committee members (between 5 and 15, depending on the type of Committee) appointed by Council through an expression of interest, selection and endorsement process to provide an even mix of: <ul style="list-style-type: none"> ○ Local community organisations and/or service providers, if relevant; and/or (insert membership ratios if appropriate) ○ Community members with relevant skills and experience (insert membership ratios if appropriate). • Council officers comprising: <ul style="list-style-type: none"> ○ A senior Council Officer, either Director, Group Manager and/or Manager; ○ Secretariat; and ○ Subject matter expert/s.
<p>6. Co-opted Membership</p>	<ul style="list-style-type: none"> • Representatives from peak bodies, service providers and council may be invited to attend Advisory Committee meetings to provide specific advice on an as-need basis, and do not contribute to the Advisory Committee’s quorum.
<p>7. Quorum</p> <p><i>Officer to insert number of representatives required to meet a quorum, based on total number of Committee members</i></p>	<p>50% plus one comprising:</p> <ul style="list-style-type: none"> • One councillor or delegated representative; • [XX] community or service provider representatives; and • One officer.
<p>8. Membership Criteria</p> <p><i>This section is to be tailored to suit the specialist skills and expertise required for individual Advisory Committees. Officer to articulate and insert specific range of skills required.</i></p>	<p>Applications will be assessed against the specific criteria as follows:</p> <ul style="list-style-type: none"> • [Insert Committee-specific criteria here] • Represent diversity including age, gender, sexuality, ability, cultural background, intersectionality and geographic location. • Provide direct links to and active participation in their local community and/or relevant organisations by living, working or studying in Manningham. • Possess knowledge and understanding of the needs and issues addressed by the relevant Advisory Committee. • Demonstrate commitment to actively and constructively contributing to the Advisory Committee with or without support (e.g. interpreting service). • Willingness and ability to engage in open and respectful discussions that add value to the Advisory Committee. • Availability to attend 80% of the meetings scheduled throughout the year. • Willingness to sign a Code of Conduct for Committee members and abide by the terms of appointment (see Section 10 below).
<p>9. Membership Appointment</p>	<ul style="list-style-type: none"> • Expressions of interest for the full Advisory Committee membership will be sought in the local media, on Council’s website or by invitation to relevant local or peak agencies or community organisations: <ul style="list-style-type: none"> ○ Nominations shall be submitted via the Council form (available on Council’s website) within the advertised nomination period; ○ Inclusive techniques will be used to ensure access for the broadest reach possible; ○ Applicants will be supported to access, complete and submit the form in the way that best suits them; ○ Applications will be assessed by Officers and recommendations will be presented at a Council meeting for formal approval; and



	<ul style="list-style-type: none"> ○ Advisory Committee membership appointments will be made by Council and formally endorsed, based on appropriate membership mix responsive to the criteria above. ● Casual vacancies that occur due to a representative resigning or membership lapsing may be filled by co-opting suitable candidates identified from the most recent selection process for the remainder of the previous incumbent's term: <ul style="list-style-type: none"> ○ Officers, in consultation with the chairperson, will make a recommendation to the Chief Executive Officer to appoint a suitable candidate to join the Advisory Committee for the remainder of the previous incumbent's term; ○ Where there are no suitable candidates identified, a formal expression of interest and formal Council endorsement is required (as outlined earlier in Section 9); and ○ Where a vacancy occurs within six (6) months of the current membership term expiring, and providing that a quorum is maintained, there is no requirement to fill the vacancy for the remainder of the term.
<p>10. Membership Responsibilities</p>	<ul style="list-style-type: none"> ● Councillors are bound by the Councillor Code of Conduct. ● Council officers are bound by the Employee Code of Conduct. ● Committee members are bound by an Advisory Committee member Code of Conduct, which includes the following: <ul style="list-style-type: none"> ○ Act with integrity; ○ Act with impartiality and exercise responsibility in the interests of the local community; ○ Not seek to confer an advantage or disadvantage on any person, including one's self; ○ Disclose any actual or perceived conflict of interest; ○ Undertake Council values, WE ARE Manningham: <ul style="list-style-type: none"> ▪ Working Together; ▪ Excellence; ▪ Accountable; ▪ Respectful; and ▪ Empowered. ○ Take reasonable care of one's own health and safety and that of others; ○ Commit to regular attendance at meetings, a minimum of 80%; Members should provide an apology, preferably in writing to the Chair and relevant Officer as soon as they are aware that they cannot attend a meeting; ○ Commit to active contribution to the work of the Committee; ○ Committee members must defer any media enquiries to the Chairperson in the first instance and should not to respond as a representative of the Committee; ○ Committee members are also bound by Council's Social Media Policy and must not respond to any media enquiries, but refer same to the Chairperson or Secretariat; and ○ Online behaviour should be consistent with the behaviours outlined above. Committee members must not engage in any conduct online that would not be acceptable in their workplace or that is unlawful. For example, do not make derogatory remarks, bully, intimidate, harass other users, use insults or post content that is hateful, slanderous, threatening, or discriminating. ● A breach of the Code of Conduct may result in Committee membership terminating.



11. Appointment Terms	<ul style="list-style-type: none"> • Councillor representatives are appointed annually by Council. • Volunteer community representatives are appointed for the full four (4) year period: • A member of the Committee may resign at any time. Notice of resignation or change of service provider/organisation representation can be made at any time in writing to the Chairperson and the Secretariat; • Service providers and community organisations are able to appoint and/or substitute a representative at their discretion; and • If a Committee member fails to attend three (3) consecutive meetings without giving prior notice, membership is deemed to have lapsed.
12. Committee Administration <i>Officer to insert Advisory Committee name</i>	<ul style="list-style-type: none"> • The Secretariat will be responsible for preparation of meeting agendas, minutes, reports and other administrative functions: <ul style="list-style-type: none"> ○ Each agenda must commence with an Acknowledgement of Country; and ○ An agenda, prepared in consultation with the chairperson, will be circulated to Committee members a minimum of seven (7) days prior to the meeting. • Secretariats will be experienced in minuting Advisory Committees and the public distribution of minutes; and/or provided with appropriate training. • Committee members should familiarise themselves with the agenda material prior to the meeting and come to meetings prepared and informed. • Draft minutes of the Committee meeting will be circulated to Committee members within two weeks of the meeting. • Confirmed Committee meeting minutes will be tabled at the next Ordinary Meeting of Council and published on Council's website. • The XX Advisory Committee will submit a written report and/or presentation to Council by November each year; summarising the Committee's activities and achievements for the preceding 12 months, and ensuring continued alignment with Council's strategic objectives.
13. Meeting Procedures <i>Officer to insert meeting frequency</i>	<ul style="list-style-type: none"> • [Quarterly/monthly/bi-monthly] meetings will be pre-scheduled, at a time and place determined by the Chairperson in consultation with the Advisory Committee. • Additional meetings will be subject to approval by both the Chairperson and the relevant senior Council Officer. • With the exception of co-opted members, meetings are closed to the general public. • Any councillor may attend any Advisory Committee meetings to observe. • Committee members provide advice, as far as practicable, on a consensus basis. • Committee members are supported by Council to participate in meetings remotely if unable to physically attend. • Committee members must not disclose information that they know, or should reasonably have known is confidential information. • Committee members have an obligation to not disclose any materials or information that is not publicly available unless approved by the Chairperson or a representative of Council. • Any actual or perceived conflicts of interests should be declared by councillors, Committee members, or officers prior to the agenda item discussion, with the relevant Committee member leaving the room, with the declaration and absence recorded in the meeting minutes.

<p>14. Review</p> <p><i>Officer to insert Advisory Committee name</i></p>	<ul style="list-style-type: none"> • The Committee’s terms of reference, membership, and productivity will be reviewed at least once every four years to ensure currency and effectiveness. • The Councillor Chairperson is responsible for reporting to Council on the Committee’s progress and achievements on behalf of the Committee. • The terms of reference may be revoked at any time by Council. • The XX Advisory Committee will sunset four years from the date of adoption.
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Definition of Key Terms	Advisory Committee	<p>Manningham Council’s <i>Advisory Committee Policy 2019 - 2023</i> defines the main function of an Advisory Committee as enabling stakeholder engagement that provides input and guidance to support quality decision making and in turn, the achievements of Council’s goals and objectives under the Council Plan.</p> <p>Advisory Committees facilitate access to independent advice from external stakeholders and collaboration with the community on a range of matters. Advisory Committees generally have a lifespan beyond one year and are aligned with a Council plan or strategy.</p>
	Chairperson	The person appointed to facilitate an Advisory Committee meeting, in this case, a councillor.
	Co-opted membership	Appointment to membership of an Advisory Committee by invitation of the existing members.
	Council	The councillor group participating in decision making at a formally constituted Council meeting.
	Councillor	Elected representatives of Manningham City Council.
	Intersectionality	The combination of various characteristics such as age, gender, cultural background, sexuality and ability that contribute to a person’s lived experience, and in some cases may lead to discrimination or disadvantage.
	Officer or Council Officer	An employee of Manningham City Council.
	Peak body	A non-government organisation that consists of individuals or smaller organisations that are united by a shared purpose.
	Quorum	The minimum number of Committee members required for a Committee meeting to proceed.
	Secretariat	The senior Officer appointed to administer the Advisory Committee, such as the service area Coordinator.
	Strategic	Relating to the goals and objectives contained within documents such as the Council Plan, and how to achieve them.



Manningham Gender Equality & LGBTQIA+ Advisory Committee - Terms of Reference

<p>What is the Gender Equality & LGBTQIA+ Advisory Committee?</p>	<p>The Manningham Gender Equality & LGBTQIA+ Advisory Committee (GELAC) will provide strategic advice to Council on how to improve gender and sexuality equality and actively encourage women and members of the LGBTQIA+ community's equal participation in community life. This Committee will strengthen the voice of women and people from the LGBTQIA+ community when engaging with Council, and support the community to be inclusive for all Manningham residents.</p>
<p>1. Purpose</p>	<p>The GELAC provides a formal way for Council to seek input and guidance from the community. This guidance is used to support quality decision making and help Council to achieve its goals and objectives under the Council Plan. The GELAC will act in an advisory capacity only, and has no delegated authority to make decisions on behalf of Council.</p>
<p>2. Role and Objectives</p>	<p>The role of the GELAC is to provide a direct link between Council and people who have expertise, knowledge, skills and/or lived experience relevant to gender equality and the LGBTQIA+ community.</p> <p>Advisory Committee members will:</p> <ul style="list-style-type: none"> • Provide a representative sample of expert, independent and authentic voices of women and people from the LGBTQIA+ community, with an ability to advise on current and emerging trends in the community or relevant sector. • Contribute constructively to support the delivery of key Council strategies, policies and plans, including Manningham's Council Plan 2021-2025, Health and Wellbeing Strategy 2021-2025 and Council's commitments under the Gender Equality Act 2020. Such actions include: <ul style="list-style-type: none"> ○ Commencing Gender Impact Assessments on significant Council policies, services and programs for equitable, inclusive and accessible improvements for prominent issues (major initiative); ○ Educate and support connected, inclusive and healthy communities (inclusive of our culturally diverse communities) through resources and information that link our community to the understanding of and responses to family violence (major initiative); and ○ Work with our partners and advisory networks to advocate and raise awareness of inclusive practices for key priority areas - considering people from First Nations, LGBTQIA+ communities, youth, culturally diverse communities and people with disability. • Provide strategic advice and direction on the development and review of key Council strategies, policies and plans. • Contribute to the work of other Advisory Committees where relevant as subject matter experts. • Report to Council via the tabling of Advisory Committee minutes at Council meetings, and via an annual reporting template regarding the Advisory Committee's activities, advice and achievements.



¹ Manningham Council Advisory Committee – Gender Equality & LGBTQIA+ Terms of Reference
 Approved by Council: _____ Review Date: _____

3. Delegated authority and decision making	<ul style="list-style-type: none"> Advisory Committees provide advice to Council and officers to assist their decision making. In accordance with Section 124 of the <i>Local Government Act 2020</i>, it is an offence for a councillor to direct or seek to direct a member of Council staff in the performance of specific types of tasks and specifies a maximum penalty level.
4. Chairperson	<ul style="list-style-type: none"> Meetings will be chaired by a Manningham Councillor, nominated by Council on an annual basis. If the Chairperson is absent, A Councillor representative will chair the meeting in order to maintain a quorum. Meetings will be chaired in a way that promotes respectful discussion of the issues, to arrive at an agreed view that fairly reflects the sense and will of the meeting. The Councillor Chairperson is responsible for reporting to Council any matters of interest that arise as part of meeting procedures.
5. Membership	<ul style="list-style-type: none"> At least one councillor appointed annually who acts as Chairperson. A range of volunteer Committee members (up to ten [10]) appointed by Council through an expression of interest, selection and endorsement process to provide an even mix of: <ul style="list-style-type: none"> Local community organisations and/or service providers; and/or Community members with relevant skills and experience, if relevant. Council officers comprising: <ul style="list-style-type: none"> A senior Council Officer, either Director, Group Manager and/or Manager; Secretariat; and Subject matter expert/s.
6. Co-opted Membership	<ul style="list-style-type: none"> Representatives from peak bodies, service providers and council may be invited to attend Advisory Committee meetings to provide specific advice on an as-needed basis, and do not contribute to the Advisory Committee's quorum.
7. Quorum	<p>50% plus one comprising:</p> <ul style="list-style-type: none"> One councillor or delegated representative; Five community or service provider representatives; and One officer.
8. Membership Criteria	<p>Applications will be assessed against the specific criteria as follows:</p> <ul style="list-style-type: none"> Identify as being part of the LGBTQIA+ community or working as an advocate or support to the LGBTQIA+ community <u>OR</u>; Identify as female or working as an advocate or support for gender equality. Represent diversity including age, gender, sexuality, ability, cultural background, intersectionality and geographic location. Provide direct links to and active participation in their local community and/or relevant organisations by living, working or studying in Manningham. Have lived experience and/or knowledge and understanding of the needs and issues addressed by the GELAC. Demonstrated commitment to actively and constructively contributing to the Advisory Committee with or without support (e.g. interpreting service). Willingness and ability to engage in open and respectful discussions that add value to the Advisory Committee. Availability to attend 80% of the meetings scheduled throughout the year. Willingness to sign a Code of Conduct for Committee members and abide by the terms of appointment (see Section 10 below).



<p>9. Membership Appointment</p>	<ul style="list-style-type: none"> • Expressions of interest for the full Advisory Committee membership will be sought in the local media, on Council’s website or by invitation to relevant local or peak agencies or community organisations: <ul style="list-style-type: none"> ○ Nominations shall be submitted via the Council form (available on Council’s website) within the advertised nomination period; ○ Inclusive techniques will be used to ensure access for the broadest reach possible; ○ Applicants will be supported to access, complete and submit the form in the way that best suits them; ○ Applications will be assessed by Officers and recommendations will be presented at a Council meeting for formal approval; and ○ Advisory Committee membership appointments will be made by Council and formally endorsed, based on appropriate membership mix responsive to the criteria above. • Casual vacancies that occur due to a representative resigning or membership lapsing may be filled by co-opting suitable candidates identified from the most recent selection process for the remainder of the previous incumbent’s term: <ul style="list-style-type: none"> ○ Officers, in consultation with the chairperson, will make a recommendation to the Chief Executive Officer to appoint a suitable candidate to join the Advisory Committee for the remainder of the previous incumbent’s term; ○ Where there are no suitable candidates identified, a formal expression of interest and formal Council endorsement is required (as outlined earlier in Section 9); and ○ Where a vacancy occurs within six (6) months of the current membership term expiring, and providing that a quorum is maintained, there is no requirement to fill the vacancy for the remainder of the term.
<p>10. Membership Responsibilities</p>	<ul style="list-style-type: none"> • Councillors are bound by the Councillor Code of Conduct. • Council officers are bound by the Employee Code of Conduct. • Committee members are bound by an Advisory Committee member Code of Conduct, which includes the following: <ul style="list-style-type: none"> ○ Act with integrity; ○ Act with impartiality and exercise responsibility in the interests of the local community; ○ Not seek to confer an advantage or disadvantage on any person, including one’s self; ○ Disclose any actual or perceived conflict of interest; ○ Undertake Council values, <i>WE ARE Manningham</i>: <ul style="list-style-type: none"> ▪ Working Together; ▪ Excellence; ▪ Accountable; ▪ Respectful; and ▪ Empowered. ○ Take reasonable care of one’s own health and safety and that of others; ○ Commit to regular attendance at meetings, a minimum of 80%; Members should provide an apology, preferably in writing to the Chair and relevant Officer as soon as they are aware that they cannot attend a meeting; ○ Commit to active contribution to the work of the Committee; ○ Committee members must defer any media enquiries to the Chairperson in the first instance and should not to respond as a representative of the Committee;



	<ul style="list-style-type: none"> ○ Committee members are also bound by Council’s Social Media Policy and must not respond to any media enquiries, but refer same to the Chairperson or Secretariat; and ○ Online behaviour should be consistent with the behaviours outlined above. Committee members must not engage in any conduct online that would not be acceptable in their workplace or that is unlawful. For example, do not make derogatory remarks, bully, intimidate, harass other users, use insults or post content that is hateful, slanderous, threatening, or discriminating. ● A breach of the Code of Conduct may result in Committee membership terminating
<p>11. Appointment Terms</p>	<ul style="list-style-type: none"> ● Councillor representatives are appointed annually by Council. ● Volunteer community representatives are appointed for the full four (4) year period: <ul style="list-style-type: none"> ○ A member of the Committee may resign at any time. Notice of resignation or change of service provider/organisation representation can be made at any time in writing to the Chairperson and the Secretariat; ○ Service providers and community organisations are able to appoint and/or substitute a representative at their discretion; and ○ If a Committee member fails to attend three (3) consecutive meetings without giving prior notice, membership is deemed to have lapsed.
<p>12. Committee Administration</p>	<ul style="list-style-type: none"> ● The Secretariat will be responsible for preparation of meeting agendas, minutes, reports and other administrative functions: <ul style="list-style-type: none"> ○ Each agenda must commence with an Acknowledgement of Country; and ○ An agenda, prepared in consultation with the chairperson, will be circulated to Committee members a minimum of seven (7) days prior to the meeting. ● Secretariats will be experienced in minuting Advisory Committees and the public distribution of minutes; and/or provided with appropriate training. ● Committee members should familiarise themselves with the agenda material prior to the meeting and come to meetings prepared and informed. ● Draft minutes of the Committee meeting will be circulated to Committee members within two weeks of the meeting. ● Confirmed Committee meeting minutes will be tabled at the next Ordinary Meeting of Council and published on Council’s website. ● The GELAC will submit a written report and/or presentation to Council by November each year; summarising the Committee’s activities and achievements for the preceding 12 months, and ensuring continued alignment with Council’s strategic objectives.
<p>13. Meeting Procedures</p>	<ul style="list-style-type: none"> ● Quarterly meetings will be pre-scheduled, at a time and place determined by the Chairperson in consultation with the Advisory Committee. ● Additional meetings will be subject to approval by both the Chairperson and the relevant senior council officer. ● With the exception of co-opted members, meetings are closed to the general public. ● Any councillor may attend any Advisory Committee meetings to observe. ● Committee members provide advice, as far as practicable, on a consensus basis. ● Committee members are supported by Council to participate in meetings remotely if unable to physically attend.



