

AGENDA

Ordinary Meeting of Council

6.00pm Wednesday 11 December 2019

*** Broadcast live on Phoenix FM 106.7 ***

VENUE:

**Reception Room,
Bendigo Town Hall,
Hargreaves Street, Bendigo**

NEXT MEETING:

**Wednesday 22 January 2020
Bendigo Town Hall**

Copies of the City of Greater Bendigo Council's Agendas & Minutes
can be obtained online at www.bendigo.vic.gov.au

This Council Meeting is conducted in accordance with Local Law No. 8. It is an offence for any person to engage in improper or disorderly conduct at the meeting.

Council Vision

Greater Bendigo - creating the world's most liveable community.

Council Values

Six values inform everything we as Council do in working together to be the best we can for all of our community.

Seeking to achieve the best value for our use of the community's public funds and resources, by:

- We Lead;
- We Learn;
- We Contribute;
- We Care;
- We Respond;
- We Respect.

Goals

- Presentation and Managing Growth
- Wellbeing and Fairness
- Strengthening the Economy
- Environmental Sustainability
- Embracing our Culture and Heritage
- Lead and Govern for All

ORDINARY MEETING

WEDNESDAY 11 DECEMBER 2019

ORDER OF BUSINESS:

ITEM	PRECIS	PAGE
	ACKNOWLEDGEMENT OF COUNTRY	5
	PRAYER	5
	PRESENT	5
	APOLOGIES	5
	SUSPENSION OF STANDING ORDERS	5
	COMMUNITY RECOGNITION SECTION	5
	PUBLIC QUESTION TIME	5
	RESUMPTION OF STANDING ORDERS	6
	<i>CR HAWKE'S REPORT</i>	6
	DECLARATIONS OF CONFLICT OF INTEREST	7
	CONFIRMATION OF MINUTES	7
1.	<i>PETITIONS AND JOINT LETTERS</i>	11
1.1	ROAD SAFETY PETITION FOR CRUSOE ROAD, KANGAROO FLAT	11
2.	<i>PRESENTATION AND MANAGING GROWTH</i>	16
2.1	50 MILL STREET, STRATHDALE 3550 - FOUR LOT SUBDIVISION, DEVELOPMENT OF FOUR DWELLINGS AND CREATION OF AN EASEMENT	16
3.	<i>WELLBEING AND FAIRNESS</i>	39
3.1	COMMUNITY VOLUNTEERING STRATEGY	39
3.2	YOUTH STRATEGY PROGRESS REPORT	45
4.	STRENGTHENING THE ECONOMY	65
5.	ENVIRONMENTAL SUSTAINABILITY	65
6.	EMBRACING OUR CULTURE AND HERITAGE	65
7.	<i>LEAD AND GOVERN FOR ALL</i>	66

7.1	QUARTERLY REPORT TO COUNCIL REPORT QUARTER 1 2019 2020	66
7.2	FRAUD AND CORRUPTION POLICY	73
7.3	RISK MANAGEMENT POLICY	89
7.4	AUDIT AND RISK COMMITTEE INDEPENDENT MEMBER REAPPOINTMENT	104
7.5	AUDIT AND RISK COMMITTEE ANNUAL REPORT 2019	106
7.6	RECORD OF ASSEMBLIES	111
7.7	CONTRACTS AWARDED UNDER DELEGATION	116
8.	URGENT BUSINESS	118
9.	NOTICES OF MOTION	118
10.	COUNCILLORS' REPORTS	118
11.	MAYOR'S REPORT	118
12.	CHIEF EXECUTIVE OFFICER'S REPORT	118
13.	CONFIDENTIAL (SECTION 89) REPORTS	118

CRAIG NIEMANN
CHIEF EXECUTIVE OFFICER

ACKNOWLEDGEMENT OF COUNTRY

PRAYER

PRESENT

APOLOGIES

SUSPENSION OF STANDING ORDERS

That Standing Orders be suspended to allow the conduct of the Community Recognition Section and Public Question Time.

COMMUNITY RECOGNITION SECTION

PUBLIC QUESTION TIME

Public Question Time – Purpose

Council has provided the opportunity for members of the public to ask questions of broad interest to Council and the community. Matters relating to routine Council works should be taken up with Council's Customer Service Officers through its Customer Request System.

By the time planning matters have reached the council agenda, they have been through an extensive process as required by the Planning and Environment Act. In addition, in most instances mediation has been held between the parties involved. Throughout the process there are many opportunities for the people to ask questions. Therefore, no questions relating to planning matters on the Agenda will be accepted.

Public Question Time – Where, When And Who

The public question time is held at every Ordinary Meeting of Greater Bendigo City Council. Meetings of Council commence at 6.00pm in the Reception Room, Bendigo Town Hall, Hargreaves Street, Bendigo.

The public question time is held at the start of the meeting as close as practical to 6:00pm. A maximum of 30 minutes has been provided for registered and unregistered questions.

Residents are encouraged to lodge questions in advance so that a more complete response can be provided.

Questions will be put to the Council by the individual posing the question; the question will be answered by the Mayor or CEO, or where appropriate, Councillors or Council Officers.

Acceptance of Questions

Each person asking a question of Council is required to stand, state their name, and address the Mayor. Public Question Time is not an opportunity for making of statements or other comments. Council's Meeting Procedure Local Law does not allow for other questions or comments during the remainder of the meeting.

1. An individual may only ask one question per meeting, a follow-up question may be permitted at the discretion of the Mayor.
2. In the event that the same or similar question is raised by more than one person, an answer may be given as a combined response.
3. In the event that time does not permit all questions registered to be answered, questions will be answered in writing or referred to the next meeting if appropriate.
4. The Mayor and or CEO have the right to decline registration on basis of:
 - Legal proceedings;
 - More appropriately addressed by other means;
 - Vague or lacking in substance, irrelevant, frivolous, insulting offensive, improper, defamatory or demeaning;
 - Answer likely to compromise his / her position;
 - Confidential, commercial-in-confidence.
5. Each individual whose registration form has been accepted or declined will be advised by the Friday of the week prior to the scheduled meeting.
6. In the event of a registration form being declined the registration form will be circulated to the Mayor or Councillors for information.

RESUMPTION OF STANDING ORDERS

That Standing Orders be resumed.

CR HAWKE'S REPORT

DECLARATIONS OF CONFLICT OF INTEREST

Pursuant to Sections 77, 78 and 79 of the Local Government Act 1989 (as amended) direct and indirect conflict of interest must be declared prior to debate on specific items within the agenda; or in writing to the Chief Executive Officer before the meeting. Declaration of indirect interests must also include the classification of the interest (in circumstances where a Councillor has made a Declaration in writing, the classification of the interest must still be declared at the meeting), i.e.

- (a) direct financial interest
- (b) indirect interest by close association
- (c) indirect interest that is an indirect financial interest
- (d) indirect interest because of conflicting duties
- (e) indirect interest because of receipt of an applicable gift
- (f) indirect interest as a consequence of becoming an interested party
- (g) indirect interest as a result of impact on residential amenity
- (h) conflicting personal interest

A Councillor who has declared a conflict of interest, must leave the meeting and remain outside the room while the matter is being considered, or any vote is taken.

Councillors are also encouraged to declare circumstances where there may be a perceived conflict of interest.

CONFIRMATION OF MINUTES

Minutes of the Special Meeting of 19 November 2019 and the Ordinary Meeting of 20 November 2019.

The following items were considered at the Special Council meeting held on Tuesday 19 November 2019 at 5.45pm:

NO.	TITLE	RECOMMENDATION
	Election of Mayor for 2019/2020	
	Congratulations to Newly Elected Mayor	
	Response by Mayor for 2019/2020 and Report by Mayor for 2018/2019	
	Response to Mayor's Report for 2018/2019	That the Mayor's Report for 2018/2019 be received.
	Report by Deputy Mayor for 2018/2019	
	Response to Deputy Mayor's Report for 2018/2019	That the Deputy Mayor's Report for 2018/2019 be received.
	Election of Deputy Mayor for 2019/2020	
	Congratulations to Newly Elected	

	Deputy Mayor	
	Response by Deputy Mayor for 2019/2020	

The following items were considered at the Ordinary Council meeting held on Wednesday 20 November 2019 at 6.00pm:

NO.	TITLE	RECOMMENDATION
1.1	Petition: Coffee Van at Railway Square, Elmore	That Council: 1. Note the petition and the views of the petitioners. 2. Advise the petitioners that the application for the site was unsuccessful, as the use was not supported by the landowner (VicTrack) as outlined in this report.
1.2	Petition: Proposed Closure of Melbury Court Playspace, Epsom	That the petition be received and a response be prepared within two (2) meetings.
1.3	Petition: Opposing the Sale of 49 Napier Street, Eaglehawk	That Council: 1. Note the petition and the views of the signatories, 2. Note the requisite formal public consultation process was completed in accordance with the Local Government Act and that Council consequently resolved to proceed with the sale by auction which was scheduled to take place on 16 November 2019; 3. Note the petitioners were advised accordingly of this process prior to the conduct of the auction.
1.4	Response to Petition: Upgrade and Ongoing Maintenance of Strauch Reserve	That Council: 1. Consider the design of a junior oval at Strauch Reserve alongside all other project requests as part of the 2020-21 budget process. 2. Continue to monitor the population growth and change in Huntly to ensure that facilities are provided in a timely manner to meet community needs.
2.1	Planning Scheme Amendment C243 - Adopt and Implement the Heathcote Flood Study 2016 - To Consider Authorisation Request	That Council: 1. Adopt the Heathcote Flood Study (March 2016). 2. Request the Minister for Planning to authorise Council to prepare Amendment C243 to the Greater Bendigo Planning Scheme.