4 | Manningham Council Advisory Committee – Gender Equality & LGBTQIA+ Terms of Reference
 Approved by Council: Review Date:

	<ul style="list-style-type: none"> • Committee members must not disclose information that they know, or should reasonably have known is confidential information. • Committee members have an obligation to not disclose any materials or information that is not publicly available unless approved by the Chairperson or a representative of Council. • Any actual or perceived conflicts of interests should be declared by councillors, Committee members, or officers prior to the agenda item discussion, with the relevant Committee member leaving the room, with the declaration and absence recorded in the meeting minutes.
<p>14. Review</p>	<ul style="list-style-type: none"> • The Committee's terms of reference, membership, and productivity will be reviewed at least once every four years to ensure currency and effectiveness. • The Councillor Chairperson is responsible for reporting to Council on the Committee's progress and achievements on behalf of the Committee. • The terms of reference may be revoked at any time by Council. • The GELAC will sunset four years from the date of adoption.



Definition of Key Terms	Advisory Committee	Manningham Council's <i>Advisory Committee Policy 2019 - 2023</i> defines the main function of an Advisory Committee as enabling stakeholder engagement that provides input and guidance to support quality decision making and in turn, the achievements of Council's goals and objectives under the Council Plan. Advisory Committees facilitate access to independent advice from external stakeholders and collaboration with the community on a range of matters. Advisory Committees generally have a lifespan beyond one year and are aligned with a Council plan or strategy.
	Chairperson	The person appointed to facilitate an Advisory Committee meeting, in this case, a councillor.
	Co-opted membership	Appointment to membership of an Advisory Committee by invitation of the existing members.
	Council	The councillor group participating in decision making at a formally constituted Council meeting.
	Councillor	Elected representatives of Manningham City Council.
	Intersectionality	The combination of various characteristics such as age, gender, cultural background, sexuality and ability that contribute to a person's lived experience, and in some cases may lead to discrimination or disadvantage.
	Officer or Council Officer	An employee of Manningham City Council.
	Peak body	A non-government organisation that consists of individuals or smaller organisations that are united by a shared purpose.
	Quorum	The minimum number of Committee members required for a Committee meeting to proceed.
	Secretariat	The senior Officer appointed to administer the Advisory Committee, such as the service area Coordinator.
	Strategic	Relating to the goals and objectives contained within documents such as the Council Plan, and how to achieve them.



Manningham Multicultural Communities Advisory Committee - Terms of Reference

What is the Multicultural Communities Advisory Committee?	The Manningham Multicultural Communities Advisory Committee (MCAC) will provide strategic advice to Council on how to understand and respond to the needs of people from multicultural communities. The MCAC will strengthen the voice of people from diverse cultural backgrounds when engaging with Council, and support the community to be inclusive for all Manningham residents.
1. Purpose	The MCAC provides a formal way for Council to seek input and guidance from the community. This guidance is used to support quality decision making and help Council to achieve its goals and objectives under the Council Plan. The MCAC will act in an advisory capacity only , and has no delegated authority to make decisions on behalf of Council.
2. Role and Objectives	<p>The role of the MCAC is to provide a direct link between Council and people who have expertise, knowledge, skills and/or lived experience relevant to multicultural communities.</p> <p>Advisory Committee members will:</p> <ul style="list-style-type: none"> • Provide a representative sample of expert, independent and authentic voices of people from multicultural communities, with an ability to advise on current and emerging trends in the community or relevant sector. • Contribute constructively to support the delivery of key Council strategies, policies and plans, including Manningham's Council Plan 2021-2025 and Health and Wellbeing Strategy 2021-2025. Such actions include: <ul style="list-style-type: none"> ○ Improve Council practice for inclusive communication and engagement (major initiative); and ○ Better understand and meet our customers' specific needs to improve their experience (major initiative). • Provide strategic advice and direction on the development and review of key Council strategies, policies and plans. • Contribute to the work of other Advisory Committees where relevant as subject matter experts. • Report to Council via the tabling of Advisory Committee minutes at Council meetings, and via an annual reporting template regarding the Advisory Committee's activities, advice and achievements.
3. Delegated authority and decision making	<ul style="list-style-type: none"> • Advisory Committees provide advice to Council and officers to assist their decision making. • In accordance with Section 124 of the <i>Local Government Act 2020</i>, it is an offence for a councillor to direct or seek to direct a member of Council staff in the performance of specific types of tasks and specifies a maximum penalty level.
4. Chairperson	<ul style="list-style-type: none"> • Meetings will be chaired by a Manningham Councillor, nominated by Council on an annual basis. If the Chairperson is absent, a Councillor representative will chair the meeting in order to maintain a quorum. • Meetings will be chaired in a way that promotes respectful discussion of the issues, to arrive at an agreed view that fairly reflects the sense and will of the meeting. • The Councillor Chairperson is responsible for reporting to Council any matters of interest that arise as part of meeting procedures.

5. Membership	<ul style="list-style-type: none"> • At least one councillor appointed annually who acts as Chairperson. • A range of volunteer Committee members (up to ten [10]) appointed by Council through an expression of interest, selection and endorsement process to provide an even mix of: <ul style="list-style-type: none"> ○ Local community organisations and/or service providers; and/or ○ Community members with relevant skills and experience, if relevant. • Council officers comprising: <ul style="list-style-type: none"> ○ A senior Council Officer, either Director, Group Manager and/or Manager; ○ Secretariat; and ○ Subject matter expert/s.
6. Co-opted Membership	<ul style="list-style-type: none"> • Representatives from peak bodies, service providers and council may be invited to attend Advisory Committee meetings to provide specific advice on an as-need basis, and do not contribute to the Advisory Committee's quorum.
7. Quorum	<p>50% plus one comprising:</p> <ul style="list-style-type: none"> • One councillor or delegated representative; • Five community or service provider representatives; and • One officer.
8. Membership Criteria	<p>Applications will be assessed against the specific criteria as follows:</p> <ul style="list-style-type: none"> • Identify as being from a multicultural community or working as an advocate or support to multicultural communities. • Represent diversity including age, gender, sexuality, ability, cultural background, intersectionality and geographic location. • Provide direct links to and active participation in their local community and/or relevant organisations by living, working or studying in Manningham. • Have lived experience and/or knowledge and understanding of the needs and issues addressed by the MCAC. • Demonstrated commitment to actively and constructively contributing to the Advisory Committee with or without support (e.g. interpreting service). • Willingness and ability to engage in open and respectful discussions that add value to the Advisory Committee. • Availability to attend 80% of the meetings scheduled throughout the year. • Willingness to sign a Code of Conduct for Committee members and abide by the terms of appointment (see Section 10 below).
9. Membership Appointment	<ul style="list-style-type: none"> • Expressions of interest for the full Advisory Committee membership will be sought in the local media, on Council's website or by invitation to relevant local or peak agencies or community organisations: <ul style="list-style-type: none"> ○ Nominations shall be submitted via the Council form (available on Council's website) within the advertised nomination period; ○ Inclusive techniques will be used to ensure access for the broadest reach possible; ○ Applicants will be supported to access, complete and submit the form in the way that best suits them; ○ Applications will be assessed by Officers and recommendations will be presented at a Council meeting for formal approval; and ○ Advisory Committee membership appointments will be made by Council and formally endorsed, based on appropriate membership mix responsive to the criteria above.

	<ul style="list-style-type: none"> • Casual vacancies that occur due to a representative resigning or membership lapsing may be filled by co-opting suitable candidates identified from the most recent selection process for the remainder of the previous incumbent’s term: <ul style="list-style-type: none"> ○ Officers, in consultation with the chairperson, will make a recommendation to the Chief Executive Officer to appoint a suitable candidate to join the Advisory Committee for the remainder of the previous incumbent’s term; ○ Where there are no suitable candidates identified, a formal expression of interest and formal Council endorsement is required (as outlined earlier in Section 9); and ○ Where a vacancy occurs within six (6) months of the current membership term expiring, and providing that a quorum is maintained, there is no requirement to fill the vacancy for the remainder of the term.
<p>10. Membership Responsibilities</p>	<ul style="list-style-type: none"> • Councillors are bound by the Councillor Code of Conduct. • Council officers are bound by the Employee Code of Conduct. <ul style="list-style-type: none"> ○ Committee members are bound by an Advisory Committee member Code of Conduct, which includes the following: <ul style="list-style-type: none"> ○ Act with integrity; ○ Act with impartiality and exercise responsibility in the interests of the local community; ○ Not seek to confer an advantage or disadvantage on any person, including one’s self; ○ Disclose any actual or perceived conflict of interest; ○ Undertake Council values, WE ARE Manningham: <ul style="list-style-type: none"> ▪ Working Together; ▪ Excellence; ▪ Accountable; ▪ Respectful; and ▪ Empowered. ○ Take reasonable care of one’s own health and safety and that of others; ○ Commit to regular attendance at meetings, a minimum of 80%; ○ Members should provide an apology, preferably in writing to the Chair and relevant Officer as soon as they are aware that they cannot attend a meeting; ○ Commit to active contribution to the work of the Committee; ○ Committee members must defer any media enquiries to the Chairperson in the first instance and should not to respond as a representative of the Committee; ○ Committee members are also bound by Council’s Social Media Policy and must not respond to any media enquiries, but refer same to the Chairperson or Secretariat; and ○ Online behaviour should be consistent with the behaviours outlined above. Committee members must not engage in any conduct online that would not be acceptable in their workplace or that is unlawful. For example, do not make derogatory remarks, bully, intimidate, harass other users, use insults or post content that is hateful, slanderous, threatening, or discriminating. • A breach of the Code of Conduct may result in Committee membership terminating.
<p>11. Appointment Terms</p>	<ul style="list-style-type: none"> • Councillor representatives are appointed annually by Council. • Volunteer community representatives are appointed for the full four (4) year period: <ul style="list-style-type: none"> ○ A member of the Committee may resign at any time. Notice of resignation or change of service provider/organisation representation can be made at any time in writing to the Chairperson and the Secretariat;

	<ul style="list-style-type: none"> ○ Service providers and community organisations are able to appoint and/or substitute a representative at their discretion; and ○ If a Committee member fails to attend three (3) consecutive meetings without giving prior notice, membership is deemed to have lapsed.
12. Committee Administration	<ul style="list-style-type: none"> • The Secretariat will be responsible for preparation of meeting agendas, minutes, reports and other administrative functions: <ul style="list-style-type: none"> ○ Each agenda must commence with an Acknowledgement of Country; and ○ An agenda, prepared in consultation with the chairperson, will be circulated to Committee members a minimum of seven (7) days prior to the meeting. • Secretariats will be experienced in minuting Advisory Committees and the public distribution of minutes; and/or provided with appropriate training. • Committee members should familiarise themselves with the agenda material prior to the meeting and come to meetings prepared and informed. • Draft minutes of the Committee meeting will be circulated to Committee members within two weeks of the meeting. • Confirmed Committee meeting minutes will be tabled at the next Ordinary Meeting of Council and published on Council's website. • The MCAC will submit a written report and/or presentation to Council by November each year; summarising the Committee's activities and achievements for the preceding 12 months, and ensuring continued alignment with Council's strategic objectives.
13. Meeting Procedures	<ul style="list-style-type: none"> • Quarterly meetings will be pre-scheduled, at a time and place determined by the Chairperson in consultation with the Advisory Committee. • Additional meetings will be subject to approval by both the Chairperson and the relevant senior council officer. • With the exception of co-opted members, meetings are closed to the general public. • Any councillor may attend any Advisory Committee meetings to observe. • Committee members provide advice, as far as practicable, on a consensus basis. • Committee members are supported by Council to participate in meetings remotely if unable to physically attend. • Committee members must not disclose information that they know, or should reasonably have known is confidential information. • Committee members have an obligation to not disclose any materials or information that is not publicly available unless approved by the Chairperson or a representative of Council. • Any actual or perceived conflicts of interests should be declared by councillors, Committee members, or officers prior to the agenda item discussion, with the relevant Committee member leaving the room, with the declaration and absence recorded in the meeting minutes.
14. Review	<ul style="list-style-type: none"> • The Committee's Terms of Reference, membership, and productivity will be reviewed at least once every four years to ensure currency and effectiveness. • The Councillor Chairperson is responsible for reporting to Council on the Committee's progress and achievements on behalf of the Committee. • The terms of reference may be revoked at any time by Council. • The MCAC will sunset four years from the date of adoption.

Definition of Key Terms	Advisory Committee	Manningham Council's <i>Advisory Committee Policy 2019 - 2023</i> defines the main function of an Advisory Committee as enabling stakeholder engagement that provides input and guidance to support quality decision making and in turn, the achievements of Council's goals and objectives under the Council Plan. Advisory Committees facilitate access to independent advice from external stakeholders and collaboration with the community on a range of matters. Advisory Committees generally have a lifespan beyond one year and are aligned with a Council plan or strategy.
	Chairperson	The person appointed to facilitate an Advisory Committee meeting, in this case, a councillor.
	Co-opted membership	Appointment to membership of an Advisory Committee by invitation of the existing members.
	Council	The councillor group participating in decision making at a formally constituted Council meeting.
	Councillor	Elected representatives of Manningham City Council.
	Intersectionality	The combination of various characteristics such as age, gender, cultural background, sexuality and ability that contribute to a person's lived experience, and in some cases may lead to discrimination or disadvantage.
	Officer or Council Officer	An employee of Manningham City Council.
	Peak body	A non-government organisation that consists of individuals or smaller organisations that are united by a shared purpose.
	Quorum	The minimum number of Committee members required for a Committee meeting to proceed.
	Secretariat	The senior Officer appointed to administer the Advisory Committee, such as the service area Coordinator.
	Strategic	Relating to the goals and objectives contained within documents such as the Council Plan, and how to achieve them.

Manningham Health and Wellbeing Advisory Committee - Terms of Reference

What is the Health and Wellbeing Advisory Committee?	The Manningham Health and Wellbeing Advisory Committee (HWAC) will provide strategic advice to Council on the implementation, monitoring and evaluation of Manningham's Health and Wellbeing Strategy 2021-2025. The HWAC will support Council to address key and emerging health and wellbeing issues for the Manningham community.
1. Purpose	The HWAC provides a formal way for Council to seek input and guidance from the community. This guidance is used to support quality decision making and help Council to achieve its goals and objectives under the Council Plan. The HWAC will act in an advisory capacity only , and has no delegated authority to make decisions on behalf of Council.
2. Role and Objectives	<p>The role of the HWAC is to provide a direct link between Council and people who have expertise, knowledge, skills and/or lived experience relevant to health and wellbeing. The HWAC provides a forum for the provision of advice, exchange of ideas and opportunities to collaborate in the implementation and evaluation of the Manningham Health and Wellbeing Strategy and its associated actions plans.</p> <p>Advisory Committee members will:</p> <ul style="list-style-type: none"> • Provide a representative sample of expert, independent and authentic voices of people from relevant sectors, with an ability to advise on current and emerging health and wellbeing trends in the community. • Contribute constructively to support the delivery of key Council strategies, policies and plans, including Manningham's Council Plan 2021-2025 and Health and Wellbeing Strategy 2021-2025. Such actions include: <ul style="list-style-type: none"> ○ Work with our partners and Advisory Groups to improve access to health and wellbeing services and programs for all our community; and ○ Improve community access to sport and recreation facilities and spaces for broad community use and benefit (major initiative). • Support Council to evaluate both the Health and Wellbeing Strategy and associated action plans, and to develop Council's Municipal Public Health and Wellbeing Plan 2025-2029. • Provide strategic advice and direction on the development and review of key Council strategies, policies and plans. • Contribute to the work of other Advisory Committees where relevant as subject matter experts. • Report to Council via the tabling of Advisory Committee minutes at Council meetings, and via an annual reporting template regarding the Advisory Committee's activities, advice and achievements.
3. Delegated authority and decision making	<ul style="list-style-type: none"> • Advisory Committees provide advice to Council and officers to assist their decision making. • In accordance with Section 124 of the <i>Local Government Act 2020</i>, it is an offence for a councillor to direct or seek to direct a member of Council staff in the performance of specific types of tasks and specifies a maximum penalty level.

<p>4. Chairperson</p>	<ul style="list-style-type: none"> • Meetings will be chaired by a Manningham Councillor, nominated by Council on an annual basis. If the Chairperson is absent, a Councillor representative will chair the meeting in order to maintain a quorum. • Meetings will be chaired in a way that promotes respectful discussion of the issues, to arrive at an agreed view that fairly reflects the sense and will of the meeting. • The Councillor Chairperson is responsible for reporting to Council any matters of interest that arise as part of meeting procedures.
<p>5. Membership</p>	<ul style="list-style-type: none"> • At least one councillor appointed annually who acts as Chairperson. • A range of volunteer Committee members (up to ten [10]) appointed by Council through an expression of interest, selection and endorsement process to provide an even mix of: <ul style="list-style-type: none"> ○ Local community organisations and/or service providers; and/or ○ Community members with relevant skills and experience, if relevant. • Council officers comprising: <ul style="list-style-type: none"> ○ A senior Council Officer, either Director, Group Manager and/or Manager; ○ Secretariat; and ○ Subject matter expert/s.
<p>6. Co-opted Membership</p>	<ul style="list-style-type: none"> • Representatives from peak bodies, service providers and council may be invited to attend Advisory Committee meetings to provide specific advice on an as-need basis, and do not contribute to the Advisory Committee's quorum.
<p>7. Quorum</p>	<ul style="list-style-type: none"> • 50% plus one comprising: • One councillor or delegated representative; • Five community or service provider representatives; and • One officer.
<p>8. Membership Criteria</p>	<p>Applications will be assessed against the specific criteria as follows:</p> <ul style="list-style-type: none"> • Represent diversity including age, gender, sexuality, ability, cultural background, intersectionality and geographic location. • Provide direct links to and active participation in their local community and/or relevant organisations by living, working or studying in Manningham. • Have lived experience and/or knowledge and understanding of the needs and issues addressed by the HWAC, including local current and emerging health and wellbeing issues. • Demonstrated commitment to actively and constructively contributing to the Advisory Committee with or without support (e.g. interpreting service). • Willingness and ability to engage in open and respectful discussions that add value to the Advisory Committee. • Availability to attend 80% of the meetings scheduled throughout the year. • Willingness to sign a Code of Conduct for Committee members and abide by the terms of appointment (see Section 10 below).
<p>9. Membership Appointment</p>	<ul style="list-style-type: none"> • Expressions of interest for the full Advisory Committee membership will be sought in the local media, on Council's website or by invitation to relevant local or peak agencies or community organisations: <ul style="list-style-type: none"> ○ Nominations shall be submitted via the Council form (available on Council's website) within the advertised nomination period; ○ Inclusive techniques will be used to ensure access for the broadest reach possible;



	<ul style="list-style-type: none"> ○ Applicants will be supported to access, complete and submit the form in the way that best suits them; ○ Applications will be assessed by Officers and recommendations will be presented at a Council meeting for formal approval; and ○ Advisory Committee membership appointments will be made by Council and formally endorsed, based on appropriate membership mix responsive to the criteria above. ● Casual vacancies that occur due to a representative resigning or membership lapsing may be filled by co-opting suitable candidates identified from the most recent selection process for the remainder of the previous incumbent’s term: <ul style="list-style-type: none"> ○ Officers, in consultation with the chairperson, will make a recommendation to the Chief Executive Officer to appoint a suitable candidate to join the Advisory Committee for the remainder of the previous incumbent’s term; ○ Where there are no suitable candidates identified, a formal expression of interest and formal Council endorsement is required (as outlined earlier in Section 9); and ○ Where a vacancy occurs within six (6) months of the current membership term expiring, and providing that a quorum is maintained, there is no requirement to fill the vacancy for the remainder of the term.
<p>10. Membership Responsibilities</p>	<ul style="list-style-type: none"> ● Councillors are bound by the Councillor Code of Conduct. ● Council officers are bound by the Employee Code of Conduct. ● Committee members are bound by an Advisory Committee member Code of Conduct, which includes the following: <ul style="list-style-type: none"> ○ Act with integrity; ○ Act with impartiality and exercise responsibility in the interests of the local community; ○ Not seek to confer an advantage or disadvantage on any person, including one’s self; ○ Disclose any actual or perceived conflict of interest; ○ Undertake Council values, WE ARE Manningham: <ul style="list-style-type: none"> ▪ Working Together; ▪ Excellence; ▪ Accountable; ▪ Respectful; and ▪ Empowered. ○ Take reasonable care of one’s own health and safety and that of others; ○ Commit to regular attendance at meetings, a minimum of 80%; Members should provide an apology, preferably in writing to the Chair and relevant Officer as soon as they are aware that they cannot attend a meeting; ○ Commit to active contribution to the work of the Committee; ○ Committee members must defer any media enquiries to the Chairperson in the first instance and should not to respond as a representative of the Committee; ○ Committee members are also bound by Council’s Social Media Policy and must not respond to any media enquiries, but refer same to the Chairperson or Secretariat; and ○ Online behaviour should be consistent with the behaviours outlined above. Committee members must not engage in any conduct online that would not be acceptable in their workplace or that is unlawful. For example, do not make derogatory remarks, bully, intimidate, harass



	<p>other users, use insults or post content that is hateful, slanderous, threatening, or discriminating.</p> <ul style="list-style-type: none"> • A breach of the Code of Conduct may result in Committee membership terminating.
11. Appointment Terms	<ul style="list-style-type: none"> • Councillor representatives are appointed annually by Council. • Volunteer community representatives are appointed for the full four (4) year period: <ul style="list-style-type: none"> ○ A member of the Committee may resign at any time. Notice of resignation or change of service provider/organisation representation can be made at any time in writing to the Chairperson and the Secretariat; ○ Service providers and community organisations are able to appoint and/or substitute a representative at their discretion; and • If a Committee member fails to attend three (3) consecutive meetings without giving prior notice, membership is deemed to have lapsed.
12. Committee Administration	<ul style="list-style-type: none"> • The Secretariat will be responsible for preparation of meeting agendas, minutes, reports and other administrative functions: <ul style="list-style-type: none"> ○ Each agenda must commence with an Acknowledgement of Country; and ○ An agenda, prepared in consultation with the chairperson, will be circulated to Committee members a minimum of seven (7) days prior to the meeting. • Secretariats will be experienced in minuting Advisory Committees and the public distribution of minutes; and/or provided with appropriate training. • Committee members should familiarise themselves with the agenda material prior to the meeting and come to meetings prepared and informed. • Draft minutes of the Committee meeting will be circulated to Committee members within two weeks of the meeting. • Confirmed Committee meeting minutes will be tabled at the next Ordinary Meeting of Council and published on Council's website. • The HWAC will submit a written report and/or presentation to Council by November each year; summarising the Committee's activities and achievements for the preceding 12 months, and ensuring continued alignment with Council's strategic objectives.
13. Meeting Procedures	<ul style="list-style-type: none"> • Quarterly meetings will be pre-scheduled, at a time and place determined by the Chairperson in consultation with the Advisory Committee. • Additional meetings will be subject to approval by both the Chairperson and the relevant senior council officer. • With the exception of co-opted members, meetings are closed to the general public. • Any councillor may attend any Advisory Committee meetings to observe. • Committee members provide advice, as far as practicable, on a consensus basis. • Committee members are supported by Council to participate in meetings remotely if unable to physically attend. • Committee members must not disclose information that they know, or should reasonably have known is confidential information. • Committee members have an obligation to not disclose any materials or information that is not publicly available unless approved by the Chairperson or a representative of Council. • Any actual or perceived conflicts of interests should be declared by councillors, Committee members, or officers prior to the agenda item

	discussion, with the relevant Committee member leaving the room, with the declaration and absence recorded in the meeting minutes.
14. Review	<ul style="list-style-type: none"> The Committee's terms of reference, membership, and productivity will be reviewed at least once every four years to ensure currency and effectiveness. The Councillor Chairperson is responsible for reporting to Council on the Committee's progress and achievements on behalf of the Committee. The terms of reference may be revoked at any time by Council. The HWAC will sunset four years from the date of adoption.

Definition of Key Terms	Advisory Committee	<p>Manningham Council's <i>Advisory Committee Policy 2019 - 2023</i> defines the main function of an Advisory Committee as enabling stakeholder engagement that provides input and guidance to support quality decision making and in turn, the achievements of Council's goals and objectives under the Council Plan.</p> <p>Advisory Committees facilitate access to independent advice from external stakeholders and collaboration with the community on a range of matters. Advisory Committees generally have a lifespan beyond one year and are aligned with a Council plan or strategy.</p>
	Chairperson	The person appointed to facilitate an Advisory Committee meeting, in this case, a councillor.
	Co-opted membership	Appointment to membership of an Advisory Committee by invitation of the existing members.
	Council	The councillor group participating in decision making at a formally constituted Council meeting.
	Councillor	Elected representatives of Manningham City Council.
	Intersectionality	The combination of various characteristics such as age, gender, cultural background, sexuality and ability that contribute to a person's lived experience, and in some cases may lead to discrimination or disadvantage.
	Officer or Council Officer	An employee of Manningham City Council.
	Peak body	A non-government organisation that consists of individuals or smaller organisations that are united by a shared purpose.
	Quorum	The minimum number of Committee members required for a Committee meeting to proceed.
	Secretariat	The senior Officer appointed to administer the Advisory Committee, such as the service area Coordinator.
	Strategic	Relating to the goals and objectives contained within documents such as the Council Plan, and how to achieve them.



11 CITY SERVICES

11.1 Footpath Priority Program

File Number: IN22/144
Responsible Director: Director City Services
Attachments: 1 Example of Tuckers Road Assessment [↓](#)

EXECUTIVE SUMMARY

The Footpath Priority Assessment criteria and methodology has been developed to evaluate and prioritise requests for the construction of new footpaths across Manningham. To align with Manningham's strategic objectives to improve public safety, encourage utilisation of public transport to minimise road congestion, improve levels of activity within the community with resulting health benefits and enhancing environmental outcomes by minimising vehicle emissions.

To consider the both the Liveability Strategy and Health City Strategy key objectives, for people living in Manningham are healthy, safe, resilient, connected and inclusive. To support the concept of liveability to align with the Victorian State Government's 20-minute neighbourhood. The 20-minute neighbourhood involves creating accessible, safe and attractive local areas where people can access most of their everyday needs within a 20-minute walk, cycle or local public transport trip.

Manningham Council has moved rapidly from rural to intense suburban densification and is still dealing with decades of legacy footpath, drainage and local road issues. With so many locations around the municipality with missing footpaths considered high priority, this program will ensure funding is allocated to locations where a new footpath will achieve the greatest benefit.

1. RECOMMENDATION

That Council:

- A. adopts the Footpath Priority assessment criteria and methodology to evaluate and prioritise requests for the construction of new footpaths across Manningham.**
- B. notes that the assessment criteria consider the Liveability Strategy and Health City Strategy key objectives, for people living in Manningham are healthy, safe, resilient, connected and inclusive.**
- C. notes that the Footpath Priority assessment criteria and methodology to be provided on the Manningham website.**

2. BACKGROUND

2.1 Manningham regularly receives requests from the Community for the construction of new footpaths which do not form part of Manningham's Principal Pedestrian Network (PPN) or Bicycle Strategy plans. Often, residents walk along the road where there are no constructed footpath and other residents choose to use motor vehicles, even for short trips (less than 2km in length).

- 2.2 This approach limits the ability to maximise the achievement of many Manningham's strategic objectives such as improving public safety, encouraging utilisation of public transport to minimise road congestion, improving levels of activity within the community with resulting health benefits and enhancing environmental outcomes by minimising vehicle emissions.
- 2.3 In 2018, the Local Footpath Program was introduced to address these issues with fully funding footpath construction works. The additional funding for footpath construction over the last few years has resulted in the completion of several projects from the current program.
- 2.4 Since the development of the Local Footpath Program (2018), there have been many additional requests for footpaths from residents. Throughout 2020 and 2021, and, the period affected by COVID-19 and its associated lockdowns, Manningham has received a significant number of new requests. This was initially due to the 5km travel restrictions, and people's increased desire to get out of their homes and into the fresh air, given the limited number of activities available to people throughout the lockdown periods.
- 2.5 As the number of requests increased, officers developed an updated assessment rating system to compare and rank all new footpath requests around the municipality. This system was developed after significant investigation and research, including benchmarking with other local government organisations.
- 2.6 It is recognised that a footpath is not required on both sides of every road within Manningham, and the priority is to construct footpath on one side of the road where there is no footpath. This has been reflected through the assessment criteria and analysis within the Footpath Priority Program.
- 2.7 Additionally, in higher profile locations such as the approaches to shopping precincts, schools, and bus stops, and along arterial roads, there is a higher value and warrant placed on the need for a footpath on both sides of the road. This has been reflected through the assessment criteria within the Footpath Priority Program.
- 2.8 The Footpath Priority assessment criteria and methodology ranks footpath requests from members of the public, recognising that if multiple requests for one path are recorded, there is generally a higher need for a footpath at the requested location, and thus the priority is elevated.
- 2.9 It is assumed that higher priority paths will be requested by members of the community will therefore be higher within the program.

3. DISCUSSION

- 3.1 The Footpath Priority Assessment criteria and methodology has been developed to evaluate and prioritise requests for the construction of new footpaths across Manningham. With the criteria used to prioritise the construction of footpaths for inclusion within the Capital Works Program.
- 3.2 To align with Manningham's strategic objectives of the following key strategies and plans:

- Council Plan
 - Manningham 2040
 - Liveability Strategy
 - Health City Strategy
 - Asset Plan, Asset Policy, Assessment Management Plan.
 - Road Management Plan
- 3.3 The criteria selected as most important in determining the need for footpaths throughout the municipality. The assessment criteria consisting of:
- social impact – community and public response
 - pedestrian safety
 - environmental impact
 - economic/social impact
- 3.4 Requests are also received regularly for new footpaths from residents within Manningham. Assessment of each requested footpath is undertaken once received. These requests are generally submitted by residents via phone or email and recorded in our CRM system (Customer Request Management). Additionally, missing footpaths have also been identified in the PPN and Bicycle Strategy Plans, and other missing footpath segments may also be requested, and/or added when identified.
- 3.5 The footpath priority assessment provides an Evaluation Matrix which enables to rank/score provided to each criterion with the most highly ranked footpath requests to be prioritised. (Attachment 1 – Example of Tuckers Road Assessment)
- 3.6 Some of the specific assessment criteria relate to important factors such as direct connectivity to a school, a high use community facility, shopping precinct or other activity node; direct connectivity to a bus stop; disability access requirements; evidence of use such as an existing “unmade track”; traffic volume; traffic speed; road hierarchy, impact on the environment (such as required tree removals to facilitate the new path); earthwork impact (such as significant earthworks/retaining walls, thus adding significant cost to the footpath); and more.
- 3.7 Consideration has also been given to pedestrian safety, the strategic significance of individual paths within the network and constructability when prioritising projects.
- 3.8 The selected criteria benchmarked to that of other organisations methodology, and what has worked well in the past. It was determined through our collaboration that the methodology selected presents the fairest and most accurate means of assessing and validating the requested segments of footpath.

- 3.9 As the highest priority locations, all above segments of missing footpath have been committed for construction within the next five years.

4. COUNCIL PLAN / STRATEGY

- 4.1 Improvements to the pedestrian network around Manningham, and the Footpath Priority Program align with the following Council Plan actions:
- Goal 1.1: A healthy, resilient and safe community
 - Goal 1.2: Connected and inclusive community
 - Goal 2.2: Enhanced parks, open space and streetscapes
 - Goal 2.3: Well connected, safe and accessible travel
 - Goal 2.4: Well maintained and utilised community infrastructure
 - Goal 5.2: A Council that values customers and community in all that we do
- 4.2 Manningham Council is committed to promoting gender equality through its policies and plans and has considered the requirements of the Gender Equality Act when recently revising the Road Management Plan which links closely with the Footpath Priority Program.

5. IMPACTS AND IMPLICATIONS

- 5.1 Residents often advise that their location is the highest priority due to the age of the area or change in use with children now walking to bus stops, or a change in traffic speed and volume. Adoption of the Footpath Priority assessment criteria and methodology will support the priorities used in the Capital Program.
- 5.2 The assessment criteria to consider both the Liveability Strategy and Health City Strategy key objectives, for people living in Manningham are healthy, safe, resilient, connected and inclusive.
- 5.3 With the concept of liveability to align with the Victorian State Government's 20-minute neighbourhood as outlined in Plan Melbourne 2017-2050. The 20-minute neighbourhood involves creating accessible, safe and attractive local areas where people can access most of their everyday needs within a 20-minute walk, cycle or local public transport trip. A 20-minute neighbourhood must:
- be safe, accessible and well connected for pedestrians and cyclists to optimise active transport
 - offer high-quality public realm and open spaces
 - provide services and destinations that support local living
 - facilitate access to quality public transport that connects people to jobs and higher-order services
 - deliver housing/population at densities that make local services and transport viable

- 5.4 The assessment to consider the priority for a footpath based on the concepts of the Liveability and Healthy City strategies, and the need for a footpath to one side/both sides of the street given proximity to community facilities, public transport, park and reserves etc.
- 5.5 The whole of life costs to be considered within planning for footpaths, to include the full capital construction cost and continued maintenance.
- 5.6 With the design of footpaths to consider Urban Design Principles that includes the Green Wedge Infrastructure Plan, for a balance between the urban environment and natural areas across Manningham.

6. IMPLEMENTATION

6.1 Finance / Resource Implications

- 6.1.1 The Footpath Priority Program demonstrates the ongoing need for footpath budgets into the future to facilitate construction of the highest priority paths within the program.

6.2 Communication and Engagement

- 6.2.1 Guided by the Manningham Community Engagement Policy, we are committed to providing information to our community on projects, and to inform our residents that may be impacted by a decision and provide information in support of the decision or solution. With an opportunity to consult on those aspects of core business that are negotiable and where the community can have meaningful input.

- 6.2.2 A response is sent to residents following all requests for a new footpath, detailing Council's process and advising of inclusion in the program. The letter provides some history and background information on the development of the program, and how Manningham has progressed to the current point, and why some areas do not contain footpaths.

6.3 Timelines

- 6.3.1 The Footpath Priority assessment criteria and methodology is used to rank the footpath construction program. The program is continuously updated based on increased information and resident requests. This includes identifying existing gravel and asphalt paths which require significant upgrades, particularly those in poor condition for potential upgrade to concrete as funds become available. These paths are primarily located within Council reserves, and greatly benefit the users of those reserves, however, may occasionally be located along a road.

7. DECLARATIONS OF CONFLICT OF INTEREST

No officers involved in the preparation of this report have any general or material conflict of interest in this matter.

Attachment 1

Area	Scoring Criteria	Assessed Selection	SCORING
Manningham Requested New Footpath - Priority List	Rank	1	
	Score	64	
	Location	Tuckers Road	
	Extent	52 Tuckers Rd to Serpells Rd	
	Side	East	
	Suburb	Templestowe	
	Length (m)	128	
SOCIAL IMPACT – COMMUNITY AND PUBLIC RESPONSE	Est. Cost (\$)	\$21,500	
	Asset ID	RD2631	
	Activity Node 1	Primary or Secondary School	10
	Activity Node 2	Primary or Secondary School	10
	Connectivity	Major Bus Stop Route (Cross-town routes, SmartBus, etc.)	8
	Disability Access	Frequent use by many users	10
SOCIAL IMPACT – PEDESTRIAN SAFETY	Evidence of Informal Use	Clear evidence of regular usage	10
	CRM Requests & Petitions	2 or 3 requests	2
	Speed Limit	60km/h or greater	2
	Daily Traffic	3001-5000vpd	6
ENVIRON MENTAL IMPACT	Alternative Access	Some footpath present (I.e. missing bays or poor condition gravel)	4
	Footpath Hierarchy	Collector Road	1
	Environmental Impact	Minor species removal	-2
ECONOMIC /SOCIAL IMPACT	Earthworks & Terrain	Minor	-2
	Cost/Benefit	Path length up to 250m	5

11.2 Capital Works at Risk Projects and Corrective Actions

File Number: IN22/152
Responsible Director: Director City Services
Attachments: 1 Capital Works at Risk Projects Detailed Commentary [↓](#)

EXECUTIVE SUMMARY

There has been exponential grow of our capital works program in the last 3 years, with 2021/22 financial year \$58 M capital works program. We have also built into the program additional funding for our core service delivery of drainage, roads and footpaths across our city to ensure the needs of our community are met now and well into the future.