		3. When Authorised by the Minister, exhibit Amendment C243 to the Greater Bendigo Planning Scheme, giving notification as required for the minimum statutory exhibition period of one month.
2.2	74 Condon Street, Kennington - Subdivision of the Land into 5 Lots, Construction of 5 Dwellings, Removal of Drainage Reserve and Alteration of Access onto a Road in a Road Zone Category 1	That Council advise VCAT and the Permit Applicant that it now supports the granting of a permit to allow the <i>subdivision of the land into 5 lots, construction of 5 dwellings, removal of drainage reserve and alteration of access onto a road in a road zone category 1</i> at 74 Condon Street, KENNINGTON 3550 subject to the conditions at the end of this report:
7.1	Finance Committee Report Quarter 1 as at 30 September 2019	That Council receive the Finance Report comparing Budgeted and Actual Revenues and Expenses to 30 September 2019, in accordance with the requirements of the <i>Local Government Act</i> .
7.2	Revenue Debt Collection Policy	That Council endorse the revised Revenue and Debt Collection Policy.
7.3	Rating Review Submission	That Council ratify the submission to the Local Government Rating System Review.
7.4	Council Appointments to Committees 2019	That Council make appointments to committees as outlined in this report, effective from 21 November 2019.
7.5	Council Meeting Dates 2019/2020 Mayoral Term	That the Ordinary Meeting of Council dates for December 2019 and for 2020 (to October 21, 2020) as detailed in this report be confirmed and advertised.
7.6	Record of Assemblies	That Council endorse the record of assemblies of Councillors as outlined in this report.
7.7	Contracts Awarded Under Delegation	That the contracts awarded under delegation, as outlined in this report, be acknowledged by Council.
14.1	Confidential Section 89 Report Relating to a Contractual Matter	
14.2	Confidential Section 89 Report Relating to a Contractual Matter	

The unconfirmed minutes have also been posted on the City of Greater Bendigo website pending confirmation at this meeting.

RECOMMENDATION

That the Minutes of the Special Meeting of Council held on Tuesday 19 November 2019 and the Ordinary Meeting of Council held on Wednesday 20 November 2019, as circulated, be taken as read and confirmed.

1. PETITIONS AND JOINT LETTERS

1.1 ROAD SAFETY PETITION FOR CRUSOE ROAD, KANGAROO FLAT

Document Information

Author Dummi Wewala, Transportation Engineer

Responsible Director Debbie Wood, Director Presentation & Assets

Purpose

This report is in response to a petition received at the Council Meeting on 18 September 2019 regarding road safety concerns on Crusoe Road, Kangaroo Flat.

Summary

Location Details

- Crusoe Road is considered to be a Sub-Arterial road under the City of Greater Bendigo (COGB) road hierarchy connecting Lockwood South and Kangaroo Flat which also caters for the traffic to the Maldon Township.
- Crusoe Road has an Annual Average Daily Traffic of approximately 2,900 Vehicles per day.
- There have been 2 Injury crashes in the past 5 years along Crusoe Road, between Furness Street and Mitchell Street (both occurred prior to 2016).
- As a part of the 2016/17 Federal Black Spot Program, COGB received funding to upgrade a high risk section of Crusoe Road in the vicinity of Yarunga Drive and Fraser Court.
- Both Lockwood Road (State controlled arterial road) and Crusoe Road have similar characteristics.

Speed limits are set to provide an appropriate balance between safety and mobility, with consideration given to factors such as the number of access points along the route, the nature of the road environment, adjacent speed zones, road user types and the crash history.

Traffic counts and a speed survey were undertaken on Crusoe Road (Hansa Ct to Jackson St) in February 2019 as part of routine collection of local road traffic data. The speed results showed that the average speed was 56km/h and the 85th percentile speed was 62km/h. These results were consistent with COGB expectations for this road environment.

CoGB Traffic Engineers have assessed the speed limit on Crusoe Road, taking into account the above criteria and results. This assessment also included a detailed site inspection and road safety audit. The wide width and road environment, crash history, speed results all support that the current speed limit of 60 km/h is appropriate for this section of road. Speeding is primarily a behavioural issue, which is best handled by enforcement of the Victorian road rules by Victoria Police. Speeding vehicle complaints are able to be mitigated by regular enforcement by the local Police.

Victoria Police and Regional Roads Victoria (RRV) were also consulted on this petition and their responses are summarised later in the report.

Installation of pedestrian crossing facilities such as pedestrian refuges, Zebra or raised crossings and pedestrian operated signals is to provide a safe crossing environment for pedestrians and cyclists, and to encourage local traffic be alert on vehicle speeds. There is a high demand for pedestrian crossing facilities and associated traffic calming devices across the city and COGB must prioritise funding to those projects that deliver the greatest benefit in terms of safety and amenity for the wider community.

COGB considers the road section is operating safely both for pedestrians and motorists, and does not propose to make any modifications to the site at this stage. Any improvement proposals for this location, including the installation of pedestrian crossing facility will be considered for funding under a future program based on the above criteria. In the meantime, the Traffic Engineering Team will continue to monitor traffic operations and road user safety at this location.

RECOMMENDATION

That Council, having considered the petition and investigation into the matters raised resolve that:

1. The current 60km/h speed limit is appropriate for Crusoe Road between Mitchell Street and Furness Street.
2. This project remain on the list of candidate projects for consideration in future budgets.
3. Liaise with Victoria Police in regard to enforcement of the current speed limit.
4. Notify the author of the petition of Council's resolution.

~~~~~

## **Policy Context**

This report fits within Objective 4.3 relating to Transport Networks.

### **Community Plan Reference:**

*City of Greater Bendigo Community Plan 2017-2021:*

Goal 4 – Presentation and Managing Growth

Objective 4.3 Continue to implement strategies that increase the capacity of transport networks to better move people and goods and encourages walking, cycling and the use of public transport.

## Background Information

A petition was received by CoGB on 13 September regarding road safety concerns on Crusoe Road, Kangaroo Flat. This was mainly the speed limit and a proposed pedestrian crossing of Crusoe Road.

The petition expresses concerns about;

- the current posted speed limit of 60kmh on Crusoe Road and enforcement
- the bend at the intersection of Lowe Street / Crusoe Road
- pedestrian crossing facilities in the vicinity of 102 Crusoe Road

The residents are suggesting the following treatments to eliminate the road safety concerns identified in the petition;

- The speed limit should be reduced to 50kmh from Furness St Northward
- Implementation of a pedestrian crossing facility at or near 102 Crusoe Road
- Increase in enforcement including intensive Police presence.

CoGB had recent traffic count data (February 2019) which is used to support our analysis in this report. CoGB Traffic Engineers undertook a site inspection and analysis on 23 October 2019 to inform this report.

## Report

### Request for Speed limit reduction to 50kmh

Speed limits on Local roads in Victoria are determined in accordance with the VicRoads' Speed Zoning Guidelines. By following these guidelines, road users can be confident that speed limits are being set in a consistent manner across the state, and can have confidence that they are an appropriate limit in normal driving conditions. VicRoads has implemented the 'VLimits' software package to assist practitioners to determine appropriate speed limits which is a tool to facilitate the implementation of the principles and general rules outlined in their guidelines. A VLimit assessment for Crusoe Road results in a recommendation for a 60km/h speed zone.

Experience and research in Australia and overseas has demonstrated that illogically imposed speed limits attract poor levels of compliance, unless continued enforcement is undertaken. However, realistic and credible speed limits will be observed by the majority of road users, and can be effective in regulating traffic flow, reducing crashes and maximising safety.

Traffic counts and a speed survey were undertaken on Crusoe Road (Hansa Ct to Jackson St) in February 2019 as part of routine collection of local road traffic data. The speed results showed that the average speed was 56km/h and the 85<sup>th</sup> percentile speed was 62km/h. These results were consistent with CoGB expectations for this road environment.

CoGB Traffic Engineers have assessed the speed limit on Crusoe Road, taking into account the above criteria and results. This assessment also included a detailed site inspection and road safety audit. A review of the recorded crash history of Crusoe Road (60km/h section) dating back to 2014 indicates there have been 2 injury crashes that resulted in hospitalisation. Both crashes occurred where the Federal Black Spot project was undertaken and as per the most recent accident data there have been no injury crashes recorded along the route from Furness Street Northwards.

The wide road width and environment, crash history, speed results all support that the current speed limit of 60 km/h is appropriate for this section of road. Reductions of the speed limit on Crusoe Road are not supported by COGB.

Furthermore, CoGB is in the process of applying for a TAC grant to purchase speed advisory trailer which would be beneficial to alert motorists to both their current speeds and the speeds they should be driving at on roads where 85<sup>th</sup> percentile speed limits is considerably higher than the posted speed limit. COGB has operated one of these systems in the past. Courtesy travel speed advisory systems are used in most states of Australia with some evidence suggesting reduced vehicle speeds are a result. This method could be used on Crusoe Road to raise awareness of the extent of speed limit violations as some drivers may be unaware that they are speeding, or unaware of the extent to which they are exceeding the speed limit.

### Enforcement

COGB has consulted with Victoria Police on this issue in order to ensure ongoing enforcement. Local Police are willing to increase the patrols in this area to ensure a greater enforcement presence whilst providing a visible deterrent.

### Request for Pedestrian Crossing

CoGB Traffic Engineers receive many requests each year for pedestrian safety projects and all are reviewed for relative priority. Pedestrian projects are prioritised for funding according to traffic volumes, pedestrian activity levels, nearby land uses, the historical safety record of the site, the effectiveness of proposed treatments to improve pedestrian safety and the implementation costs.

The Traffic Team has recently inspected the site and examined the historical safety record of the Crusoe Road section. During the site visit, it was noted that there was no high pedestrian activity around the location and posed no obvious threat to the safety of pedestrians due to vehicles travelling at current posted speed limit of 60km/h. The configuration of the road section is in accordance with the relevant guidelines and is similar to many other roads where pedestrians are required to find a safe gap, prior to crossing the road. The request is considered a low priority in comparison to other pedestrian crossing requests throughout the City of Greater Bendigo.

RRV would need to approve any new pedestrian crossing. Warrants for a pedestrian crossing (Zebra crossing with flashing lights) would need 60 pedestrians per hour (within 20 metres of location) and 500 vehicles per hour (one way). The current environment does not meet these warrants.

**Previous CoGB Decision(s) Date(s):**

N/A

**Consultation/Communication**

Regional Roads Victoria (RRV): As per the Road Management Act 2004, the State Road Authority has the power to determine speed limits on both local and state roads. Therefore, a detailed assessment justifying the proposed speed limit (only if a lower speed limit is warranted) should be submitted to the Department of Transport for their review and endorsement. RRV assesses and approve a proposal only if it has some merit by meeting the guidelines or the principles are generally reflected within the speed zone reduction proposal. RRV were not willing to provide comment on the petition unless in a formal speed limit change proposal.

**Resource Implications**

N/A

## **2. PRESENTATION AND MANAGING GROWTH**

### **2.1 50 MILL STREET, STRATHDALE 3550 - FOUR LOT SUBDIVISION, DEVELOPMENT OF FOUR DWELLINGS AND CREATION OF AN EASEMENT**

#### **Document Information**

**Author** Leah Morris, Statutory Planner

**Responsible Director** Bernie O'Sullivan, Director Strategy and Growth

---

#### **Summary/Purpose**

Application details: Four lot subdivision, development of four dwellings and creation of an easement

Application No: DSD/521/2018

Applicant: Russell Parsons Builders & Designers Pty Ltd

Land: 50 Mill Street, STRATHDALE 3550

Zoning: General Residential Zone

Overlays: No overlays

No. of objections: 16

Consultation meeting: 1 March 2019

Key considerations:

- Is there strategic support for a development of this nature?
- Is the site capable of supporting the proposed subdivision and development?
- Will the proposal have an adverse impact on the character of the area?
- Will the proposal generate unreasonable traffic and parking impacts?
- Does the proposal comply with the requirements of ResCode (Clause 55 and 56)?

Conclusion: It is considered that the proposal provides an acceptable planning outcome, subject to conditions, taking into account relevant requirements of the Greater Bendigo Planning Scheme.

## **RECOMMENDATION**

Pursuant to section 61 of the Planning and Environment Act (1987), Council issue a Notice of Decision to Grant a Permit for a four lot subdivision, development of four dwellings and creation of an easement at 50 Mill Street, STRATHDALE 3550 subject to the conditions at the end of this report:

~~~~~

Policy Context

City of Greater Bendigo Community Plan 2017 – 2021

Goal 4: Presentation and managing growth

- Planning, developments and infrastructure that increase our liveability and pride in where we live.

Goal 6: Embracing our culture and heritage

- Recognise and celebrate our unique history and diverse cultures.

Background Information

The application was received on 31 July 2018 and proposed a four lot subdivision, development of four dwellings (all of which were double storey) and creation of an easement.

Further information was requested on 27 August 2018. In addition to changes to the driveway and vehicle access, preliminary concerns were raised over the scale and bulk of the development (in particular dwelling 4).

It was recommended the application be amended to include at least one 2 bedroom dwelling. (At the time, dwellings 1 and 4 contained three bedrooms and dwellings 2 and 3 contained four bedrooms).

Amended documentation was received on 10 October 2018 in response to the further information request. Amended plans were also supplied under Section 50 of the Act, however the changes to dwelling 4 were minimal.

A subsequent amendment was received on 23 August 2019. The most notable change was the reduction of dwelling 4 to single storey.

This documentation was formally re-advertised to all adjoining owners of the subject site and all original 16 objectors. Further comments were received but no objections were withdrawn as a result of the amended plans.

The application assessment has been assessed on this amended documentation.

In addition, it is noted that this is the second application on the subject site for a multi-unit development. Application DSD/475/2017 was submitted by the same applicant for a five lot subdivision and development of the land for five dwellings. That application received 17 objections and was withdrawn prior to a decision.

Report

Subject Site and Surrounds

The subject site is located on the eastern side of Mill Street, approximately 2.3km generally south-east of the centre of Bendigo.

The property forms an irregular shape and has an overall area of 1,750m². The site is oriented generally east to west along its longest axis, with a depth of 85m and a frontage to Mill Street of 25m.

The land has a fall of approximately 5m from west to east (front to rear).

The site is currently developed with an existing, single storey dwelling, outbuilding and pergola within the western portion of the site.

The front and rear landscape is predominantly grassed with some scattered established trees.

A Coliban Water sewer pit is located on the northern boundary with the pipe running north-west to south-east, almost half way along the depth of the allotment.

Located within an established residential area, the streetscape is typically denoted by larger residential allotments (ranging from approximately 700m² to 2,000m²). Some examples of smaller lots (400m² to 600m²), are noted to the south-west and north-east of the site. The general topography is characterised by low undulating hills.

Single detached dwellings of various styles and materials are prominent in the area. There is a mix of single and double storey development and a mix of low, flat roofs and pitched, often hipped roof forms.

The site is serviced by public transport with bus routes located in St Aidans Road and McIvor Road (750m to the nearest bus stop).

The Mill Street Public Recreation Reserve is located approximately 85m south west of the site. Several other small pocket parks are located within the immediate surrounding neighbourhood. Strathdale Park is also within close proximity to the subject site - situated approximately 1km east.