The key performance target 90% completion of capital works program implemented each financial year. With a focus on the completion of projects, and the planning and phasing of projects over multiple years.

The Capital Works program has been impacted from the ongoing impact of Covid-19, along with changes to our community engagement practices and other project specific issues has resulted in a significant number of projects being behind schedule.

There has been a need to review community engagement practices that has resulted in the delay in completion of projects. The improvement to community engagement of the Capital Program will result in a significant improvement to engagement with the Manningham Community over time.

This report details the reasons for project delays, projects at risk and the potential carry over to next financial year. The report providing an overview of the corrective action by project managers to minimise the impacts to the program.

Nearly \$1.6 million in funding has been transferred from 'At Risk' projects to renewal programs and other 'ready to go' projects in February 2022.

We are currently expecting that 91% of projects will be completed and 86 % of the capital budget will be expended by the end of the financial year.

1. RECOMMENDATION

That Council notes the Capital Works at Risk Projects and Corrective Actions report.

2. BACKGROUND

2.1 The Capital Works program has been impacted from the ongoing impact of Covid-19, along with changes to our community engagement practices and other project specific issues has resulted in a significant number of projects being behind schedule.

- 2.2 The January Monthly Capital Works Status Report indicated that 16 projects were at risk for completion this financial year. With a low confidence that the KPI of 90% of projects being completed being met.
- 2.3 This report details the reasons for project delays, projects at risk and the potential carry over to next financial year. The report providing an overview of the corrective action by project managers to minimise the impacts to the program.
- 2.4 There has been a dedicated focus by project managers to bring forward projects into the program to meet the end of year performance targets. This has resulted in a higher level of confidence that the KPI of 90% for completed projects will be met by the end of the financial year.

3. DISCUSSION / ISSUE

- 3.1 Whilst every project faces a unique set of challenges, there a couple of issues that have affected numerous projects this year, including the direct and indirect impact of Covid-19 and an increase to the importance we place on community engagement.
- 3.2 **Covid-19** has impacted the capital works program in a number of different ways.
 - 3.2.1 On several occasions work on a site has halted as a consequence of staff contracting Covid-19. In January alone, seven different contractors we unable to commence planned works on time for this reason.
 - 3.2.2 Covid-19's impact on the global supply chain has resulted in the delay of typical material delivery times from about 4 weeks to up to 18 weeks for civil projects and 26 weeks for building projects.
 - 3.2.3 Staff shortages within a range of organisations including contractors and referral bodies as a result of people changing jobs due to anti-vax sentiment and/or higher pay offers elsewhere.
 - 3.2.4 Low contractor availability due to a building boom resulting from government stimulus packages aimed at keeping the economy moving despite Covid-19.
- 3.3 An increased emphasis on **community engagement** and an effort to better align our capital works program and project delivery with the Community Engagement Policy has seen the pre-design and pre-construction phases of a number of projects taking more time to complete than in previous years. We believe this will result in the construction phase of these projects running more smoothly, and we will build in the longer lead time into future project timetables, however it has resulted in some projects being behind schedule this financial year. A number of initiatives to improve the program to strengthen community engagement have been implemented following a communications review.
 - 3.3.1 The creation of a **Project Communications Steering Committee** to assist in integration of projects and avoid multiple projects occurring in proximity without knowledge and planning.

- 3.3.2 The **Creation of a Projects Hot List** to centralise projects requiring communications through the year, enable collaboration on projects timing, progress, communication styles and ensure a communications plan is created
- 3.3.3 The generation of a **Communications Plan** for all projects to leverage knowledge and standardise approach for similar projects. Generate templates for quick development and standard inclusions. Use Communications Plans to engage with Councillors and senior management to inform on key messages, known issues and approaches; and seek feedback on unknowns or proposed approach.
- 3.3.4 The enhancement of the **Clarity** project management system to enable it used to capture business cases, undertake evaluation and prioritisation and allocate capital works funding. The system allows projects to be tracked from idea all the way through to delivery then to hand over to the maintenance team. The system is being enhanced to improve the data capture on stakeholders as well as improve the communication planning undertaken by project managers.
- 3.3.5 The completion of a **Communications Needs Assessment** – Council recently undertook a review of different models used by councils to assess the communication and engagement needs of the community for small to very complex projects. The review discovered a model by another council which we have adopted and modified to improve project managers assessment of a project and the variables to determine the level of investment of effort on projects. This is being incorporated in to the Clarity system to enhance knowledge management, communication planning and consistency in approaches.
- 3.3.6 Increased use of the “Your Say Manningham” website to attract community interest and engagement with projects.
- 3.4 **At Risk Projects** – Eighteen (18) projects have or had been identified as being at risk of not being fully completed by the end of the financial year.
- 3.5 A number of these projects including Jumping Creek Road, Hepburn Reserve, Ruffey Lake Park Playground Upgrade and Major Projects – Community Facilities have always been intended to be multi-year projects, and whilst any carry forwards are undesirable these projects should still be finalised within the longer term timeframes associated with the project.
- 3.6 Two projects; Webb Street, and the Depot Security and Evacuation System have moved forward considerably in the last few weeks and are no longer considered to be at Risk.
- 3.7 Three projects; Kerry Anne Crescent, Templestowe RSL Refurbishment and Schramms Reserve #2 Modular Pavilion are very close to being on track and may yet be finalised before the end of the financial year.
- 3.8 A detailed explanation of the reasons that a project is at risk, what corrective actions are being taken to reduce that risk are included within the attachment.

- 3.9 **Additional Renewal Works** - In past years in line with the capital works budget principles and with Council's approval, funding has been transferred from at risk projects to road, footpath and building renewal projects. There is scope to divert funding this option is being actively pursued, however due to the impacts from Covid the ability to undertake additional footpath works is limited due to limited contractor availability. The following funding reallocation has been pursued:
- 3.9.1 Current expenditure on Miscellaneous Building Refurbishment Works is \$716,000 against a budget of \$425,000 or 168% of budget.
- 3.9.2 Current expenditure on Road Resurfacing is \$2.13 million against an initial budget of \$3.49 million or 61% of budget. We will however be transferring an additional \$0.5 million to the resurfacing program and expect to spend \$4 million by the end of the financial year which will equate to 114% of the adopted budget.
- 3.10 We are currently expecting that 155 of 171 capital works projects will be completed by the end of the financial year which equates to a project completion rate of 91%. We are also anticipating end of year expenditure to be in the order of \$46 million which will result in just over 80% of the capital budget being spent.

4. COUNCIL PLAN / STRATEGY

- 4.1 Closely monitoring the progress of the Capital Works Program and endeavouring to mitigate under expenditure are consistent with Council's strategic Well Governed Council and Liveable Places and Spaces and objectives under the Council Plan. The delivery of capital works projects within the program is essential for the provision of:
- 4.1.1 Inviting places and spaces;
- 4.1.2 Enhanced parks and open space and streetscapes;
- 4.1.3 Well-connected safe and accessible travel options; and
- 4.1.4 Well utilised and maintained community infrastructure.

5. IMPACTS AND IMPLICATIONS

- 5.1 As indicated above, 18 projects are at risk of being fully completed by the end of the financial year. That will result in a carry forward, and corresponding increase to the 2022/23 capital works budget.

6. IMPLEMENTATION

- 6.1 Finance / Resource Implications
- 6.1.1 At the moment we are expecting a carry forward in the vicinity of \$ 6.2 million. This is as a result of the at-risk projects that have been reported within the table above.

- 6.1.2 At this point in time it is likely that that \$5 million set aside for Strategic Property Acquisitions will not be spent this financial year. It is proposed that the funding be held over to 2022/23, but that it be listed separately from the other carry forwards in the annual report.
- 6.1.3 If the carry forward is as expected this would then result in a \$64 million capital works program budget in 2022/23. This may necessitate additional resourcing or adjustment to the overall program.
- 6.2 Communication and Engagement
- 6.2.1 Work on how the capital works program and project delivery can better align with the Community Engagement Policy has been core to the decision process and process review. The Community Engagement Policy has been created that includes 'deliberative engagement' on our major strategic documents including:
- The Council Plan
 - The Asset Plan
 - 10 Year Financial Plan
 - Community Vision
- 6.2.2 IAP2's Spectrum of Public Participation is central to our engagement policy and is now more than ever being leveraged to consider consultation and engagement decisions for projects and the design and delivery phase.
- 6.2.3 The team have increased use of the Your Say Manningham website to attract community interest and engagement with projects.
- 6.3 Timelines
- 6.3.1 Updates on the status of the Capital Works Program and the likely magnitude of the carry forward will continue to be provided each month via the Monthly Capital Works Status Report. The final value of all carry forwards will not be known until mid-July after all accruals have been processed.

7. DECLARATIONS OF CONFLICT OF INTEREST

No officers involved in the preparation of this report have any general or material conflict of interest in this matter.

Capital Works “At Risk” Projects & Corrective Actions

Twenty (20) projects have or had been identified as being at risk of not being completed by the end of the financial year. A number of these projects including; Jumping Creek Road, Hepburn Reserve, Ruffey Lake Park Playground Upgrade and Major Projects – Community Facilities have always been intended to be multi-year projects, and whilst any carry forwards are undesirable these projects should still be finalised within the longer term timeframes associated with the project. Two projects; Webb Street, and the Depot Security and Evacuation System have moved forward considerably in the last few weeks and are no longer considered to be at Risk. Three projects; Kerry Anne Crescent, Templestowe RSL Refurbishment and Schramms Reserve #2 Modular Pavilion are very close to being on track and may yet be finalised before the end of the financial year.

Project	CWSC Forecast	Carry Forward Nomination	At Risk Percentage	Expected Project Completion Date	Status
Buildings Program					
Depot Security and Evacuation System	\$1,040,000.00	\$0.00	0%	Jun 2022	Green
Templestowe RSL Refurbishment	\$800,000.00	\$500,000.00	63%	Jun 2022 - Aug 2022	Yellow
Community Facilities Program					
Major Projects – Community Facilities	\$1,000,000.00	\$339,000.00	34%	June 2025*	Yellow
Waldau Cafe	\$25,000.00	\$25,000.00	100%	Unknown	Red
Drainage Program					
Everard Drive Drainage Upgrade	\$1,103,000.00	\$700,000.00	63%	Aug 2022 - Dec 2022	Red
2 to 24 Euston Ave Park Orchards Easement Drainage	\$500,000.00	\$500,000.00	100%	Aug 2022 - Dec 2022	Red
Kerry Anne Crs Wonga Park Drainage	\$375,000.00	\$375,000.00	100%	Jun 2022 - Aug 2022	Yellow
Roads Program					
Jumping Creek Road	\$1,000,000.00	\$850,000.00	85%	Jun 2026*	Yellow
Tram / Merlin Traffic Signals	\$2,000,000.00	\$1,500,000.00	75%	Jun 2023 or later	Red
Webb Street (David Street to shops) PPN	\$250,000.00	\$0.00	0%	Jun 2022	Green
Open Space Program					
Hepburn Reserve	\$1,097,000.00	\$900,000.00	82%	June 2023*	Yellow
Ruffey Lake Park Playground Upgrade - Victoria Street	\$120,000.00	\$100,000.00	83%	Dec 2023*	Yellow
Property Acquisition Program					
Strategic Property Acquisitions	\$5,000,000.00	\$5,000,000.00	100%	Unknown	Yellow
Recreation & Leisure Program					
Doncaster Tennis Club Floodlight Upgrade	\$10,000.00	\$10,000.00	100%	Unknown	Red
Manningham Templestowe Leisure Centre Master Plan	\$44,000.00	\$5,500.00	13%	August 2023	Yellow
Schramms Reserve #2 Modular Pavilion	\$1,830,000.00	\$500,000.00	27%	Jun 2022 - Aug 2022	Yellow
Wonga Park Masterplan	\$50,000.00	\$4,595.00	9%	August 2023	Yellow
Sustainability Program					
5 Year Solar & ESD Program	\$915,000.00	\$915,000.00	100%	Aug 2022 - Dec 2022	Yellow
Technology Program					
Contract Management System	\$461,000.00	\$0.00	0%	July 2022	Yellow
Internet & Intranet Renewal	\$1,149,000.00	\$0.00	0%	July 2022	Yellow

BUILDINGS PROGRAM

1. Depot Security and Evacuation System – This project is no longer at risk. The project design is being finalised and a building permit application has been lodged. Works will be completed by June 2022.

2. Templestowe RSL Refurbishment – The project start date has been delayed at the request of the club/tenant who are very keen to ensure works don't interfere with ANZAC day celebrations and have also asked for changes to the project scope. City Projects are still aiming for a June 2022 completion date, but as with a couple of other projects unless everything goes very smoothly a July or August finish may be unavoidable. \$500,000 is at risk of being carried forward. The

COMMUNITY FACILITIES PROGRAM

3. Waldau Café – A separate report on the Waldau Café project is being prepared and will be presented to Council in the near future. \$25,000 is at risk.

4. Major Projects – Community Facilities - The Major Projects – Community Facilities project is a major multi-year project. The proposed carry forward of \$339,000 is less than 1% of the overall project budget, and will not affect the delivery of the overall project which is on schedule.

DRAINAGE PROGRAM

5. Everard Drive Drainage Upgrade – This project has been delayed by multiple issues.

- Material supply lead times have jumped from 4 to 18 weeks;
- The project had to be redesigned as a result of planning permit requirements;
- Delays due to extensive Yarra Ward Community approvals;
- Contractor unavailability due to COVID-19;
- COVID-19 related delays to direct engagement with residents.

The contract has now been awarded, and assuming no additional complications arise and the above issues are all resolved quickly the project could be completed by August 2022, but project delivery could be as late as December 2022. \$700,000 is at risk, but every effort is being made to at least procure pipes by the end of the financial year which will reduce the carry forward by \$300,000 to \$400,000.

6. Euston Avenue Park Orchards Easement Drainage – This project has been delayed as a result of difficulties gaining access to some properties, legal issues and Covid-19 related contractor unavailability. The City Projects team are attempting to deliver the project by the end of the financial year, but have indicated unless everything runs as smoothly as possible a completion date early in the new financial year is more likely. \$500,000 in project funding is at risk of being carried forward. No future drainage projects could be brought forward and completed in a shorter timeframe.

7. Kerry Anne Crescent Wonga Park Drainage – This project was delayed by two months as a result of a contractor being exposed to Covid-19. A Yarra Valley Water agreement submission is due in February. City Projects are still aiming to complete the project this financial year, and have indicated the worst case scenario would still see completed by August 2022. No future drainage projects (besides Melbourne Hill early works which have been mentioned earlier) can be brought forward and completed in a shorter timeframe. \$375,000 is at risk of being carried forward.

Early works to the value of \$400,000 for Melbourne Hill Drainage will be brought forward to 2021/22 partially offsetting the above carry forwards.

ROADS PROGRAM

8. Jumping Creek Road is a major multi-year project requiring a lot of up front planning and preparation and is the perfect example of a project we believe will benefit greatly over the course of its construction phase from an extended period of community consultation now. We believe that between \$500,000 and \$850,000 will need to be carried forward to 2022/23, and are hoping that by bringing forward pre-construction works, wildlife safety works and early works packages will be able to ensure that the actual amount carried forward will be towards the lower end of the predicted range. The local residents are well aware that the project will take several years to complete, and will not be expecting it to be completed this financial year.

9. Tram / Merlin Traffic Signals – The Tram / Merlin Traffic Signal project cannot proceed without Department of Transport (DOT) approval. Plans have been submitted to DOT for approval on multiple occasions, and on each occasion a new set of conditions have been mandated requiring the project to be redesigned. The issue has been raised with senior management at DOT in an attempt to expedite the approval process, but given the size of the project, even if approval for the latest design was received immediately there would still be a long lead time required before the construction phase of the project could commence. The absolute best case scenario for this project is therefore a June 2023 completion date. We are however planning to transfer \$500,000 in funding from the Tram / Merlin project to the Road Resurfacing Program to reduce the magnitude of the carry forward from \$2 million to \$1.5 million.

10. Webb Street (David Street to shops) PPN – This project is no longer at risk. A contractor has been engaged and work will commence in late March. The start date was delayed to consider feedback from the community.

OPEN SPACE PROGRAM

11. Hepburn Reserve – A carry forward of up to \$900,000 may be required. This project is a multi-year project not scheduled for completion in the current financial year. As with a number of other major projects our increased commitment to extensive community consultation has seen the pre-construction phase of the project take more time than it would have in previous years. Covid-19 has also impacted on the initial stages of the project, with inspections required in order to wind up leases and vacating dwellings needing to be delayed. The demolition of the dwellings will take place in late February and early March 2022, but the tender documents won't be able to be finalised until the site is fully cleared and a post demolition survey undertaken. This will push back the construction phase of the project back to about October 2022. The funding carried forward from 2020/21 will be spent, but much of the new funding allocated to the project for 2021/22 will need to be carried forward. The only project that might be able to be brought forward to partially offset the carry forward is Pettys Reserve Playspace which is currently programmed for construction in 2023/24. We will transfer \$157,000 from Hepburn Reserve's budget to Pettys Reserve Playspace, and attempt to complete as much of that project as possible, but the best case scenario would be for the works to be completed in late June, and any delay would see the project not finalised until early in the new financial year. The original completion date for Hepburn Reserve was March 2023. We are currently hoping it will be completed in June 2023.

12. Ruffey Lake Park Playground Upgrade - Victoria Street – This is another project that has been delayed as a result of additional community consultation. It is a regional playground with historical significance to the community, and broad community input is considered to be crucial to the success of the project. Nominations for community reference group members have been sent out and will close in late February. An internal working group and the external reference group will review the consultant brief for the playspace upgrade. Playground designers and community engagement consultants will be employed once design brief has been agreed to by working group and reference group. A key design component of the playground project is the Waldau Café. Without a confirmed footprint for the Café it will be difficult to progress designs for this project. \$100,000 of the project's budget is at risk of not being spent this financial year.

PROPERTY ACQUISITION PROGRAM

13. Strategic Property Acquisitions – A separate report on the Property Portfolio and Strategic Property Acquisitions project is being prepared and individual PIP sites will be presented to SBS on 15th March to SBS. It will include an implementation and resourcing plan for consideration by Council.

RECREATION & LEISURE PROGRAM

14. Doncaster Tennis Club floodlight Upgrade courts 7, 8, 9, 10 and 11 - We are currently seeking engagement assistance from external consultants. A carry forward of \$10,000 is anticipated.

15. Manningham Templestowe Leisure Centre Master Plan - The project is currently on time in terms of the agreed timelines with the consultant, however due to delays in recruiting an additional resource to complete the project, it did not start until the end of the 2021 calendar year. This carry over is the result of a delayed project start due to needing to recruit a resource to deliver the project. A carry forward of \$5,500 is anticipated.