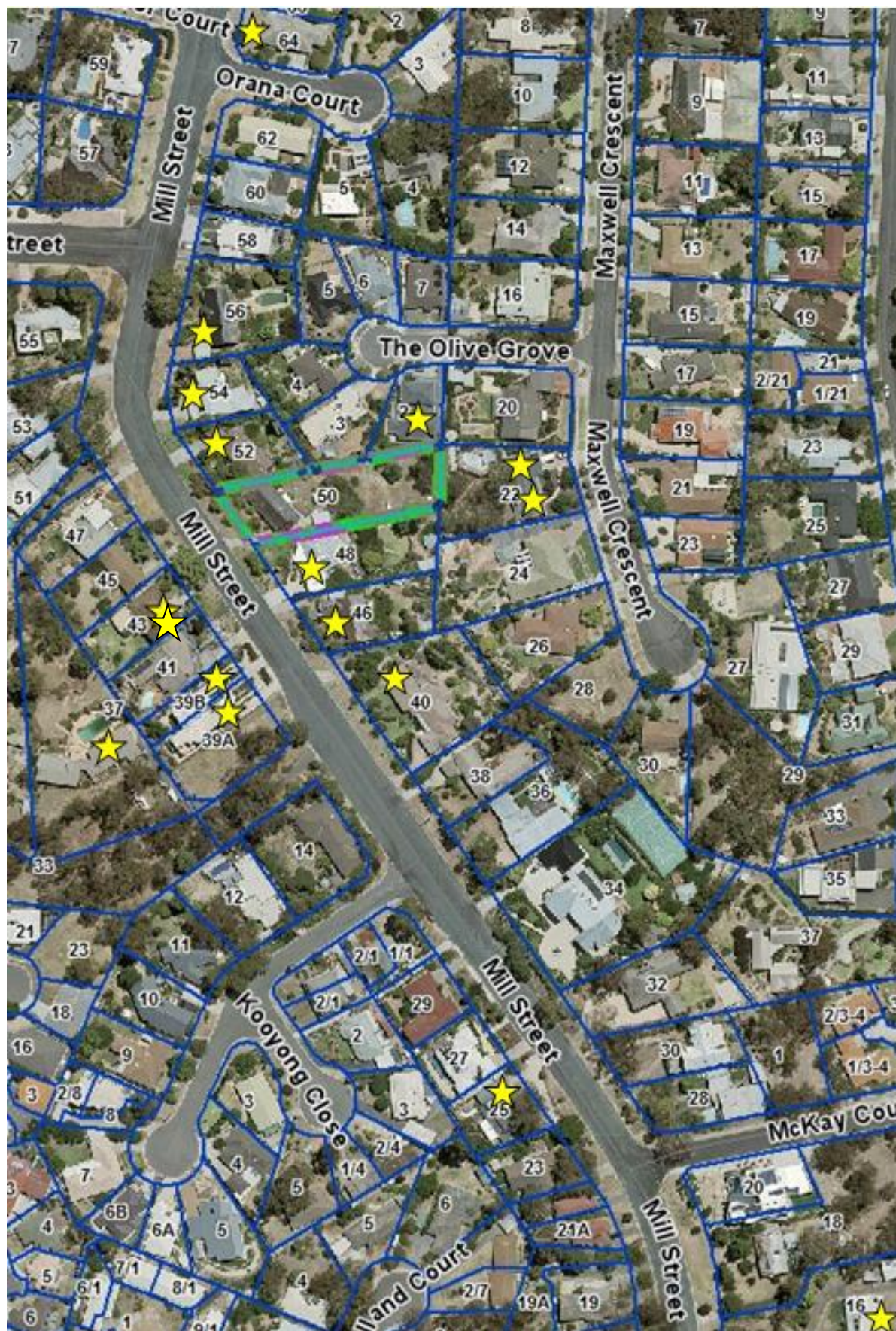


Figure 1: Location map showing subject site. Objectors' properties are marked with a star.

Proposal

The application seeks planning approval for the subdivision of land into four lots, the construction of four dwellings and the creation of an easement.

Subdivision

The application will subdivide the site into four lots which will utilise a common property access from Mill Street. The proposed allotments are summarised as:

- Lot 1 - 329 m²
- Lot 2 - 283 m²
- Lot 3 - 302 m²
- Lot 4 - 496 m²

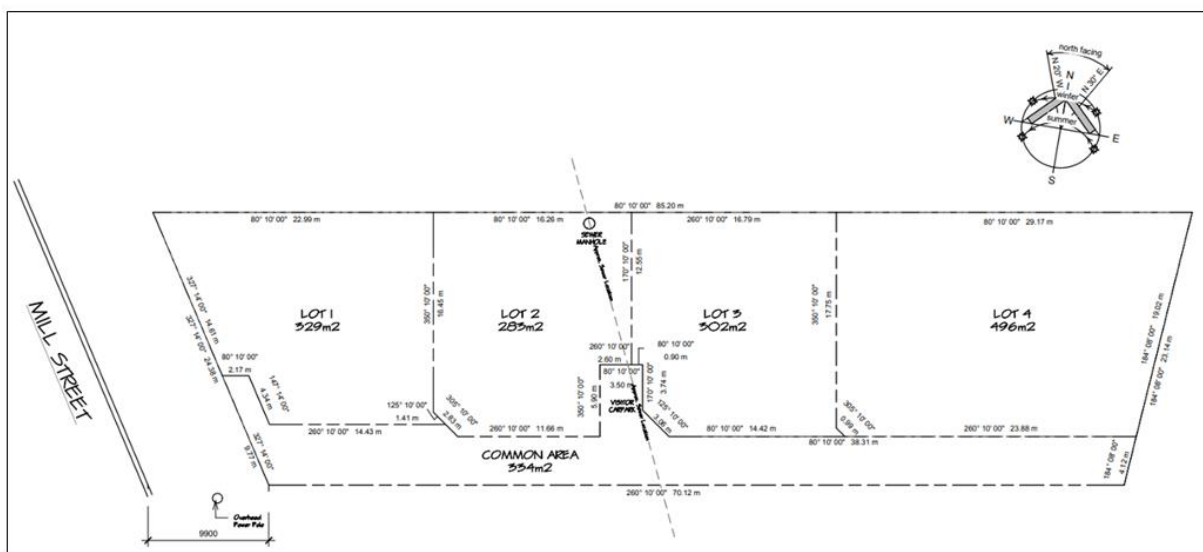


Figure 2: Plan of proposed subdivision.

Development

Four dwellings are proposed to be constructed on the site.

Dwellings 1, 2 and 3 will be double storey, while dwelling 4 will be single storey.

The dwellings would each contain an open plan dining, family and kitchen area, ensuite, bathroom, separate toilet, laundry and double garage. Some dwellings will include an additional living area.

Dwellings 1, 3 and 4 would contain three bedrooms and dwelling 2 would contain four bedrooms.

All dwellings would be constructed with tiled roofing, a combination of brick and lightweight wall cladding with rendered finish and powdercoated panel-lift garage doors.

A visitor car park is to be located between Lots 2 and 3.



Figure 3: Streetscape perspective.

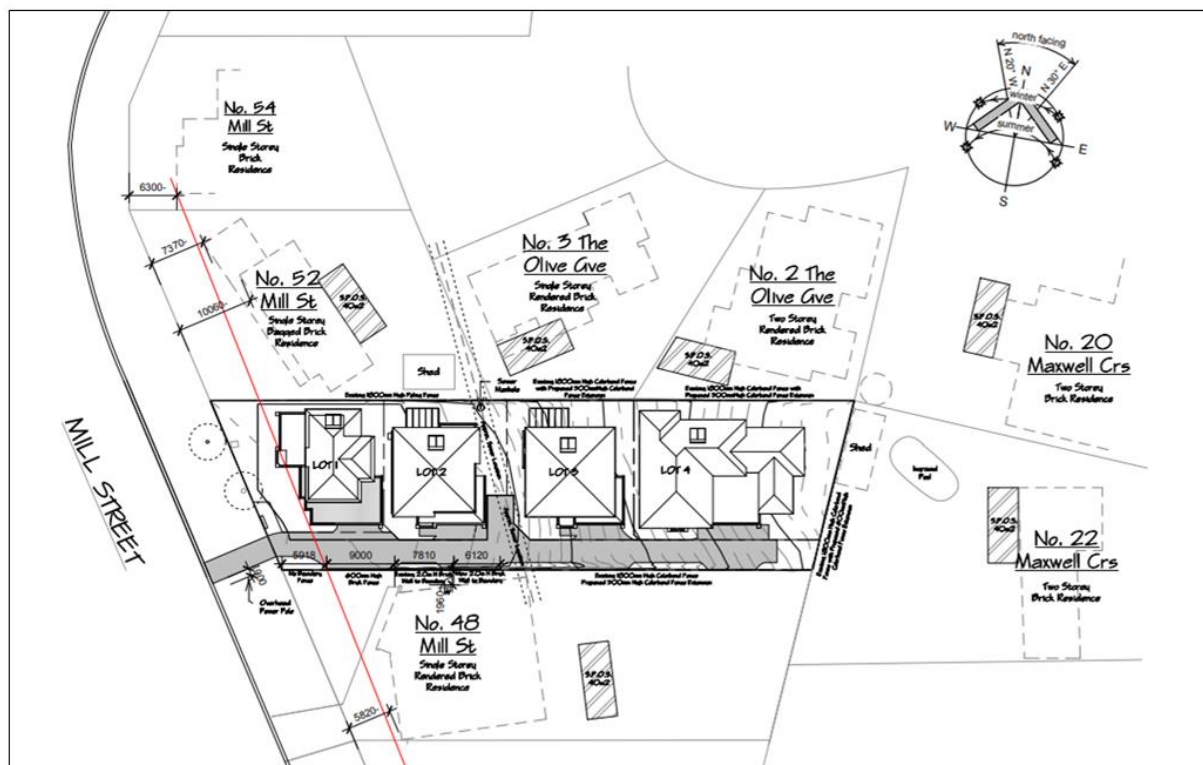


Figure 4: Proposed site context plan.