16. Schramms Reserve #2 Modular Pavilion – The project has been delayed as result of the delivery of structural materials being subject to long lead times due to the impact of COVID-19 on global supply chains, and the contractor being directly impacted by COVID-19 related staff unavailability. City Projects have work with the contractor to improve their business continuity plan, and as a result there is some prospect of the project being delivered by the end of the financial year, but delivery could be as late as August 2022. \$500,000 is at risk of being carried forward.

17. Wonga Park Masterplan - The project is currently on time in terms of the agreed timelines with the consultant. This carry over is the result of a delayed project start due to needing to recruit a resource to deliver the project. A carry forward of less than \$5,000 is anticipated.

SUSTAINABILITY PROGRAM

18. Five Year Solar & ESD Program – The project has been delayed as a result of handover delays and the time taken for solicitors to develop a specialised contract for the works. The whole budget of \$915,000 is at risk, but we are attempting to procure the solar panels for all for all 11 sites prior to the end of the financial year, which would reduce the carry forward by about 50%. As the title of the project indicates it is an ongoing program of works, and it is expected that the overall program will still be completed as planned.

TECHNOLOGY PROGRAM

19. Contract Management System – The delivery of the contract management system has been delayed as a result of poor resource and timeline budgeting and will likely not be completed until July 2022. The Transformation team has just completed a comprehensive review of the status of their program and will be transferring funds between a number of projects with a view to eliminating all carry forwards.

20. Internet and Intranet Renewal - The Internet aspect of the project has progressed well with the new website now launched. The Intranet side of the project was delayed to focus on completion of the Internet. It is anticipated that the project will not be completed until July 2022, but funding will be transferred between projects to obviate the need for a carry forward.

12 EXPERIENCE AND CAPABILITY

There are no Experience and Capability reports.

13 CHIEF EXECUTIVE OFFICER

13.1 Risk Management Strategy and Risk Management Policy Review

File Number:	IN22/149
Responsible Director:	Chief Executive Officer
Attachments:	1 Risk Management Strategy Draft Final 22.03.22 ↓
	2 Risk Management Policy Draft Final 22.03.22 ↓
	3 Strategic Risk Register Six Month March 2022 ↓

EXECUTIVE SUMMARY

The Risk Management Strategy and Risk Management Policy are key elements of Manningham Council's (Council's) risk management framework. Both documents have been comprehensively reviewed following consultation with the Executive Risk Committee, individual directors, Audit and Risk Committee members and Manningham Councillors on several occasions. This report also attaches the current Strategic Risks for the purposes of meeting the Local Government Performance Reporting Guidelines six month report to Council. This report follows a detailed presentation and input by Councillors at the briefing session on 7 December 2021 and more recently a briefing on 8 March 2022.

1. RECOMMENDATION

That Council:

- A. adopt the reviewed Risk Management Strategy and Risk Management Policy.**
- B. note the Strategic Risk Register six monthly update.**

2. BACKGROUND

- 2.1 Manningham Council is an outward looking, outcomes focussed local government authority with a mission to deliver a financially sustainable Council that listens, consults and acts with integrity, value and transparency. In the pursuit of our strategic goals and better outcomes for our community as outlined in the Council Plan, we must manage uncertainty, threats and risks whilst enabling value creation.
- 2.2 Local Government faces emerging and challenging risks including but not limited to; increasing operational costs and expanding community expectations, digital transformation and cybercrime, climate change and the COVID-19 pandemic. Failure to face up to and properly respond to immediate and longer term risks is a missed opportunity and it narrows options for managing these risks without the impact of significant consequences.
- 2.3 Previous iterations of the risk management framework documents have been a valuable strategic and operational guide to the organisation's commitment to risk management.

3. DISCUSSION / ISSUE

Risk Management Strategy and Policy

- 3.1 The 2021-2022 strategy and policy review questioned existing components to identify where improvements could be made to meet current and future needs of value protection and value creation.
- 3.2 Extensive input has been provided by the Executive Management Committee through two distinct processes of consultation to firstly explore key elements of the framework and secondly to critique the draft edition. Consideration has also been given to feedback from individual Council officers and management in previous risk related briefings, together with the accumulative commentary from Council's internal auditors and the Audit and Risk Committee.
- 3.3 Councillors have also provided collective feedback through prior presentations on elements of the risk management framework as well as some individual contributions. At the conclusion of this process, the drafts were circulated to the Audit and Risk Committee members for critical feedback.
- 3.4 The reviewed strategy and policy have been referenced against guidelines of the Risk Management Standard ISO 31000:2018, the Victorian State Government's Risk Management Framework (VGRMF) and a selection of local government frameworks. This has helped to fashion a contemporary risk management strategy and policy to leverage components of the best practice models, whilst customising it to the needs of Manningham Council.
- 3.5 The draft Risk Management Strategy and Policy are attached as *Attachment 1 & Attachment 2* respectively.

A summary of the key changes to the strategy and policy are listed below.

Risk Management Strategy Key Changes

- Alignment with Manningham's current strategic directions
- Higher profile given to risk management benefits
- Clarity to the Risk Appetite Statement which is directly linked to the Risk Treatment Plan and provides guidelines for the level of risk that Council considers acceptable, retaining some flexibility to permit tailoring of risk for initiatives and projects as appropriate; and .
- Addition of Risk Tolerance as the boundaries set for risk taking. Risk Tolerance is administered through the governance, legal, strategic, policy and process frameworks of Council. This high level approach enables Council to exercise decision making across the diverse spectrum of strategic and operational decisions. Consideration was given to other models; however it is considered would necessitate increased bureaucracy and complexity, potential risk aversion and may detract from an agile response when required.
- Renewed commitment to advancing risk management cultural maturity through the development of a new tool.

Risk Management Policy Key Changes

- Addition of a new Public Value risk consequence category. This is used to measure outcomes and align Council's resource priorities to deliver optimal economic, social and environmental benefit to the community. The impact in this context is when public value is not considered or delivered, results in harm. Negative impacts to the community range from transitory to long term.
- Redefined Strategic and Operational risks with particular reference to the materiality of the risk.
- Promotion of the benefits of risk management to create and protect value
- Deletion of unattainable performance indicators and bureaucratic processes that do not add value

Strategic Risk Register

- 3.6 An important component of the Risk Management Framework is the Strategic Risk Register. It is the direct responsibility of the Executive Risk Committee who undertake a formal review on a six monthly basis, with consideration of emerging material risks at each committee meeting (five times per year).
- 3.7 *Strategic Risks* are significant enough to prevent Council from achieving its strategic objectives outlined in the Council Plan and other strategies, statutory responsibilities or have a material impact on these objectives.
- 3.8 The major review and restructure of the Strategic Risk Register was presented to the Councillors at the Strategic Briefing Session on 7 December. This was followed by some further consultation with individual councillors. Since this time only minor adjustment to two of the 14 risks has occurred.
- 3.9 The Audit and Risk Committee's role is to monitor and critique the process of review of the register on a six monthly cycle (minimum), ensuring the effectiveness of risk controls and treatment plans. This is in addition to the Committee's role to monitor management's controls for unusual or high risk transactions and the adequacy of actions taken to ensure that material business risks have been dealt with in a timely manner to mitigate exposures to the Council.
- 3.10 The internal audit program is the principle independent assurance program, listed in the Risk Management Strategy as the first line of defence, to test the effectiveness of risk controls and treatment plans. Management's compliance program referenced in the December 2021 report to Councillors, known as the second line of defence, is also designed to test systems of control for high risks and identify opportunities to strengthen these controls. The Strategic Risk Register last went to the Audit and Risk Committee on 19 November 2021 and the attached version is also listed for noting at the 11 March 2022 meeting.
- 3.11 *Attachment 3* provides a copy of the current list of 14 strategic risks and complies with the reporting requirements to the Council as per the Local Government Performance Reporting Guidelines.

4. COUNCIL PLAN / STRATEGY

The Risk Management Framework is a fundamental corporate governance tool that works to deliver a well governed Council and more broadly, supports the organisation's successful delivery of the Council Plan 2021-2025.

5. IMPACTS AND IMPLICATIONS

Assurance to the Manningham community that strategic risks are identified, assessed, treated and monitored through a policy based framework with reporting to Council and the Audit and Risk Committee.

6. IMPLEMENTATION**6.1 Finance / Resource Implications**

As a corporate strategy and policy, implementation is reliant on existing operational budgets.

6.2 Communication and Engagement

To be communicated internally and uploaded onto Council's website.

6.3 Timelines

The final draft Risk Management Strategy and Risk Management Policy will be submitted to the 22 March 2022 Council meeting for adoption.

7. DECLARATIONS OF CONFLICT OF INTEREST

No officers involved in the preparation of this report have any general or material conflict of interest in this matter.

Risk Management Strategy 2022

1. RISK AND STRATEGY

Manningham City Council (Council) is an outward looking, outcomes focused organisation with a mission to deliver a financially sustainable Council that listens, consults and acts with integrity, value and transparency.

In the pursuit of our strategic goals and better outcomes for our community as outlined in the Council Plan, we must manage uncertainty, threats and risks whilst enabling value creation. Local Government faces emerging and challenging risks including; increasing operational costs and expanding community expectations, digital transformation and cybercrime, climate change and the COVID-19 pandemic. Failure to face up to and properly respond to immediate and longer term risks is a missed opportunity and it narrows options for managing these risks without the impact of significant consequences. To be effective with our service delivery and resources, we need to operate in a risk intelligent manner. This requires an organisational culture that delivers our strategy in a risk adaptive and effective way.

Council acknowledges embedding risk and building a risk culture is a journey. The initial risk focus is on ensuring organisational decisions are made within the broad risk appetite of the Council. Aspirationally, it wants to invest in a framework that not only manages uncertainty, but enables opportunities to be safely optimised through a strong performance culture.

This Risk Management Strategy outlines the risk management principles, the benefits, the risk management elements and the key success factors that will drive Manningham's risk maturity.

2. RISK MANAGEMENT PRINCIPLES

Council recognises that there are inherent risks associated with many of our activities. Council's policy is to apply a structured and consistent approach to managing risk in order to achieve our strategic objectives. The following principles as required by the AS ISO 31000:2018 standard have been applied to the design of the framework, so that risk management:

- (a) creates and protects value;
- (b) is an integral part of organisational processes;
- (c) forms part of decision making;
- (d) explicitly addresses uncertainty;
- (e) is systematic, structured and timely;
- (f) is based on the best available information;
- (g) is tailored to the operations of Council;
- (h) takes human and cultural factors into account;
- (i) is transparent and inclusive;
- (j) is dynamic, iterative and responsive to change; and
- (k) facilitates continual improvement and enhancement of the organisation

3. BENEFITS OF RISK MANAGEMENT

Council sees the following benefits from having a strong, well embedded risk management framework:

- assists Council to achieve its strategic objectives and statutory responsibilities through the identification and effective control of risks;
- ensures a consistent and effective approach to risk management by providing structured methods for the exploration of threats, opportunities and resource allocations;
- guides decision making to create and protect value by establishing the right balance between the cost of control and the risks Council is willing to accept (risk appetite).
- encourages and empowers staff to proactively manage risk;
- demonstrates increased application of risk management principles into strategic planning, corporate governance, resource allocation, project management, decision making and operational service delivery;
- fosters and encourages a risk aware culture where risk management is seen as a positive attribute of decision making rather than a corrective measure;
- promotes stakeholder confidence and trust through increased process transparency;

4. KEY RISK MANAGEMENT ELEMENTS

Manningham is focused on evolving the elements of its risk intelligent framework and continually improving its performance. The key elements of the framework include:

• **Assurance – Three Lines of Defence**

The three lines of defence assurance model represents Council's governance oversight for the risk management framework.



- **Risk Policy** – provides a common set of definitions and guidelines for how people throughout the organisation should identify, evaluate and communicate risk. It defines:
 - Risk governance;
 - Risk infrastructure and management;
 - Risk ownership – interaction between service units, Executive Management Team and the CEO;
 - Risk appetite;
 - Risk identification and assessment;
 - Risk monitoring – regular reporting and assessment of controls.
 - **Risk Appetite Statement** - provides guidelines for the level of risk that the Council considers acceptable. The risk appetite treatment plan guide and frequency of reporting table as documented in the Risk Management Policy, serve as the fundamental standard by which risks and decisions are judged as acceptable or unacceptable following risk assessment. It defines likelihood and consequence criteria to be used to evaluate the significance of risk.
 - **Risk Tolerance** – is the boundary set for risk taking in order to achieve Council's objectives and may be expressed in various ways depending on the nature of the risk. Risk tolerances are maintained through the governance, legal, strategy, policy and process frameworks of Council.
 - **Risk Register** – a tool used to record risks, including their rating and treatments, and to monitor and report on risks. This includes both strategic and operational risks.
- Executive Risk Committee** –comprises of CEO, Executive Management Team and the Risk and Assurance staff and oversees all aspects of the risk management framework.
- **Audit and Risk Committee** – a formal oversight and advisory committee consisting of independent and Councillor members formed under the Local Government Act 2020, that provides independent monitoring of risk management systems and controls.

5. KEY SUCCESS FACTORS

1 – Top down accountability

Council's Risk Management Strategy will be driven by the CEO, in conjunction with the Executive Risk Committee, with advisory input by the independent Audit and Risk Committee. The "Tone at the Top" is critical and will be achieved through the integration of risk into key strategic and corporate governance and management processes.

2 - Promoting a culture of Risk Management

Manningham will develop a culture of risk management within the organisation through the inclusion of staff in risk management processes but also through the provision of training, guidance and communication on risk management.

Whilst the CEO has responsibility for the overarching risk management framework, the implementation of risk management is the responsibility of all management and key staff involved in the process of risk identification, assessment, control and monitoring.

3 – Integration within existing management processes

Risk management will be established and progressively integrated within existing management processes, including but not limited to Council strategic planning, business planning, development of business cases and evaluation, business continuity, stakeholder engagement and project management. Each process needs to be simple and relevant for day-to-day operations to ensure Management applies it for decision making.

4 – Adequate risk resources

The success of embedding the risk management framework is highly dependent on the quality and quantity of resources allocated to it. This includes staffing, systems and training. Resources will need to be available to monitor and update treatments and report on risk, as well as to train staff on how to manage risks.

5 – Risk assurance and reporting

Risk assurance and reporting are essential for effective risk monitoring and continuous improvement to risk control. Targeted and efficient reporting should cater for stakeholders to provide value. The Risk Management Policy and key committee workplans will document required reporting cycles.

6 – Continual review of framework

On a cyclical basis, the risk management framework will be reviewed by Management with advisory input from the Executive Risk Committee and Audit and Risk Committee. Success will be measured by Using the Risk Management Cultural Maturity Model to undertake performance management assessments to measure cultural maturity across the key elements of embedding and success.

The five stages of the Risk Management Cultural Maturity Model.

1. Fundamental
2. Developed
3. Systematic
4. Integrated
5. Advanced

6. CONCLUSION

Council is committed to continuously adapting and strengthening its risk management framework in order to better manage its businesses risks. For the organisation to operate in a risk mature manner, it will progressively translate the framework into action and integrate risk management practices into its operations. It will continually review and evaluate its risk capability to ensure it is able to efficiently deliver services within the Council's risk appetite, with a determination to build a high performance based culture.

Policy Register

Risk Management Policy

Draft - not approved

Policy Classification	- Policy Classification
Policy N°	- RM01
Policy Status	-
Responsible Service Unit	- CEO Office
Authorised by	- Manningham Council
Date Adopted	- XX XX 2022
Next Review Date	- 2025

This policy is part of a suite of policies adopted by Council or the Executive Management Team (EMT).

New or replacement policies can be created and developed within Service Units but can only be added to Council's Policy Register by Governance Services following the approval of the policy by Council or the EMT.

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Policy Register Risk Management Policy



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Policy Register Risk Management Policy



1. POLICY PURPOSE

Council acknowledges its responsibility to effectively manage risks in all areas of its business activities. The purpose of this policy is to outline Manningham City Council's (Council's) risk management framework, including key elements such as:

- roles and responsibilities for managing risk
- risk management process – the guide for assessing and rating the level of risk in terms of likelihood and consequence, and determining whether a level of risk is tolerable or requires further reduction
- monitoring, reviewing, reporting and on risk arrangements assurance processes to measure and improve the effectiveness of controls
- organisational culture and capability
- guidance for decision making to create and protect value.

2. POLICY BENEFITS

Council is committed to achieving its strategic objectives and statutory responsibilities through implementing an effective risk management framework. The core benefits of this policy are to:

- provide guidance for decision making to create and protect value by establishing the right balance between the cost of control and the risks that Council is willing to accept (risk appetite)
- ensure a consistent and effective approach to risk management by providing structured methods for the exploration of threats, opportunities and resource allocations
- encourage and empower staff to proactively manage and treat risk
- demonstrate increased application of risk management principles into strategic planning, corporate governance, project management, resource allocation, decision making and operational service delivery
- foster and encourage a risk aware culture where risk management is seen as a positive attribute of decision making rather than a corrective measure
- promote stakeholder confidence and trust through process transparency

3. RISK MANAGEMENT FRAMEWORK

Risk management is the combination of organisational systems, processes and culture that facilitate the identification and management of risk in order to protect the organisation and assist in the successful pursuit of its strategies and performance objectives.

It is the policy of Council that all directorates implement the risk management framework. This will assist Council's service delivery and operational functions to create and protect value and safeguard Council's assets, infrastructure, people, finances and reputation.

The key elements of the Risk Management Framework are:

- Risk Management Strategy

Policy Register Risk Management Policy



- Risk Management Policy
- Risk Register (Riskware system)
- Compliance Plan Procedure
- Risk Assessment Procedure
- Risk Management Incident and Near Miss Procedure
- Risk Management Maturity Tool
- Executive Risk Committee
- Audit and Risk Committee

4. RISK MANAGEMENT AND PLANNING

The Council recognises risk management as an integral part of good management practice and decision making. Accordingly, the Council applies the risk management process as part of its strategic planning to facilitate more effective problem solving, decision making and service delivery.

It is envisaged that:

- At a strategic level, critical services and functions that support the Council Plan, and statutory responsibilities of local government, will be used as a basis for determining strategic risks, together with other external factors including emerging risks and megatrends
- At an operational level, Business Plans, Service Plans and audits will assist to determine relevant operational risks. This will be further informed by other strategic plans not addressed in the Business Plans

5. COMMITMENT TO A RISK MANAGEMENT CULTURE

Council recognises the importance of organisational culture as an intrinsic platform for the effective embedding of the risk management framework through engagement, ownership and application of processes.