Access

Access to the lots will be provided by a single common driveway from Mill Street. The driveway will extend along the southern boundary of the site and has been designed to allow all vehicles to enter and exit the site in a forward direction.

Easement

The existing sewer runs generally from north-west to south-east through the middle of the site, between proposed Lot 2 and Lot 3.

The sewer is proposed to be protected by an easement to the requirements of Coliban Water as part of the subdivision of the site.



Figure 5: Elevation plans.

Planning Controls - Greater Bendigo Planning Scheme

Under the General Residential Zone, a permit is required to subdivide land and for the construction of two or more dwellings on a lot. A planning permit is not required for the demolition of the existing dwelling.

The following clauses are relevant in the consideration of this proposal:

Planning Policy Framework

- 11.01-1R Settlement – Loddon Mallee South
- 11.02-1S Supply of Urban Land
- 11.03-2S Growth Areas
- 15.01-1S Urban Design
- 15.01-2S Building Design
- 15.01-3S Subdivision Design
- 15.01-4S Healthy Neighbourhoods
- 15.01-5 Neighbourhood Character
- 15.02-1S Energy and Resource Efficiency
- 16.01-1S Integrated Housing
- 16.01-2S Location of Residential Development
- 16.01-3S Housing Diversity
- 16.01-4S Housing Affordability
- 19.03-3S Integrated Water Management

Municipal Strategic Statement

- 21.01 Municipal profile
- 21.02 Key Issues and Influences

- 21.04 Strategic directions
- 21.05 Compact Greater Bendigo
- 21.08 Environment
- 21.09 Integrated Transport and Infrastructure
- 21.10 Reference Documents

Local Planning Policies

- 22.24 Strathdale/Kennington Residential Character Policy Precinct 8

Other Provisions

- 32.08 General Residential Zone
- 52.02 Easements, Restrictions and Reserves
- 52.06 Car Parking
- 53.01 Public Open Space Contribution and Subdivision
- 55 Two or More dwellings on a Lot
- 56 Residential Subdivision
- 65 Decision Guidelines

Consultation/Communication

Referrals

The following authorities and internal departments have been consulted on the proposal:

Referral	Comment
Powercor	No objection subject to conditions
Coliban Water	No objection subject to conditions
Downer	No objection subject to conditions
Traffic & Design	No objection subject to conditions
Drainage	No objection subject to conditions

Public Notification

The application was advertised by way of notice on the site and letters to adjoining and nearby owners and occupiers.

As a result of advertising, 16 objections were received, with the grounds of objection predominantly being:

- Density of the development and the number of dwellings proposed
- Preference for less dwellings (2 or 3)
- Car parking and traffic, including impacts on pedestrians and cyclists
- Lack of car parking (including visitor spaces)
- Loss of neighbourhood character

- Overlooking and privacy
- Noise
- Property devaluation
- Questions surrounding planning process
- Safety of residents
- Overdevelopment
- Landscaping
- Drainage
- Capacity of services
- Increased presence of dogs
- Land height of common property
- Headlights
- Concerns of a precedent

The objections are discussed below.

Planning Assessment

Is there strategic support for a development of this nature?

The site is located within an established, serviced, residential area of Strathdale.

The purpose of the General Residential Zone is to encourage development that respects the neighbourhood character of the area and to encourage diversity of housing types and housing growth - particularly in locations offering good access to services and transport.

This area is included within the City of Greater Bendigo's Urban Growth Boundary (UGB) which is identified in Clause 21.05-2 as *"a policy tool to manage Bendigo's outward growth by channelling residential and other urban land uses and development into designated growth areas."*

The application seeks to develop the site with four dwellings (three being double storey) on lots between 283 square metres and 496 square metres.

Whilst the lot sizes may be different to those typically found in the area it does not mean they are inappropriate. This is especially relevant when taking into account the policy context outlined in the Greater Bendigo Planning Scheme which encourages greater choice in housing densities to support the changing needs of the community.

Relevant clauses which support density development include 21.05-4 Housing Density and Diversity which has an objective - *"to provide greater choice in housing types and densities that responds to community needs"*.

Whilst a diversity of bedroom numbers would be preferred, the proposal is less than 10 dwellings therefore there is no requirement under ResCode to provide a range of dwelling sizes, types or number of bedrooms. It is considered this proposal does offer a larger dwelling size on smaller lots which will be a type of housing stock not currently available in the area.

In this instance there is strategic support for the proposal as:

- The site is located within a well serviced area inside the UGB.
- The site is within a 10 Minute Neighbourhood – this being an identifiable community where people can access many (but not necessarily all) their daily needs within a 10 minute walk or cycle trip from where they live. Daily needs can include shops, schools, employment, a range of community facilities and public transport.
- The proposal provides for housing stock on alternative lot sizes to support community needs.
- There are alternative transport options within walking distance of the site (i.e. a bus stop located approximately 750m to the north or south).

Considering the above, from a strategic housing policy perspective, there are no identifiable reasons to not support additional dwellings in this location.

Is the site capable of supporting the proposed subdivision and development?

The land is located within a fully serviced urban area.

Under the General Residential Zone there are no minimum lot sizes, however a proposal which creates lots less than 300 square metres is required to be accompanied by full development plans.

In this instance, the application has included plans for the development of two storey dwellings on Lots 1 to 3 and a single storey dwelling on Lot 4.

Whilst the fourth dwelling is designed as single level, it presents visually more like a two storey dwelling from the rear due to the slope of the land. It is important to note that the floor height of proposed dwellings 3 and 4 have been raised to allow for sewer drainage connection to available infrastructure from the front portion of the property.

The City's Drainage Engineer has assessed the proposal in relation to stormwater and is satisfied that appropriate drainage can be achieved for the additional demand.

Each referral authority has set out conditions required to be included on any permit, most of which are standard requirements, however it is noted that Coliban Water will require the creation of a registered easement in favour of Coliban Water.

Subject to undertaking works as required by relevant authorities, the site can be appropriately serviced without having an adverse impact on the surrounding development.

Will the proposal have an adverse impact on the character of the area?

The purpose of neighbourhood character objectives is not to prevent change, however is intended as a tool to ensure change and development can occur with respect to the dominant neighbourhood character of a certain context.

Clause 22.24 identifies the site as being within one of the City's local character precincts - Strathdale/Kennington Residential Character (Precinct 8). The statement of desired future character emphasises the street presentation, intimate feel and consistent use of materials.

The policy sets out how the desired future character is to be achieved by the following:

Objective	Response
To strengthen the garden settings of the dwellings.	Prepare a landscape plan to accompany all applications for new dwellings. Retain large, established trees and provide for the planting of new indigenous and native trees whenever possible.
Comment: Met	
<p><i>The proposal has demonstrated an effort to maintain the informal garden setting of dwellings through significant landscaping and retention of some existing trees.</i></p> <p><i>The landscaping appears to encroach into the road reserve. Whilst this is evident in the area, this is not acceptable and the landscaping would need to be located wholly within the property boundary.</i></p>	
Objective	Response
To maintain the consistency, where present, of building front setbacks.	The front setback should be not less than the average setback of the adjoining two dwellings.
Comment: Met	
<p><i>The average setback of the adjoining two dwellings is 6.45m. It is noted that adjoining dwellings present angular to the street on a curved section of road.</i></p> <p><i>Dwelling 1 has a staggered front setback with a minimum setback of 5.82m (setback measured to front wall of building). This is just less than the average of the adjoining two dwellings.</i></p> <p><i>Whilst it would be preferred for dwelling 1 to also present angular to the street, the variation to the front setback under ResCode is only minor and will not disrupt the consistency of building front setbacks as can be seen in Figure 4 above.</i></p>	
Objective	Response
To maintain the existing rhythm of dwelling spacing.	Buildings should be setback between 1 and 3 metres from both side boundaries,

	based on the predominant pattern in the streetscape.
Comment: Met	
<i>Due to the driveway along the southern boundary, all dwellings will be set back a minimum of 6m from this boundary and at least 1.5m from the northern boundary. This will be consistent with the preferred rhythm of spacing.</i>	
Objective	Response
To minimise site disturbance and impact of the building on the landscape.	Buildings should be designed to follow the contours of the site or step down the site.
Comment: Met	
<i>Whilst a better response to site context in terms of dwelling design and building orientation on the site (angular to streetscape rather than square set), an attempt has been made to reduce the impact of the development on the landscape.</i>	
<i>The applicant has advised that only three site cuts will be required to accommodate the development.</i>	
<i>The dwellings have also been sited to step down the slope of the land. Dwellings 1 and 2 appear to have been sited to fit on the higher front portion of the site before the land begins to steeply fall to the rear.</i>	
<i>It is disappointing the design of the front two dwellings does not further assist this transition between buildings to the rear of the site, however this shortcoming does not warrant refusing the application.</i>	
Objective	Response
To ensure that buildings and extensions do not dominate the streetscape.	Respect the predominant building height in the street and nearby properties. Use low pitched roof forms.
Comment: Met	
<i>There is a horizontal nature and presence of single storey built form in the area. The view of the built form is somewhat visually deceiving due to the undulating and sloping typography of this particular section of Mill Street.</i>	
<i>Given this, the proposal itself is not the first intrusion of double storey development. There is evidence of some houses with two levels. These houses can be found to the south-west of the subject site and visually appear lower in height at street level due to the slope of the land.</i>	
<i>It is noted that dwelling 1 will be most prominent in the streetscape however, it is not expected to dominate the existing development. A transition of one storey is acceptable given the setbacks from adjoining properties and the mix of one and two storey dwellings in the area.</i>	
<i>The slope of the land will assist in minimising the visual impact of dwellings 2-4 from</i>	

the streetscape as they will be largely obscured from view due to the front dwelling.

The buildings will have relatively low pitched roof forms in keeping with much of the surrounding roof types.

The fall of the land has resulted in continual visual concern for the bulk and scale of dwelling 4. Amended plans (dated 11 August 2019) show a reduced height but greater building footprint. The current design is more acceptable for the context.

Objective

Response

To maintain the openness of the streetscape.

Provide no front fencing.

Comment: Met

Landscaping and the absence of front fencing (a predominant feature throughout the informal nature of Mill Street) will further enhance integration with the streetscape.

Considering the above precinct policy, the proposed subdivision and development does not adversely impact the established character of the area as:

- The lots allow for development that generally complies with the requirements of the Greater Bendigo Planning Scheme.
- It will result in detached residential development.
- Low roof forms will be utilised.
- The buildings are sited within the landscape and will step down the site.
- The front setback will be similar to neighbouring dwellings.
- The building materials and finishes are consistent with the built form of the area.
- Some mature trees will be retained and landscaping will enhance the site and overall bushland character of the area.

Will the proposal generate unreasonable traffic and parking impacts?

The proposal will result in the creation of three additional lots within Mill Street and allow for the construction of three additional dwellings (4 lots and 4 dwellings in total). Each dwelling will contain two onsite car parking spaces which meets the requirements of Clause 52.06 Car Parking.

As the development is for less than five dwellings there is no requirement for visitor car parking to be provided onsite. Despite this, the applicant has provided 1 visitor car space between dwellings 2 and 3 to assist in minimising parking concerns.

Advice was sought from the City's Engineering Unit regarding the traffic capacity of Mill Street and the impact of the application.

The proposal will not create any unsafe traffic impact given Mill Street is a local 'collector road' with a capacity for 5,000-6,000 car movements per day (currently approximately 600 per day).

Sections of common property driveway will be required to be widened on approach to each garage and garage doors as a permit condition. This will ensure adequate space for vehicles to enter and exit the site in a forward direction.

Does the proposal comply with the requirements of ResCode (Clause 55 and 56)?

It is considered that the proposal generally complies with the requirements of ResCode with key objectives discussed below:

- **Clause 55.03-2 Building Height Objective** – To ensure that the height of buildings respects the existing or preferred neighbourhood character.

Dwellings 1, 2, 3 and 4 will have a maximum building height of less than 9m.

All proposed dwellings are below the maximum building height of 9 identified under the Standard. The dwellings satisfy the standard and in turn the objective.

The graduated height between the existing adjoining properties and the new development is acceptable in these circumstances.

- **Clause 55.03-3 Site Coverage** – the objective is to ensure that the site coverage respects the existing or preferred character and responds to the features of the site.

The standard under this provision requires that no more than 60 percent of the site can be covered by buildings.

The site has a total area of 1,750m² and the total footprint of all four dwellings will cover an area of 689.2m². This will result in a total site coverage of approximately 39.5 percent, which is well below the maximum allowable limit under the standard.

This extent of site coverage is comparable, if not less than the typical site coverage of nearby properties (2 Olive Grove and 41 Mill Street).

- **Clause 55.03-5 Energy Efficiency** – the objective is to achieve and protect energy efficient dwellings and residential buildings and to ensure the orientation and layout of the development reduces fossil fuel energy use and makes appropriate use of daylight and solar energy.

Proposing all high set windows along the northern elevation of dwelling 4 and most of dwelling 3 is not an optimum design outcome for future residents however, is an acceptable treatment to address overlooking concerns.

Whilst it is considered that the design and internal layout of the dwellings could have been better designed to improve energy efficiency, the development does contain north facing living spaces for all dwellings and it still presents an acceptable outcome.

- **Clause 55.04-6 Overlooking** – The objective is to limit views into existing secluded private open space and habitable room windows.

A habitable room window, balcony, terrace, deck or patio should be located and designed to avoid direct views into the secluded private open space of an existing dwelling within a horizontal distance of 9 metres (measured at ground level) of the window, balcony, terrace, deck or patio.

At first floor level, overlooking from windows and balconies has been prevented (namely along the northern elevations) by high level windows with sill levels at 1.7m above floor level and fixed powdercoated aluminium privacy (slatted) privacy screens along alfresco/balcony areas. A 2m high brick fence and increased Colorbond fence height along the southern boundary will assist in eliminating overlooking concerns.

It is noted that with the amendment of dwelling 4 to single storey the building footprint has been increased to accommodate the building on one single level. The rear fence (shared with the adjoining dwelling to the rear at 22 Maxwell Street) is proposed to be increased in height by 600mm (reaching 2.4 overall height) to prevent overlooking from the verandah of dwelling 4.

The treatments comply with the relevant ResCode objectives and standards for overlooking.

Additional screening will be requested along the eastern elevation of dwelling 4's alfresco area as a condition on permit. The screening is required to address privacy and typography concerns for the adjoining rear property.

- **Clause 55.05-4 Private Open Space** – the objective is to provide adequate private open space for the reasonable recreation and service needs of residents.

The standard requires dwellings to have a minimum private open space area of 40 square metres and a minimum secluded private open space area of 25 square metres and convenient access from a living room.

In this instance each dwelling has been provided with adequate private and secluded private open space to satisfy the standard as summarised below:

○ Dwelling 1:	165.50m2 POS	27.50 m2 SPOS
○ Dwelling 2:	118.33m2 POS	84.13 m2 SPOS
○ Dwelling 3:	142.40m2 POS	84.60 m2 SPOS
○ Dwelling 4:	237.00m2 POS	196.00m2 SPOS

- **Clause 56.04-1 Lot Diversity and Distribution** – the objective is to achieve housing densities that support compact and walkable neighbourhoods and the efficient provision of public transport; provide higher housing densities within walking distance of activity centres; achieve increased housing densities in designated growth areas and provide a range of lot sizes to suit a variety of dwelling and household types.

The proposal will result in the creation of four lots on the site ranging in size from 283m2 to 496m2 which are smaller than those typically found in the area. (Note that these lot sizes do not include the common property area.)

Under the General Residential Zone there is no minimum lot size and no restrictions were placed on title to prevent further subdivision during the creation of Mill Street.

The proposed lot sizes will contribute to providing greater diversity in housing choice, an increased housing density within an established residential area in close proximity to commercial and community services which will meet the changing needs of the community.

Other matters raised by objections

Garden Area – under the General Residential Zone an application to construct or extend a dwelling must provide the minimum garden area requirements. In this instance as the site is above 650 square metres, 35 percent of the site must be made available as garden area. The plans demonstrate that this requirement is being met.

Property Value – There is established case law which holds that a proposed decrease in property value is an irrelevant consideration. A long standing position held by VCAT is that other than in exceptional cases and where clear evidence can be presented, loss in property value will not be entertained as a ground of objection

Concern for planning process - A site visit was conducted by the assessing planner on 1 November 2019. The application has provided evidence of ResCode compliance and has been assessed against the relevant sections of the Planning Scheme. The applicant has the ability to amend plans throughout the assessment process to address planner and objector concerns.