The Risk Management Culture Maturity Model has been created to monitor the cultural development and integration of risk management through measurement of performance indicators. The Executive Risk Committee will be responsible for identifying target maturity states appropriate for achievement of organisational objectives and resourcing levels and monitoring performance.

6. ROLES AND RESPONSIBILITIES

The development of a suitable structure to ensure the appropriate oversight and accountability in risk management is critical. Council has authorised the following levels of responsibility:

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Role	Responsibility
Council	<ul style="list-style-type: none"> • Approve the Risk Management Strategy and Risk Management Policy • Nominate members to participate on the Audit and Risk Committee • Receive Audit and Risk Committee minutes and a six monthly report from the Audit and Risk Committee Chair • Receive the six monthly Strategic Risks Register report from management
Audit & Risk Committee	<ul style="list-style-type: none"> • Monitor the risk framework, systems and processes adopted by Management to ensure strategies appropriately identify, address and manage key risks throughout the organisation • Review Council's risk exposure and recommend to Council any preventative actions. • In conjunction with the Executive Risk Committee oversee risk activities related to risks residually rated as high or very high • Consider the adequacy of actions taken to ensure that material business risks have been dealt with in a timely manner to mitigate exposures to Council through risk treatment reporting. • Approve and monitor the internal auditor's annual plan to ensure adequate coverage of risk.
Chief Executive Officer	<ul style="list-style-type: none"> • Responsible for Risk Management Framework within Council • Lead and promote a strong risk management culture • Chair the Executive Risk Committee • Ensure overall accountability, authority and resources for managing risks
Corporate Counsel & Group Manager Governance & Risk	<ul style="list-style-type: none"> • Ensure the design, and oversees the implementation and maintenance of the Risk Management Framework. • Presents monitoring reports to the Executive Management Team as required • Supervises the Strategic Risk and Assurance Advisor

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Executive Risk Committee	<ul style="list-style-type: none"> • Executive governance oversight of the development, implementation, monitoring and promotion of the risk management framework • Review, monitor and approve Council's Strategic Risk Register on a six monthly basis, with attention to new and emerging risks (megatrend influencers) • Regularly monitor the currency of operational Risk Registers and confirm the appropriateness of risk treatments for high and very high risks • Monitor Council's three lines of defence assurance activities • Review Risk Management Reports including Incident and Near Miss reports • Report meeting minutes to the Audit and Risk Committee
Directors & Managers	<ul style="list-style-type: none"> • Promote and engender a strong risk management culture in key planning and operational decision making, ensuring that risks are identified in a timely manner and managed effectively. • Report all high and very high risks to the CEO or Executive Risk Committee for determination • Undertake review of strategic risks and treatment plans. • Ensure operational risk registers are reviewed, monitoring the effectiveness of risk controls • Prioritise resources to high and very high rated risks and implement controls or risk treatments as appropriate
Risk & Assurance team	<ul style="list-style-type: none"> • Undertake the development, facilitation and implementation of the risk management framework • Improve organisational capability through the provision of risk training, awareness initiatives and advice across the organisation • Provide reports on the risk registers, incidents and assurance activity as required to the Executive Risk Committee and Audit and Risk Committees • Monitor risk registers and ensure they are updated at least six monthly. • Provide advice and assistance to all Council staff in relation to the Risk Management Framework and its application • Monitor and report to Council's high risk exposures and emerging trends to the Executive Risk Committee • Develop and deliver Council's Compliance Plan
Internal Auditor	<ul style="list-style-type: none"> • Ensure the three year internal audit plan takes into consideration identified high and very high rated strategic and operational risks • Review effectiveness of risk controls and provide assurance to the CEO and the Audit and Risk Committee
Risk Owners	<ul style="list-style-type: none"> • Identify, assess, manage, monitor and review risks • Apply appropriate levels of risk tolerance and control • Meet risk management framework and system timelines
Risk Control Owners	<ul style="list-style-type: none"> • Develop, implement, monitor and review effective controls
Risk Treatment Owners	<ul style="list-style-type: none"> • Develop, implement, monitor, review and update treatments, meeting system timelines

**Policy Register
Risk Management Policy**



7. RISK MANAGEMENT PROCESS

The process of risk management involves establishing the context, identifying, and assessing, treating, monitoring, reviewing, recording and reporting risk. The risk management process methodology follows the AS ISO 31000:2018 risk management approach.

Risk assessment and treatment involves risk identification, risk analysis, evaluation of risk treatment options and implementation of the appropriate treatment options. Throughout this process there should be communication and consultation with key stakeholders as well as regular review and monitoring to ensure the process is functioning effectively to mitigate risks to tolerable levels.

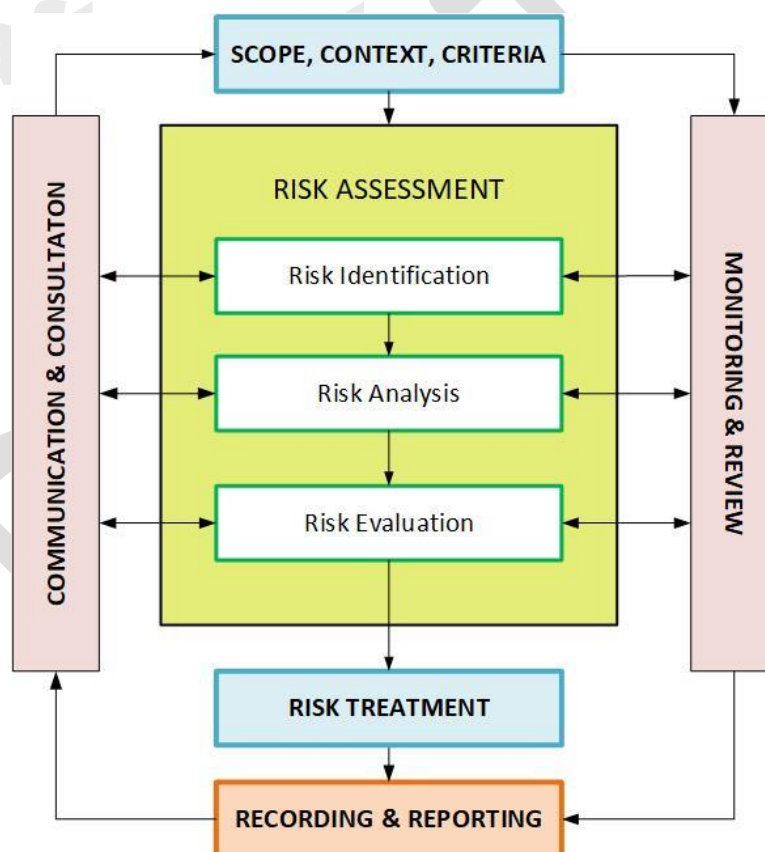


Figure 1: AS ISO 31000:2018 Risk Management Process

Policy Register Risk Management Policy



The key output of the risk management process is the risk assessment. The risk assessment process considers both strategic organisational wide risks and operational risks.

- **Strategic risks** are significant enough to prevent Council from achieving; the strategic objectives outlined in the Council Plan and other strategies, statutory responsibilities or have a material impact.
- **Operational risks** are the key risks resulting from inadequate or failed internal processes, people or systems or from external events which could jeopardise the achievement of business plans, organisational objectives or statutory/policy responsibilities



Figure 2: Manningham’s risk assessment process

8. RISK ASSESSMENT METHODOLOGY

Risk is usually expressed in terms of risk sources, potential events, their consequences and their likelihood. The level of risk is expressed in terms of a combination of the consequences of an event and the associated likelihood of occurrence. The risk assessment matrix is used to determine current and residual risk levels using consequence and likelihood tables.

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8.1 Risk Consequence Categories

The following risk categories are sources of risk and may not be mutually exclusive. They are used to classify risks and assist to determine potential consequences or impacts.

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.
Service 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.
Asset / Infrastructure	This relates to the risk/s arising from the potential deterioration, damage or destruction of Council assets and road infrastructure. This includes both financial costs of repair and/or replacement and the impact that loss of access to the asset has on service delivery.
Corporate Information / Systems	This is the risk arising from the loss of critical data essential to deliver function, loss of access to critical systems and unauthorised access to critical data.
Legal and Compliance	This is the risk of successful legal action being taken against the Council, or of the Council 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.
Environmental	This is the risk arising from Council actions or inactions leading to detrimental impacts on the natural environment.
Reputation	This is the risk of a significantly adverse or damaging perception of the Council by the general public and Manningham's residents. This usually is an outcome from other risks, rather than a risk in itself, i.e. conduct of a Councillor, employee, volunteer or poor governance.
People	This is the risk arising from our people and the public being exposed to hazards and risks arising from Council operations and the potential for injury and illness. It also considers situations when staff are unavailable to deliver critical services.
Public Value	Public value used to measure outcomes and align our resource priorities to deliver optimal economic, social and environmental benefit for the community, are not considered or delivered, and/or negative consequences occur. Negative impact/s to the community can be transitory to long term in duration and result in loss of trust.

Policy Register Risk Management Policy



8.2 Risk Consequence Table

Where a risk assessment has more than one consequence category, the assessment must be based on the highest consequence category. Although this table addresses negative outcomes, the converse applies for positive outcomes.

Risk Rating	Financial Sustainability	Service Delivery	Asset / Infrastructure	Corporate Information /Systems	Legal and Compliance	Environment	Reputation	People	Public Value
Catastrophic (5)	>\$10M pa loss of revenue or increase in expense	Two or more critical services are undeliverable for at least 3 months One or more major roads are unusable for at least 3 months	A number of critical assets/roads are impaired which cease critical service delivery (internally and externally) for over 3 months	Not able to access critical service delivery systems for over 3 months	Criminal prosecution by regulator and civil litigation commenced in one of the superior courts i.e. County, Supreme or Federal court of Australia	Irreversible damage. Extensive detrimental long term impacts on the environment and community	Lengthy constant negative national media coverage resulting in: <ul style="list-style-type: none"> Loss of public trust Minister sacks Council CEO and EMT depart 	One or more fatalities. Over 40% of staff unavailable	Long term harm to the community (public value outcomes) e.g. loss of human life, community uprooted, loss of livelihoods, generational inequity, long lasting psychological impacts, entrenched loss of trust.
Major (4)	<\$10M> \$5M pa loss of revenue or increase in expense	One or more critical services are undeliverable for between 1 to 3 months One or more major roads not usable for 1 to 3 months One critical service not deliverable for over 3 months	A number of critical assets/roads are impaired which ceases or interrupts critical service delivery (internally and externally) for over 1 to 3 months	Not able to access critical service delivery systems for 1 to 3 months	Major regulatory or contract breaches and litigation. Liability fine and implications for Directors/Managers	Long-term and widespread environmental damage taking greater than 5 years to recover and requiring significant restorative work	Lengthy constant negative state media coverage resulting in: <ul style="list-style-type: none"> Councillor removed CEO or EMT depart A number of senior managers depart	One or more serious injury/Disabilities 20 to 40% of staff unavailable	Significant medium to long term detriment to the community (public value outcomes) e.g. mental health impacts, people forced to leave their homes, business closures, damage to cultural or heritage sites, disruption to transport.

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Risk Rating	Financial Sustainability	Service Delivery	Asset / Infrastructure	Corporate Information /Systems	Legal and Compliance	Environment	Reputation	People	Public Value
Moderate (3)	<\$5M > \$500K pa loss of revenue or increase in expense	A critical service is undeliverable or a critical road is unusable for at least 4 weeks A multiple of non-critical services are not deliverable lasting longer than 1 month	Impairment to one or more critical assets/roads which interrupts critical service delivery (internally and externally) for 1 to 4 weeks	Limited access to critical service delivery systems for 1 to 4 weeks	Regulatory or contract breaches causing investigation / report to authority and moderate fines and prosecution	Significant environmental damage taking several years to recover and requiring moderate restoration work	Ongoing local media coverage over several days, resulting in: • A director is sacked Service Unit Manager/s depart	Injury requiring hospitalisation to one or more persons 10 to 20% of staff unavailable	Omission or failure resulting in medium term negative impact to one or more public benefit outcomes e.g. deterioration of health conditions, short-term downturn in tourism
Minor (2)	<500K> \$100K pa loss of revenue or increase in expense	A disruption to any service or road lasting less than 7 days	Damage to a critical asset/road which interrupts critical service delivery (internally and externally) for less than 7 days	Limited access to critical service delivery systems for up to 7 days	Minor regulatory or contract breaches causing minor fines and likely prosecution	Minor environmental damage such as remote temporary pollution	Local media coverage resulting in: • A number of complaints to Council • Staff member sacked	Significant medical treatment, lost time injury 3 to 10% of staff unavailable	• Failure to achieve identified community need in public value outcome/s, causing temporary impact • Can be remedied through retrospective actions
Negligible (1)	<\$100K pa loss of revenue or increase in expense	A disruption to any services or road that causes an inconvenience	Damage to a critical asset/road which causes an inconvenience to service delivery (internally and externally)	Critical service delivery systems interrupted for less than 1 day	Negligible regulatory breaches that are detected early and rectified Insignificant legal issues & non-compliance	Brief, non-hazardous, transient pollution or damage	A negative individual article in a local newspaper/TV program causing limited public inquiries	First Aid or Minor medical treatment <3% of staff unavailable	• Lost opportunity for low value public benefit gain • Inconsequential and transitory impact

Policy Register Risk Management Policy



8.3 Risk Likelihood Table

The likelihood assessment categorises the chance of something happening. The likelihood assessment process is as follows:

- **Current risk assessment:** categorises the current likelihood of the risk occurring given the effectiveness of existing specific controls.
- **Residual risk assessment:** categorises the residual likelihood of the risk occurring given the effectiveness of existing specific controls and treatment plans.

Likelihood		Description	Negative Event Frequency
5	Almost Certain	The uncertain event is expected to occur in most circumstances	Once a month
4	Likely	The uncertain event will probably occur in most circumstances	Several times a year
3	Possible	The uncertain event should occur at some time	Once a year
2	Unlikely	The uncertain event could occur at some time	Once every three years
1	Rare	The uncertain event may occur only in exceptional circumstances	Once every 10+ years

8.4 Risk Assessment Matrix

Utilising the likelihood and consequence determines the current and residual risk rating within the risk assessment matrix.

Risk Assessment Table

Likelihood	Consequence				
	1 Negligible	2 Minor	3 Moderate	4 Major	5 Catastrophic
5 - Almost Certain	Medium	Medium	High	Very High	Very High
4 - Likely	Low	Medium	High	High	Very High
3 - Possible	Low	Medium	Medium	High	Very High
2 - Unlikely	Low	Low	Medium	Medium	High
1 - Rare	Low	Low	Medium	Medium	High

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9. RISK APPETITE AND TREATMENT

Risk Appetite is the overall amount of risk Council considers is acceptable. The risk assessment process applies the approved risk likelihood and risk category criteria to determine the current risk rating. The Risk Treatment Plan Appetite Table and frequency of reporting, serve as the fundamental standards by which risks and decisions are judged as acceptable or unacceptable.

Risk tolerance is the boundary set for risk taking in order to achieve Council's objectives and may be expressed in various ways depending on the nature of the risk. Risk tolerances are maintained through the governance, legal, strategy, policy and process frameworks of Council.

A current risk rating determines whether a treatment plan is required. The following Treatment Plan Appetite Table outlines what is required regarding residual risk ratings. Treatment plans should be documented in the risk register and monitored.

Treatment Plan Appetite Table

Current Risk Rating	Required Treatment	Required Treatment Description
Very High	Needs Active Management	Escalation upon identification. A risk treatment plan must be established and implemented urgently to reduce the residual risk to High.
High	Needs Regular Monitoring	A treatment must be prepared, primarily focused on strengthening controls, paying close attention to the ongoing maintenance of excellent/good controls.
Medium	Needs Periodic Monitoring	A treatment process should be adopted, primarily focused on monitoring risks in conjunction with a review of existing control procedures.
Low	No Major Concerns	Business As Usual. Systems of control and monitoring apply and are adequate.

10. REPORTING

10.1 Approval and Reporting of Risks

On-going reporting of individual risks is according to the following thresholds. All risks should be managed to ensure the residual risk is as low as reasonably practicable.

Risk register reports will help the CEO monitor strategic risks and Directors monitor their Directorate operational risks, and update their risk treatment plans.

Level of Risk	Reporting Timing	Monitoring Authority
Very High	Monthly	Strategic and Operational Risks – CEO/Executive Management Team and Audit and Risk Committee (every meeting)

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High	Quarterly	Strategic Risks – CEO/Executive Risk Committee Operational Risks – CEO/Director/Executive Risk Committee
Medium	Six Monthly	Strategic Risks – CEO/Strategic Risk and Assurance Advisor Operational Risks – Director/Manager
Low	Yearly	Strategic Risks – Strategic Risk and Assurance Advisor Operational Risks - Manager

10.2 Reporting Risk Incidents or Near Misses

Reporting of risk events in a central database enables analysis of trends and loss information. The thresholds established for reporting individual risk events are as described below. The Risk Management Incident and Near Miss Procedure further describes the requirements for risk incident reporting.

If Risk Rating	Report To:
Negligible - Low	Risk Owner
Minor - Medium	Director
Moderate - High	CEO/ Executive Risk Committee
Major - High	CEO/Executive Risk Committee
Very High	CEO/ Executive Risk Committee/ Audit & Risk Committee/ Councillors

10.3 Risk Systems

Riskware is the database for recording strategic and operational risks. Use of this system as the primary risk register is mandatory.

11. MONITORING

The Local Government Performance Reporting Framework requires the six monthly reporting of Strategic Risks to the Council. Reporting to the Audit and Risk Committee and Executive Risk Committee will be undertaken according to their respective Charter and Terms of Reference work plans.

12. REGULAR REVIEW OF THE RISK MANAGEMENT FRAMEWORK

The Risk Management Framework will be reviewed on a three yearly cycle to ensure it continues to reflect Council's risk appetite, risk processes and maturity.

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13. KEY DEFINITIONS

The risk management 'glossary' is based on the AS ISO 31000:2018

Term	Definition
Control	Includes but is not limited to, any process, policy, device, practice or other conditions and/or actions which maintain and/or modify risk
Critical Service or Asset	A critical service is a major resource intensive service required to be delivered in a set timeframe and set quality. Failure to deliver significantly impacts Council and the community. A critical asset is an asset that is required to deliver the critical service.
Current Risk	Level of risk given the existing set of controls are operating to design
Risk Management Framework	The components for designing, implementing, monitoring, reviewing and continually improving risk management that will be consistently applied entity wide across Council, at both a strategic and operational level
Event	Occurrence or change of a particular set of circumstances
Consequence	Outcome of an event affecting objectives. A single event can result in more than one consequence.
Likelihood	Chance of something happening
Operational Risk	are the key risks associated with normal business functions which could jeopardise the achievement of service plans, organisation objectives or statutory/policy responsibilities
Residual Risk	The remaining level of risk after risk treatment measures have been applied
Risk	Effect of uncertainty on objectives and usually expressed in terms of risk sources, potential events, their consequences and their likelihood
Risk Analysis	Process to comprehend the nature of risk and to determine the level of risk.
Risk Appetite	The amount and type of risk an organisation is prepared to accept in order to achieve its objectives
Risk Category	Source of risk used to assess consequence
Risk Source	Element which alone or in combination has the potential to give rise to risk.
Risk Evaluation	Process of comparing the results of risk analysis with risk criteria to determine whether the risk and/or its magnitude is acceptable or tolerable.
Risk Identification	A process of finding, recognising and describing risks.
Risk Management Process	The systematic application of management policies, procedures and practices to the tasks of communicating, establishing the context, identifying, analysing, evaluating, treating, monitoring and reviewing risk.
Risk Owner	Person with the accountability and authority to manage a risk
Risk Tolerance	Is the boundary set for risk taking in order to achieve Council's objectives and may be expressed in various ways depending on the nature of the risk. Risk tolerances are maintained through the governance, legal, strategy, policy and process frameworks of Council.
Risk Treatment	Process of selection and implementation of measures to modify risk. Once implemented they become controls.
Strategic Risk	Significant enough to prevent Council from achieving; its strategic objectives outlined in the Council Plan and other strategies, statutory responsibilities or have a material impact

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14. RELATED STRATEGY, POLICY, PROCEDURE

Risk Management Strategy
Incident and Near Miss Procedure
Compliance Plan Procedure

15. RELATED LEGISLATION, STANDARD AND GUIDES

Local Government Act 2020
Australian Standard AS ISO 31000:2018 Risk management – Guidelines
Victorian Government Risk Management Framework

16. ADMINISTRATIVE UPDATES

The Responsible Officer may make minor administrative changes to this policy at any time, provided they do not materially alter this policy. Examples of minor administrative changes include changes to names of Manningham Council departments or a minor amendment to legislation that does not have material impact. Where any change or update may materially change the intent of this policy, it must be considered by the Executive Management Team.

17. DOCUMENT HISTORY

Policy Title:	Risk Management Policy
Responsible Officer:	Andrew McMaster
Resp. Officer Position:	Chief Legal and Governance Officer
Next Review Date:	2025
To be included on website?	Yes

Last Updated	Meeting type? - Council or EMT	Meeting Date	Item N°
__/__/2022	Council	__/__/2022	
25/07/2017	Council	25/07/2017	
19/06/2015	Council	19/06/2015	



Strategic Risk Register Summary

Date of Report: Wednesday, 2 March 2022

Risk No	Risk Description	Existing Control	Current Likelihood	Current Consequence	Current Risk Rating	Treatment Plan	Residual Likelihood	Residual Consequence	Residual Risk Rating
City Services, Amenity & Property Services									
10	Climate Change - Ineffective climate change response plan and implementation to realise sustainable outcomes for Council and the community	<p>Flood Management Plan, Drainage Strategy, ongoing drainage maintenance program and data from flood mapping used in Council's service delivery. Capital Investment, building condition audits, maintenance programs and asset inspection cycles.</p> <p>Municipal Emergency Management Plan (externally audited) and annual test exercise, including strong focus on community and Council staff education. Associated sub plans. i.e. Heatwave Plan and Flood Emergency Plan. Municipal Emergency Planning Committee & associated sub committees</p> <p>Electrical Line Clearance Management Plan 2018-2021 & associated independent audit process by Energy Safe Vic 2020</p> <p>Council Declaration of Climate Emergency Expert consultant engaged to advise Council on best practice climate change mitigation, adaptation and climate change risks & issue of report.</p> <p>Environmental Action Plan including a range of initiatives to reduce impact and adapt to climate change i.e. education & awareness, encourage residential solar uptake, increased tree planting, fleet uptake electric vehicles & community vehicle charging stations, overall reduction in Council's greenhouse emissions etc. Monitoring of KPIs through annual report</p> <p>Monitoring and reporting by the Executive Risk Committee, Executive Management Committee, independent Audit and Risk Committee and Council</p>	Likely	Major	High	<p>Implementation of all Council Plan and Business Plan Actions identified to associated with this risk</p> <p>Development and Implementation of the Climate Emergency Action Plan Draft scheduled to go to Council April 2022</p> <p>VECO participation agreement to be implemented across all Council electricity accounts (90% reduction Council emissions by end of 2022/23)</p> <p>Collaborative analysis of expert's report on the identification of risk and opportunity assessment</p>	Likely	Moderate	High



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Date of Report: Wednesday, 2 March 2022

Risk No	Risk Description	Existing Control	Current Likelihood	Current Consequence	Current Risk Rating	Treatment Plan	Residual Likelihood	Residual Consequence	Residual Risk Rating
		Dedicated resources Environment Team Strategic and Operational risk register Education, workshops, network, research							
110	Asset Portfolio - Failure to plan for long term optimisation and value creation of Council land and building assets to meet changing needs	Council Plan Asset Management Strategic Framework Capital Works Program Cyclical building condition audits Access to consultants expert advice Strategic Fund Steering Committees Planning regulations Councillor engagement and approval delegations Community Engagement plans and feedback	Possible	Moderate	Medium		Possible	Moderate	Medium
Community Programs									
109	Economy - Failure to promote economic growth through business development, investment and job opportunities in Manningham	Economic Development Strategy Doncaster Hill Strategy Activity Structure Plans Business Development Program initiatives and support to local businesses Promotion of visitor destinations North East Link Project continued advocacy to reduce construction impact on abutting businesses in the Bulleen Industrial Precinct where feasible Transport Action Plan and Bus Network Review North East Link Project Judicial Review outcomes Financial Relief Support Activating local neighbourhood centres Supporting place-making initiatives including outdoor dining and local activities	Possible	Major	High	Development of Doncaster Hill Framework Plan Economic Development Strategy Review Investigate options for land for employment use Plan and advocate for the Suburban Rail Loop which identifies a rail station on Doncaster Hill in its route from Cheltenham to the Airport Phase 2.	Unlikely	Major	Medium
108	Community Health - Ineffective initiatives to build community health, social cohesion and resilience	Health and Wellbeing Strategy 2021-2025 Aged and Disability home and community based services Active for Life Recreation Strategy & promotion of anti-ageism Encouragement Active ageing Dementia Friendly Manningham	Likely	Moderate	High	Facilitate the Manningham Positive Ageing Alliance Group and the Local Dementia Alliance Group	Possible	Moderate	Medium



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Risk No	Risk Description	Existing Control	Current Likelihood	Current Consequence	Current Risk Rating	Treatment Plan	Residual Likelihood	Residual Consequence	Residual Risk Rating
		Financial community support relief packages and community grants Prevention of family violence and its impacts Proactive engagement with Manningham citizens Manningham Declaration Climate Emergency Awareness initiatives to change behaviours and improve resilience Council plan to reduce CO2 emissions Manningham 2040 Community Vision Council Plan 2021-2025 - explicit goals & KPIs Promotion and engagement with Wurundjeri people & Reconciliation Action Plan Working Group Access & equity Advisory Committee Gender Equality Initiatives - LGBTQIA+ support Culturally appropriate services & multilingual communications Youth services Affordable Housing Plan				Improve the range of accessible support and services available to Manningham young people, including advocating for improved mental health resources and working collaboratively with youth agencies (long term actions 2024) Development Climate Action Plan Implementation of the Reconciliation Action Plan to enhance recognition of First Nations People Commence gender equity impact assessments on significant Council policies, services and programs for equitable, inclusive and accessible improvements for prominent issues			
Finance & Procurement									
11	Procurement & Contract Management - Procurement and contract management framework and processes fail to meet service delivery needs	Review of Procurement Policy to align with Local Government Act 2020. Engagement with key industry stakeholders, Management and Executive, Audit and Risk Committee and Council. Scheduled for adoption 24 Aug 2021 Procurement and Contract Management Policy framework including guidelines and procedures, templates, reports, declaration of conflict of interests and authorisation processes. Associated policies include Fraud and Corruption policy and Plan, Code of Conduct & Protected Disclosure Procedures. Procurement tendering Procedures, delegation, Conflict of Interest declaration prior to receiving tender's submissions, independent and	Possible	Major	High	Implementation of Internal Audit Recommendations Contract Management Solution system project	Unlikely	Major	Medium



Strategic Risk Register Summary

Date of Report: Wednesday, 2 March 2022

Risk No	Risk Description	Existing Control	Current Likelihood	Current Consequence	Current Risk Rating	Treatment Plan	Residual Likelihood	Residual Consequence	Residual Risk Rating
		<p>centralised administration by Procurement. Officers and provision for appointment of probity officer.</p> <p>Procurement and Contracts Manager oversight Corporate Counsel - legal advice Regular management reports to EMT and Executive Risk Comm Audit & Risk Committee Attestation questions to CEO, External and Internal auditors</p> <p>Annual Internal Audit program Procurement data analytics by contracted auditor. Reports monitored by Audit & Risk Committee. Compliance Program monitored by Exec Risk Committee</p> <p>Tendering Procedures, delegation, Conflict of Interest declaration prior to receiving tender's submissions, independent and centralised administration by Procurement. Officers and provision for appointment of probity officer. Capital Works Committee, individual project control groups, contract management meetings and performance measures.</p> <p>Online tender system - access control limited to Procurement staff. Integration of accounts payable software functionality to align with additional Procurement system controls. Separation of duties maintained.</p> <p>Monthly Procurement performance and exception Report issued to management.</p> <p>Induction of new staff and cyclical Procurement and Contract Management training. Regular communication of Procurement procedure changes, information sessions and dedicated intranet page and access to templates/guidance. Promotion of integrity culture.</p>							



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Risk No	Risk Description	Existing Control	Current Likelihood	Current Consequence	Current Risk Rating	Treatment Plan	Residual Likelihood	Residual Consequence	Residual Risk Rating
3	Finance - Inadequate planning and management of Council's financial resources	<p>Financial management system, policies & procedures, comprehensive Budget planning process. Extensive workshopping with Councillors and adoption of Budget by Council. Highly experienced qualified staff</p> <p>10 Year long term financial strategy and review incorporating Rate Capping formula.</p> <p>Annual external audit by VAGO including financial risk analysis rating. Audit Committee oversight of VAGO's Closing Report and annual Financial Report of accounts prior to adoption by Council.</p> <p>Reporting to Executive Management Team and Quarterly to Council. Monitoring by Audit and Risk Committee.</p> <p>Investment Policy including access to expert independent advice. Controls and Monitoring Access to short & long term funding Quarterly reporting cash and investments</p> <p>Management monitoring and strategic contingency reserves, strong sector communication with LG Superannuation company and annual enquiry by Audit and Risk Committee.</p> <p>COVID-19 Pandemic Financial Relief Packages (2020 & 2021) including ratepayers, local business support, community relief fund, NFP support & Recreation clubs, rent relief community and commercial tenants. Public reports, approved by Council resolution.</p> <p>Interrogation of budget projections, system gateways and approval processes, midyear budget review, quarterly financial and capital works performance reporting to Councillors.</p>	Rare	Major	Medium		Rare	Major	Medium



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Date of Report: Wednesday, 2 March 2022

Risk No	Risk Description	Existing Control	Current Likelihood	Current Consequence	Current Risk Rating	Treatment Plan	Residual Likelihood	Residual Consequence	Residual Risk Rating
Integrated Planning and Directorate Administration									
8	Change in government policy and/or funding resulting in significant impact on the delivery of critical services i.e. Suburban Rail Loop, aged care funding	<p>Forward Resource Plan including a request that all recreation offset projects be funded and project management by NELP executed</p> <p>Dedicated Council officer project resource (limited NELP funding and operational funding). Updates and consultation with Executive Management Team, Councillors, Audit and Risk Committee and staff.</p> <p>Comprehensive communication and engagement program, including website, social media, news releases, media interviews, meeting with stakeholder groups etc.</p> <p>Continue to advocate for employment uses to be included in the final design of land around the proposed Manningham Rd NELP interchange.</p> <p>Commonwealth Government, State Government and Municipal Association Victoria communication to Council and Councillors at key transaction stages</p> <p>Lobbying and advocacy for improved outcomes for LG sector, including advocacy through the Municipal Association of Victoria</p> <p>Long term financial modelling (10 Year Financial Strategy) incorporating Rate Capping formula impact. Regular monitoring and reporting process to Council. 2020/21 Budget including Strategic Resource plan and midyear budget review process. Financial auditing by VAGO</p>	Likely	Major	High	Extensive and ongoing advocacy for improved outcomes for Council	Likely	Moderate	High
Legal, Governance & Risk									



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Risk No	Risk Description	Existing Control	Current Likelihood	Current Consequence	Current Risk Rating	Treatment Plan	Residual Likelihood	Residual Consequence	Residual Risk Rating
12	A major business interruption incident	<p>Business Continuity Management Policy Framework including: Policy, Crisis Management Response & Recovery Plan, Directorate Sub Plans, Regional & Manningham Pandemic Sub Plans and Crisis Management Team. IT Disaster Recovery Plan.</p> <p>Crisis Management Team (CMT) is activated by the CEO in response to a crisis. CMT membership is adjusted according to the nature of the crisis and led by Leader and Deputy Leader. Standard CMT processes include situational assessment, setting of objectives, formal meeting agenda, minutes and action plan. COVID-19 CMT deactivated by CEO 19 Nov 2021</p> <p>Internal Audit conducted in April 2020 with insight into live crisis management response to COVID-19 pandemic. Audit Report to independent Audit & Risk Committee.</p> <p>Annual training and test exercise by independent provider. Not undertaken in 2020/2021 due to activation of Crisis Management Team and extended duration of activation.</p> <p>Annual reporting to Exec Risk Committee and Audit & Risk Committee. During the COVID pandemic frequent updates by the CEO to Council and the Audit & Risk Committee</p>	Likely	Moderate	High	<p>Business Continuity Management Policy Review - Draft 1 feedback provided by Exec Risk Committee</p> <p>Apply continuous improvement actions in response to post COVID-19 Crisis Management Team survey of all primary CMT members.</p>	Possible	Moderate	Medium
5	Integrity - Failure to develop, implement and maintain an effective integrity framework and culture	<p>Fraud and Corruption Policy and Control Plan 2019 Transparency Policy adopted 2020 Employee Code of Conduct 2019 Councillor Code of Conduct 2020 Procurement policy 2021</p> <p>Code of Conduct and Fraud and Corruption e-learning module mandatory training and induction - two yearly cycle.</p>	Unlikely	Moderate	Medium	<p>Conflict of interest policy (under development)</p> <p>Annual Internal Audit Program</p> <p>Annual Compliance program</p>	Rare	Moderate	Medium



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Risk No	Risk Description	Existing Control	Current Likelihood	Current Consequence	Current Risk Rating	Treatment Plan	Residual Likelihood	Residual Consequence	Residual Risk Rating
		<p>Integration and promotion of organisational values throughout key corporate policies, guidelines, performance reviews, excellence awards, leadership, staff communications and recruitment screening.</p> <p>Monitoring of application of organisational culture through internal audit, compliance program and staff engagement survey.</p> <p>Ongoing promotion and distribution of IBAC, VAGO and Ombudsman communications to executive and senior management. Participation in the IBAC Fraud and Corruption Research Project - report Feb 2019.</p> <p>Monitoring of application of values through external audit, internal audit, compliance program, Audit and Risk Committee independent function, incident reporting, complaints management and various second line of defence processes.</p>							
2	Compliance and Legal - Non compliance with statutory and regulatory requirements	<p>Local Government Act 2020 implementation into policy framework and organisational operations. i.e. Governance Framework and Public Transparency Policy Sep 2020. Training program of changes to Councillors and management and ongoing advice by Governance and Corporate Counsel</p> <p>Multiple policy frameworks inform key statutory functions including: Governance, Planning, Building, Finance, Procurement, WHS, Human Resources, Privacy, Emergency Management, Domestic Animal Management Plan, Local Laws, Risk Management etc.</p> <p>Audit & Risk Committee (independent) five meetings per year as per Charter aligned with Local Gov Act 2020. Chair reports committee/audit activity to Council twice per</p>	Possible	Moderate	Medium	<p>Progressive implementation of the provisions of the Local Government Act 2020 through policy and operational delivery</p> <p>Delivery of internal Audit Plan program through contracted auditors</p> <p>Six monthly report to Council by independent Audit and Risk Committee Chair</p>	Unlikely	Moderate	Medium



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Risk No	Risk Description	Existing Control	Current Likelihood	Current Consequence	Current Risk Rating	Treatment Plan	Residual Likelihood	Residual Consequence	Residual Risk Rating
		year. CEO and auditor compliance attestation to ARC. VAGO External Audit annual program monitored by Audit & Risk Committee Three Year Internal Audit Program monitored by Audit and Risk Committee, Annual Compliance Program monitored by Executive Risk Committee and chaired the CEO (5-6 meetings per year). Risk Management Incident reporting process and escalation Statutory regulations and process built into operational software systems and reporting functions Recruitment of competently skilled staff and supervision. Induction, training and personal development, Workplace Values, Supervision and management of staff Legislative alerts, delegations, Service Unit and Team updates. Dedicated internal subject matter experts and advisory functions including Corporate Counsel, Governance, HR, Procurement, Risk and Assurance							
People & Communications									
7	Work Health and Safety - Failure to protect the health and wellbeing of our people at work or the public through our work activities	Ongoing implementation and review of WHS Strategy and annual action plan Contract Management - comprehensive contract conditions, inspections, demonstration of compliance and monitoring of work practices. Implementation of Workplace Health & Safety recommendations from internal audit - 2021 Active WHS committee structure comprising a strategic central committee and two operational	Likely	Major	High	Corporate Project - Work Health and Safety management system solution	Likely	Moderate	High