Noise impacts - Planning anticipates a 'normal' level of residential noise will result from this development and if excessive noise results, this is an issue which must be addressed with reference to the relevant legislation. Assumptions about future noise generation is not an issue on which the application should be refused.

Concerns about increase in density - This is a common concern raised by many applications. The application complies with the measureable requirements of ResCode and increased density is encouraged in appropriate zones.

Traffic and lack of visitor car parking - Many of the objections received raised concerns in relation to insufficient car parking with the development and increased traffic in Mill Street.

The Planning Scheme specifies car parking rates for dwellings which is 2 car spaces for a dwelling with 3 or more bedrooms and a visitor car space for every 5 dwellings. All the dwellings have been provided with a double garage, therefore meet the Planning Scheme requirements for car parking. It is noted that the applicant has provided a visitor car space, which exceeds the Planning Scheme requirements for this number of dwellings.

Overlooking and Privacy – Overlooking is also a common concern raised by many applications that include double storey developments. Whilst there is the perception that the development will impose overlooking impacts due to the height and bulk of the buildings (particularly to the north and rear of the site), the proposal has addressed these concerns through different design treatments in accordance with ResCode standards.

Conclusion

The proposed subdivision and development is generally supported by Local Planning Policy, the General Residential Zone and other provisions of the Greater Bendigo Planning Scheme.

The approval of four dwellings on the subject site (effectively an increase of 3 dwellings), will support increased residential diversity, alternative housing stock and density in a fully serviced, accessible location within close proximity to commercial services, open space and public transport.

Whilst a better response to site context in terms of dwelling design and building orientation on the site would have been preferred, there are many other elements of the proposal which demonstrate consistency with the predominate neighbourhood character of the area.

Plans have demonstrated an effort to maintain the informal garden setting through significant landscaping and setback distances from boundaries. The layout and siting of the buildings are appropriate, taking into consideration issues raised by objectors including neighbourhood character, amenity, traffic and parking.

Overall the proposed land use and development is consistent with the residential nature of the area and is therefore an appropriate and orderly planning outcome.

Options

Council, acting as the responsible authority for administering the Planning Scheme, may resolve to: grant a permit, grant a permit with conditions, or refuse to grant a permit.

Attachments

- Objections

Proposed Notice of Decision Conditions

1. AMENDED PLANS REQUIRED

Prior to the commencement of the development, amended plans to the satisfaction of the responsible authority must be submitted to and approved by the responsible authority. When approved, the plans will be endorsed and will then form part of the permit. The plans must be drawn to scale with dimensions and two copies must be provided. The plans must be generally in accordance with the plans submitted with the application but amended to show:

- (a) Additional fixed screening to eastern elevation of dwelling 4 'alfresco' area.
- (b) Bollard lighting within the common property in accordance with ResCode Standard B12.
- (c) Sections of common property driveway to be widened on approach to each garage and garage doors amended in accordance with Condition 14(e).
- (d) Amended landscape plan in accordance with Condition 3.
- (e) Accurate existing and proposed fencing details.

2. NO LAYOUT ALTERATION

The development as shown on the endorsed plans and/or described in the endorsed documents must not be altered or modified (for any reason) except with the prior written consent of the responsible authority. This does not apply to any permit exemptions for buildings and works specified in clauses 62.02-1 and 62.02-2 of the Greater Bendigo Planning Scheme unless specifically noted as a permit condition.

3. LANDSCAPE PLAN REQUIRED

Prior to the commencement of development, a landscape plan to the satisfaction of the responsible authority must be submitted to and approved by the responsible authority. When approved, the plan will be endorsed and will then form part of the permit. The plan must be drawn to scale with dimensions and two copies must be provided. The plan must show:

- (a) Details of surface finishes of pathways and driveways. The driveway surface must not be a 'raw concrete' finish i.e. must be textured, colored or treated in an appropriate manner.
- (b) Planting schedule of all proposed trees, shrubs and ground covers, including botanical names, common names, pot sizes, sizes at maturity, and quantities of each plant.
- (c) Plantings must be contained wholly within the property boundaries.

4. COMPLETION OF LANDSCAPING

Prior to the occupation of the development starts or by such later date as is approved by the responsible authority in writing, the landscaping works shown on the endorsed plans must be carried out and completed to the satisfaction of the responsible authority.

5. LANDSCAPING MAINTENANCE

The landscaping shown on the endorsed plans must be maintained to the satisfaction of the responsible authority, including that any dead, diseased or damaged plants are to be replaced.

6. FENCING

The fence(s) as shown on the endorsed plans must be erected and maintained to the satisfaction of the responsible authority.

7. GENERAL EXTERIOR TREATMENT

The exterior treatment of the buildings permitted by this permit including all exterior decoration, materials, finishes and colours must be to the satisfaction of the responsible authority. The exterior treatment of the building(s) must be maintained to the satisfaction of the responsible authority.

8. REFRIGERATION & AIR-CONDITIONING EQUIPMENT

Any equipment required for refrigeration, air-conditioning, heating and the like must be suitably insulated for the purpose of reducing noise emissions and must be located so as to not be highly visible from the street to the satisfaction of the responsible authority.

9. CONSTRUCTION PHASE

All activities associated with the construction of the development permitted by this permit must be carried out to the satisfaction of the responsible authority and all care must be taken to minimise the effect of such activities on the amenity of the locality.

10. DETAILED DRAINAGE PLANS

Plans to the satisfaction of the responsible authority must be submitted to and approved by the responsible authority. When approved, the plans will be endorsed and then will form part of the permit. The plans must be drawn to scale with dimensions. The plans must include:

- Direction of stormwater run-off;
- A point of discharge.

11. CONSTRUCTION OF WORKS

Road works, drainage and other civil works must be constructed in accordance with the City of Greater Bendigo Infrastructure Design Manual and plans and specifications approved by the Responsible Authority and must include:

- (a) Underground drainage;
- (b) Stormwater detention
 - i. Allowable discharge $Q_{10\%} = 17 \text{ l/s}$

12. PUBLIC ASSETS

Before the development starts, the owner or developer must submit to the responsible authority a written report and photos of any prior damage to public infrastructure. Listed in the report must be the condition of kerb and channel, footpath, seal, street lights, signs and other public infrastructure fronting the property and abutting at least two properties either side of the development. Unless identified with the written report, any damage to infrastructure post construction will be attributed to the development.

The owner or developer of the subject land must pay for any damage caused to any public infrastructure caused as a result of the development or use permitted by this permit.

13. CONSENT FOR WORK ON ROAD RESERVES

The applicant must comply with:

- (a) The Road Management Act 2004,
- (b) Road Management (Works and Infrastructure) Regulations 2005, and
- (c) Road Management (General) Regulations 2005

with respect to any requirements to notify the coordinating authority and/or seek consent from the coordinating authority to undertake "works" (as defined in the Act) in, over or under the road reserve. The responsible authority in the inclusion of this note on this planning permit is not deemed to have been notified of, or to have given consent, to undertake any works within the road reserve as proposed in this permit.

14. VEHICLE CROSSINGS / DRIVEWAYS

- (a) The driveway between the property boundary and the kerb must be constructed in accordance with the Infrastructure Design Manual.
- (b) Any vehicle crossing must be constructed in accordance with AS 4970: the protection of trees on development sites. A Tree Protection Zone (TPZ)

shall be established for the duration of any works in proximity to a Council tree. A TPZ is calculated by multiplying the diameter of the tree at 1.4m above ground level by 12. (i.e.: a tree with a diameter of 30cm will have a TPZ of 3.6m)". Any driveway within the TPZ requires approval from Council's Parks Department.

- (c) Any existing kerb layback not used must be removed and the kerb reinstated.
- (d) Any existing driveway not used must be removed and the nature strip reinstated.
- (e) Access to garages must comply with AS/NZ 2890.1-2004 Fig 5.4. Wider garage doors are needed to comply with this requirement. The driveway needs to be widened on the approach to each garage to allow vehicles to more easily enter the garages.

15. SEALED CAR PARK

Areas set aside for the parking of vehicles together with the access must be properly formed to such levels that they can be utilised in accordance with the endorsed plan and must be drained and provided with an impervious all weather seal coat. The areas must be constructed, drained and maintained in a continuously useable condition to the satisfaction of the responsible authority.

16. USE OF CAR PARKING AREAS

Areas set aside for the parking and movement of vehicles as shown on the endorsed plan must be made available for such use and must not be used for any other purpose.