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Risk No	Risk Description	Existing Control	Current Likelihood	Current Consequence	Current Risk Rating	Treatment Plan	Residual Likelihood	Residual Consequence	Residual Risk Rating
		<p>committees, reviewing and adopting policies/procedures, analysing incident reports, training and audits etc.</p> <p>Professionally qualified advisory staff. Compulsory training for Health and Safety Representatives. Communication initiatives including staff and contractor training, Safety Alerts, intranet resources, mandatory E-learning, tool box talks and OHS notice boards.</p> <p>Quarterly OHS Incident and Injury Hazard Reporting & Analysis to WHS Committee and annually to Risk Committee.</p> <p>Internal Audit and Compliance review programs and monitored by the Audit & Risk Committee and Executive Risk Committee respectively.</p>							
4	Reputation - Council's reputation is damaged or compromised	<p>Communication processes and templates in place, including Brand Guide</p> <p>Annual Local Government Community Satisfaction Survey results presented to Council</p> <p>Induction and ongoing awareness training of communications and media relations protocol.</p> <p>Media and website monitoring</p> <p>A new more responsive website facilitating improved interactions between community and council launched January 2022</p> <p>Ongoing awareness and training of Community Engagement principles and processes.</p>	Possible	Moderate	Medium	Building communication preferences of our community through Customer Relationship Management System Phase 2 project	Unlikely	Moderate	Medium
Transformation, Technology & Customer									



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Risk No	Risk Description	Existing Control	Current Likelihood	Current Consequence	Current Risk Rating	Treatment Plan	Residual Likelihood	Residual Consequence	Residual Risk Rating
101	Failure to strategically plan for future (existing and emerging) technologies and business processes	<p>Ongoing resource via enterprise and solution architecture to inform trends in innovation and technology to help inform the strategic plan.</p> <p>Ten year Transformation and IT Plan.</p> <p>Community consultation via regular survey</p> <p>Regular and ongoing consultation with staff regarding needs and opportunities to improve the way that we work</p> <p>Identified as a budget principle. Financial commitment from executives and Councillors in 2020 as per the ten year Transformation and IT plan.</p>	Possible	Moderate	Medium	Annual reviews of the 10 year plan	Unlikely	Moderate	Medium
1	Systems, Data and Records - Failure to maintain and protect data and record systems	<p>Information Technology Strategy 2019-2022 and accompanying road map to guide the identification and prioritising of IT projects: Three strategic objectives:- 1.Customer Experience; 2.Digital Automation 3.Data Stewardship</p> <p>Governance Structures: -Exec Management Team & Audit & Risk Committee -IT Steering Committee -IT Management, -Project Control Groups -DIAGINOSE project delivery framework</p> <p>Annual external audit and internal audit programs</p> <p>Migration of server and storage traditional physical infrastructure to cloud based model</p> <p>Migration of server and storage traditional physical infrastructure to cloud based model</p> <p>Secondary duplicate servers if primary fail IT Disaster Recovery Plan and program of testing, recovery exercises, reporting & continuous improvement. Integration with Crisis Management Plan Insurance</p>	Possible	Moderate	Medium	<p>Strengthening IT governance controls and strategic Planning processes through the implementation of the internal audit recommendations</p> <p>Conduct a disaster recovery test exercise to validate recovery capabilities in new environment and improve processes.</p> <p>Project Management Framework enhancements to maximise outcome effectiveness</p>	Unlikely	Moderate	Medium



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Date of Report: Wednesday, 2 March 2022

Risk No	Risk Description	Existing Control	Current Likelihood	Current Consequence	Current Risk Rating	Treatment Plan	Residual Likelihood	Residual Consequence	Residual Risk Rating
		<p>Offsite backup including testing cycle and data storage/BCP in place. Firewall, physical security and IT access controls.</p> <p>IT strategy, Architecture review, Policy, Procedures, Specialists, Supplier agreements and training. Rolling infrastructure (physical/digital) upgrade - IT Transformation function.</p> <p>Review of IT Policies, infrastructure upgrades to support effective, reliable and secure operations. Governance coordinate Policy Register to ensure policy currency.</p> <p>Annual and long term budget to maintain and improve system capability</p> <p>Annual operational funding and key capital allocations to ensure reliable operation and strategic investment in upgraded systems and capability.</p>							

13.2 Informal Meetings of Councillors

File Number:	IN22/74
Responsible Director:	Chief Executive Officer
Attachments:	<ol style="list-style-type: none">1 Manningham Municipal Emergency Management Planning Committee 4 February 2022 ↓2 Manningham Municipal Fire Management Planning Committee 4 February 2022 ↓3 Manningham Library Board Members Discussion 4 February 2022 ↓4 Submitters Meeting 16 February 2022 ↓5 Strategic Weekend - Day 1 18 February 2022 ↓6 Strategic Weekend - Day 2 19 February 2022 ↓7 Councillor and CEO Only Time 1 March 2022 ↓8 Strategic Briefing Session 1 March 2022 ↓9 Strategic Briefing Session 8 March 2022 ↓10 Strategic Briefing Session 15 March 2022 ↓

EXECUTIVE SUMMARY

Chapter 6, sub rule 1 of Manningham's Governance Rules requires a record of each meeting that constitutes an Informal Meeting of Councillors to be reported to Council and those records to be incorporated into the minutes of the Council Meeting.

RECOMMENDATION

That Council note the Informal Meetings of Councillors for the following meetings:

- **Manningham Municipal Emergency Management Planning Committee 4 February 2022**
- **Manningham Municipal Fire Management Planning Committee 4 February 2022**
- **Manningham Library Board Members Discussion 4 February 2022**
- **Submitters Meeting 16 February 2022**
- **Strategic Weekend – Day 1 18 February 2022**
- **Strategic Weekend – Day 2 19 February 2022**
- **Councillor and CEO Only Time 1 March 2022**
- **Strategic Briefing Session 1 March 2022**
- **Strategic Briefing Session 8 March 2022**
- **Strategic Briefing Session 15 March 2022**

1. BACKGROUND

- 1.1 Section 60 of the *Local Government Act 2020*, requires a Council to develop, adopt and keep in force Governance Rules (the Rules).
- 1.2 Chapter 6, sub rule 1 of Manningham's Governance Rules requires the Chief Executive Officer to ensure a summary of matters discussed at an informal meeting is tabled at the next convenient Council meeting and recorded in the minutes of that meeting.

1.3 An Informal Meeting of Councillors is a meeting that:

- is a scheduled or planned meeting of all Councillors (irrespective of how many Councillors attend) with the Chief Executive Officer for the purpose of discussing the business of Council or briefing Councillors; or
- is a scheduled or planned meeting of all Councillors (irrespective of how many Councillors attend) with the Executive Management Team for the purpose of discussing the business of Council or briefing Councillors; or
- is a scheduled or planned advisory committee meeting attended by at least one Councillor and one member of Council staff; and
- is not a Council meeting, Delegated Committee meeting or Community Asset Committee meeting.

2. DISCUSSION / ISSUE

Summaries of the following informal meetings are attached to this report:

- Manningham Municipal Emergency Management Planning Committee 4 February 2022
- Manningham Municipal Fire Management Planning Committee 4 February 2022
- Manningham Library Board Members Discussion 4 February 2022
- Submitters Meeting 16 February 2022
- Strategic Weekend – Day 1 18 February 2022
- Strategic Weekend – Day 2 19 February 2022
- Councillor and CEO Only Time 1 March 2022
- Strategic Briefing Session 1 March 2022
- Strategic Briefing Session 8 March 2022
- Strategic Briefing Session 15 March 2022

3. DECLARATIONS OF CONFLICT OF INTEREST

No officers involved in the preparation of this report have any general or material conflict of interest in this matter.

Informal Meeting of Councillors

Chapter 6, Sub rule 1 of the Governance Rules 2020



MEETING DETAILS			
Meeting Name:	Manningham Municipal Emergency Management Planning Committee		
Date:	Friday, 4 February 2022	Time Opened:	10:00 am
		Time Closed:	12:00 pm
Location:	Microsoft Teams		
Councillors Present:	Cr Lange		
Officers Present:	Ben Middleton, Dean Graham, John O'Brien, Pamela Dewhurst, Kurt Pitts Amber Thorgersen, Michael Tregonning, Rachele Quattrocchi		
Apologies:	Helen Napier, Frank Vassilacos		
Items discussed:	<ol style="list-style-type: none"> 1. Correspondence 2. Guest Speaker/Incident Overview 3. General Business 4. Sub-Committee Reports 5. Agency Reports 		

CONFLICT OF INTEREST DISCLOSURES			
Were there any conflict of interest disclosures by Councillors?		No	
Councillor	Item	Left meeting for Item (Y/N)	Time Left / Time Returned

Informal Meeting of Councillors

Chapter 6, Sub rule 1 of the Governance Rules 2020



MEETING DETAILS			
Meeting Name:	Manningham Municipal Fire Management Planning Committee		
Date:	Friday, 4 February 2022	Time Opened:	08:15 am
		Time Closed:	09:45 am
Location:	Microsoft Teams		
Councillors Present:	Cr Lange		
Officers Present:	Dean Graham, Michael Tregonning, Ben Middleton, Sam Gilbert, Scott Morone		
Apologies:	Helen Napier, Cathy Willis		
Items discussed:	<ol style="list-style-type: none"> 1. Welcome To Country 2. Business arising from previous meeting 3. Correspondence 4. Tikalara 5. Fire Mitigation Committee Update 6. MEMP review 7. Current Terms of Reference 8. Garden Waste Disposal Days 9. Planned Burn on Council Land 10. VFRR-B Review 11. EMRSFMPSC Meeting update 12. City Compliance 13. Pound Bend Update 14. EM Engagement Update 15. Hot spots tour 		

CONFLICT OF INTEREST DISCLOSURES			
Were there any conflict of interest disclosures by Councillors?		No	
Councillor	Item	Left meeting for Item (Y/N)	Time Left / Time Returned

Informal Meeting of Councillors

Chapter 6, Sub rule 1 of the Governance Rules 2020



MEETING DETAILS

Meeting Name:	Manningham Library Board members discussion		
Date:	Friday, 4 February 2022	Time Opened:	2.00pm
		Time Closed:	3.00pm
Location:	Teams		
Councillors Present:	Cr Michelle Kleinert, Cr Stephen Mayne		
Officers Present:	Lee Robson		
Apologies:	Nil		
Items discussed:	<ol style="list-style-type: none"> 1. Library budget 2. Library Strategy 		

CONFLICT OF INTEREST DISCLOSURES

Were there any conflict of interest disclosures by Councillors?		no	
Councillor	Item	Left meeting for Item (Y/N)	Time Left / Time Returned

Informal Meeting of Councillors

Chapter 6, Sub rule 1 of the Governance Rules 2020



MEETING DETAILS			
Meeting Name:	Submitters Meeting		
Date:	Wednesday, 16 February 2022	Time Opened:	6:00 pm
		Time Closed:	7:00 pm
Location:	Zoom		
Councillors Present:	Cr Michelle Kleinert Cr Anna Chen Cr Stephen Mayne		
Officers Present:	Emma Lawrance (Town Planner) Jonathan Caruso (Coordinator Statutory Planning) Hugh Charlton (Principal Planner)		
Apologies:			
Items discussed:	1. Planning Application PLN20/0544 at 15 Glendale Avenue TEMPLESTOWE		

CONFLICT OF INTEREST DISCLOSURES			
Were there any conflict of interest disclosures by Councillors?		No	
Councillor	Item	Left meeting for Item (Y/N)	Time Left / Time Returned

Informal Meeting of Councillors

Chapter 6, Sub rule 1 of the Governance Rules 2020



MEETING DETAILS			
Meeting Name:	Councillor Strategic Weekend – Day 1		
Date:	Friday, 18 February 2022	Time Opened:	2:00 pm
		Time Closed:	5:00 pm
Location:	RACV Club – 122 Healesville-Kinglake Road, Healesville		
Councillors Present:	All Councillors		
Officers Present:	EMT, Carrie Bruce, Lee Robson		
Apologies:	Nil		
Items discussed:	1. Governance and Review of LGA Responsibilities 2. Strategic Property and Community Infrastructure Projects		

CONFLICT OF INTEREST DISCLOSURES			
Were there any conflict of interest disclosures by Councillors?			No
Councillor	Item	Left meeting for Item (Y/N)	Time Left / Time Returned

Informal Meeting of Councillors

Chapter 6, Sub rule 1 of the Governance Rules 2020



MEETING DETAILS	
Meeting Name:	Councillor Strategic Weekend – Day 2
Date:	Saturday, 19 February 2022
	Time Opened: 9:00 am
	Time Closed: 4:30pm
Location:	RACV Club – 122 Healesville-Kinglake Road, Healesville
Councillors Present:	All Councillors
Officers Present:	EMT, Lee Robson, Helen Napier
Apologies:	Nil
Items discussed:	<ol style="list-style-type: none"> 1. 2022/23 Budget Overview and Preliminary Operation and Capital Budget 2. Climate Plan 3. Leisure Contract 4. Strategic Weekend Wrap Up Discussions

CONFLICT OF INTEREST DISCLOSURES			
Were there any conflict of interest disclosures by Councillors?		No	
Councillor	Item	Left meeting for Item (Y/N)	Time Left / Time Returned

Informal Meeting of Councillors



MEETING DETAILS

Meeting Name:	Councillor and CEO Only Time		
Date:	Tuesday, 1 March 2022	Time Opened:	05: 30pm
		Time Closed:	06: 30 pm
Location:	Koonung Room		
Councillors Present:	Mayor Cr Kleinert Deputy Mayor Cr Diamante Cr Chen Cr Cr Conlon Cr Gough Cr Lange Cr Lightbody (by phone) Cr L Mayne Cr S Mayne		
Officers Present:	CEO - Andrew Day		
Apologies:	Nil		
Items considered:	1. Councillor Portfolios and Committees 2. Upcoming Briefing		

CONFLICT OF INTEREST DISCLOSURES

Were there any conflict of interest disclosures by Councillors?		No	
Councillor	Item	Left meeting for Item (Y/N)	Time Left / Time Returned

Informal Meeting of Councillors

Chapter 6, Sub rule 1 of the Governance Rules 2020



MEETING DETAILS			
Meeting Name:	Strategic Briefing Session		
Date:	Tuesday, 1 March 2022	Time Opened:	6:30 pm
		Time Closed:	9:40 pm
Location:	Council Chamber, Civic Centre		
Councillors Present:	Cr Michelle Kleinert (Mayor), Cr Deirdre Diamante (Deputy Mayor), Cr Anna Chen, Cr Andrew Conlon, Cr Geoff Gough, Cr Carli Lange, Cr Tomas Lightbody (attended virtually), Cr Laura Mayne and Cr Stephen Mayne		
Officers Present:	Executive Officers Present Andrew Day, Chief Executive Officer Niall Sheehy, Acting Director City Planning & Community Rachelle Quattrocchi, Director City Services Kerryn Paterson, Director Experience and Capability Andrew McMaster, Chief Legal and Governance Officer Jon Gorst, Chief Financial Officer		
	Other Officers in Attendance Kim Tran, Governance Officer Katrine Gabb, Coordinator Social Planning and Community Strengthening Nina Stephen Senior Social Planner Michelle Zemancheff, Manager Economic and Community Wellbeing Liz Lambropoulos, Team Leader Integrated Transport Frank Vasilacos, Manager Integrated Planning Andrew Mangan, Project Officer Heather Callahan, Coordinator Recreation Daniele Raneri, Strategic Transport Planner		
Apologies:	Nil		
Items discussed:	<ol style="list-style-type: none"> 1. Welcoming Cities Accreditation 2. Advisory Committees – Terms of Reference 		
CONFLICT OF INTEREST DISCLOSURES			
Were there any conflict of interest disclosures by Councillors?		No	
Councillor/Staff	Item	Left meeting for Item (Y/N)	Time Left / Time Returned

Informal Meeting of Councillors

Chapter 6, Sub rule 1 of the Governance Rules 2020



MEETING DETAILS	
Meeting Name:	Strategic Briefing Session
Date:	Tuesday, 8 March 2022
	Time Opened: 6:35 pm
	Time Closed: 9:23 pm
Location:	Council Chamber, Civic Centre
Councillors Present:	Cr Deirdre Diamante (Deputy Mayor), Cr Anna Chen, Cr Andrew Conlon, Cr Geoff Gough, Cr Carli Lange, Cr Laura Mayne and Cr Stephen Mayne
Officers Present:	<p>Executive Officers Present Andrew Day, Chief Executive Officer Niall Sheehy, Acting Director City Planning & Community Rachele Quattrocchi, Director City Services Kerryn Paterson, Director Experience and Capability Andrew McMaster, Chief Legal and Governance Officer Jon Gorst, Chief Financial Officer</p> <p>Other Officers in Attendance Carrie Bruce, Senior Governance Advisor Vicki Miller, Strategic Risk and Assurance Advisor James Paterson, Manager Infrastructure Services</p>
Apologies:	Cr Michelle Kleinert (Mayor) Cr Tomas Lightbody
Items discussed:	<ol style="list-style-type: none"> 1. Audit and Risk Committee Chair’s Biannual Report 2. Risk Management Strategy and Risk Management Policy Review 3. Footpath Priority Program 4. Freedom of the City (Confidential) 5. Gender Equality Action Plan 2022 – 2025

CONFLICT OF INTEREST DISCLOSURES			
Were there any conflict of interest disclosures by Councillors?			No
Councillor/Staff	Item	Left meeting for Item (Y/N)	Time Left / Time Returned

Informal Meeting of Councillors

Chapter 6, Sub rule 1 of the Governance Rules 2020



MEETING DETAILS

Meeting Name:	Strategic Briefing Session		
Date:	Tuesday, 15 March 2022	Time Opened:	6:34 pm
		Time Closed:	9:17 pm
Location:	Online via Zoom		
Councillors Present:	Cr Michelle Kleinert (Mayor), Cr Deirdre Diamante (Deputy Mayor), Cr Anna Chen, Cr Andrew Conlon, Cr Geoff Gough, Cr Carli Lange, Cr Tomas Lightbody, Cr Laura Mayne and Cr Stephen Mayne		
Officers Present:	<p>Executive Officers Present Andrew Day, Chief Executive Officer Lee Robson, Acting Director City Planning & Community Helen Napier, Acting Director City Services Kerryn Paterson, Director Experience and Capability Andrew McMaster, Chief Legal and Governance Officer Jon Gorst, Chief Financial Officer</p> <p>Other Officers in Attendance Carrie Bruce, Senior Governance Advisor John Nevins, Consultant Jay Bao, Project Coordinator – Property Investment Portfolio Wayne Eddy, Coordinator Asset Management and Capital Works</p>		
Apologies:	Nil		
Items discussed:	<ol style="list-style-type: none"> 1. Property Investment Portfolio Update (Confidential) 2. Capital Works at Risk Projects and Corrective Actions 		

CONFLICT OF INTEREST DISCLOSURES

Were there any conflict of interest disclosures by Councillors?	No		
Councillor/Staff	Item	Left meeting for Item (Y/N)	Time Left / Time Returned

14 URGENT BUSINESS

15 COUNCILLOR REPORTS AND QUESTION TIME

16 CONFIDENTIAL REPORTS

There are no Confidential reports.