17. PEDESTRIAN SIGHTLINES

The minimum sight line for pedestrian safety must be provided at the exit lane frontage so as to accord with Clause 52.06-9 of the City of Greater Bendigo Planning Scheme.

18. SITE ACCESS

All vehicles must enter and exit the site in a forward direction.

19. NO MUD ON ROADS

In the event of mud, crushed rock or other debris being carried onto public roads or footpaths from the subject land, appropriate measures must be implemented to minimise the problem to the satisfaction of the responsible authority.

20. CONSTRUCTION MANAGEMENT PLAN

Prior to the commencement of development a Construction Management Plan (CMP) must be submitted to, and approved in writing by, the Responsible authority. The CMP must include, but not be limited to:

- (a) Proposed times of construction;
- (b) Dust management including techniques to prevent mud and dirt being transported from the site to adjacent streets and
- (c) Any impacts upon adjacent roads and pedestrian walkways and providing for adequate movement and circulation of vehicles and pedestrians adjacent to the land during the construction phase;
- (d) Proposed parking and standing locations for construction vehicles and

- construction workers vehicles;
 - (e) Temporary fencing works;
 - (f) Number of workers expected to work on the site at any time;
 - (g) A liaison officer for contact by residents and the responsible authority in the event of relevant queries or problems experienced.
- The development must be undertaken in accordance with the approved CMP to the satisfaction of the responsible authority.

21. TELECOMMUNICATIONS

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

- A telecommunications network or service provider for the provision of telecommunication services to each lot shown on the endorsed plan in accordance with the provider's requirements and relevant legislation at the time.
- A suitably qualified person for the provision of fibre ready telecommunication facilities to each lot shown on the endorsed plan in accordance with any industry specifications or any standards set by the Australian Communications and Media Authority, unless the applicant can demonstrate that the land is in an area where the National Broadband Network will not be provided by optical fibre.

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

- A telecommunications network or service provider that all lots are connected to or are ready for connection to telecommunications services in accordance with the provider's requirements and relevant legislation at the time.
- A suitably qualified person that fibre ready telecommunication facilities have been provided in accordance with any industry specifications or any standards set by the Australian Communications and Media Authority, unless the applicant can demonstrate that the land is in an area where the National Broadband Network will not be provided by optical fibre.

22. POWERCOR

- (a) The plan of subdivision submitted for certification under the Subdivision Act 1988 shall be referred to the Distributor in accordance with Section 8 of that Act.
- (b) The applicant shall provide an electricity supply to all lots in the subdivision in accordance with the Distributor's requirements and standards. Notes: Extension, augmentation or rearrangement of the Distributor's electrical assets may be required to make such supplies available, with the cost of such works generally borne by the applicant.
- (c) The applicant shall ensure that existing and proposed buildings and electrical installations on the subject land are compliant with the Victorian Service and Installation Rules (VSIR). Notes: Where electrical works are required to achieve VSIR compliance, a registered electrical contractor must be engaged to undertake such works.

23. COLIBAN WATER

- (a) The owner is required to provide reticulated water and gravity sewerage

services with full lot control to each of the lots within the subdivision and comply with any requirements arising from any effect of the proposed development on Coliban Water assets. Services are to be provided and where necessary, existing services may require amending in accordance with our specifications.

- (b) All Coliban Water assets within the subdivision, both existing and proposed, are to be protected by a registered easement with a minimum width of 2.5m or a minimum of 3.0m if a shared easement, in favour of Coliban Region Water Corporation.
- (c) The owner is required to reach agreement with Coliban Water and enter into Buildover Agreements for the proposed dwellings on Lots 2 & 3, including any other structures, retaining walls or foundations which are proposed within 1 metre of a sewer main. The application must demonstrate no additional loading being placed on our assets.
- (d) An application is required through our "Consent to Connect" process for the demolition of the existing dwelling. The sewer connection must be "Cut & Sealed" at the Oblique Junction on the sewer main and the plumber must provide Field Notes and a Victorian Building Authority's Compliance Certificate for the cut and seal.

24. DOWNER

The plan of subdivision submitted for certification must be referred to AusNet Services (Gas) in accordance with section 8 of the Subdivision Act 1988.

25. BAFFLED LIGHTING

External lighting must be designed, baffled and located so as to prevent any adverse effect on adjoining land to the satisfaction of the responsible authority.

26. COMPLETION OF DEVELOPMENT

Before a statement of compliance is issued for the subdivision:

- The dwelling(s) approved under this permit must be constructed to a state of practical completion to the satisfaction of the responsible authority; or
- The owner must enter into an agreement under section 173 of the Planning & Environment Act 1987 that covenants that the lots created by the subdivision will only be developed in accordance with the plans endorsed under this permit. The agreement will end upon completion of the development shown on the endorsed plans.

27. EXPIRY OF THE PERMIT – SUBDIVISION AND DWELLINGS

This permit will expire if:

- (a) The plan of subdivision is not certified within two years from the date of this permit; or
- (b) The subdivision is not completed within five years from the date of certification of the plan of subdivision; or
- (c) Construction of the approved dwellings is not completed within 7 years from the date of this permit.

The responsible authority may extend the time for certification of the plan, or for the completion of the dwellings, if a request is made in writing before the permit expires or thereafter, within the period allowed by section 69 of the Planning and Environment Act 1987.

City of Greater Bendigo Engineering Note:

A "Works Within Road Reserve Permit" must be obtained from the City's Engineering Unit prior to commencing any work outside the property boundary on the road reserve including works specified in 3 above. (Note: A Planning Permit is not a Works Within Road Reserve Permit).

3. WELLBEING AND FAIRNESS

3.1 COMMUNITY VOLUNTEERING STRATEGY

Document Information

Author Leon Moulden, Community Partnerships Project Officer

Responsible Director Vicky Mason, Director Health and Wellbeing

Purpose

To present the amended draft Community Volunteering Strategy 2019 – 2023 and seek Council adoption.

Summary

The Community Volunteering Strategy has been informed by an extensive community and key stakeholder engagement and background research. Key themes emerged from the engagement and research processes and these are reflected in the strategy's goals and objectives.

The strategy seeks to strengthen public education and advocacy about volunteering, celebrate volunteering through annual events, strengthen collaboration across the volunteering sector, promote best practice in volunteering, facilitate access to training, and promote diversity in volunteering.

RECOMMENDATION

That Council adopt the Community Volunteering Strategy 2019 - 2023.

~~~~~

##### **Policy Context**

Community Plan Reference:

*City of Greater Bendigo Community Plan 2017-2021:*

Goal 2 Wellbeing and Fairness

Objective 2.2 Promote positive wellbeing across the Greater Bendigo community  
2017-2018 Actions: Commence development of a Community Volunteering Strategy  
Foster and support volunteerism

### Health and Wellbeing Plan Reference:

#### *City of Greater Bendigo Health and Wellbeing Plan 2017-2021*

Goal 4                      Connected to culture and community

Objective 4.2      Build community resilience

### **Background Information**

The preparation of this strategy was identified as a priority by Council and has been developed to foster and support volunteerism in the community in a coordinated and sustainable manner across the municipality.

Developing the strategy commenced during 2018 and has included extensive community engagement with all relevant stakeholder groups.

At the Ordinary Council Meeting on 20 March 2019 Council approved the draft Community Volunteering Strategy 2019 – 2023 being released for community feedback for a minimum of four weeks. Feedback was then provided by several stakeholders, and as a result of that feedback several minor amendments were made to the draft strategy.

At the subsequent Council Briefing on 19 August 2019 Councillors provided feedback on the amended draft strategy following the community feedback. Councillors suggested that the draft strategy would be the City's only strategy to rely on being implemented in partnership with another organisation (the Bendigo Volunteer Resource Centre). Therefore, Council did not support the draft strategy in that form as it could create a precedent. As a consequence of Council's feedback, the draft strategy has been amended to not include the BVRC as a lead implementation partner.

### **Report**

The strategy development process was supported by both an internal steering committee and an external project reference group, each of which included diverse membership. The development process also relied on extensive community engagement and background research on volunteering.

The key themes that emerged from community consultation and background research included:

- The importance of providing flexible volunteering options to meet the changing needs and motivations of volunteers, and using technology to facilitate flexible volunteering options;
- The need for a centralised online register for volunteers and community organisations in Greater Bendigo;
- The need to promote and communicate volunteering opportunities through multiple platforms;

- The importance of public education and advocacy about volunteering;
- The importance of improved access and inclusion to volunteering opportunities for people of diverse backgrounds, ages, and abilities;
- Accessible and affordable training for volunteers, volunteers leaders, and community organisations;
- The importance of celebrating and recognising volunteering including informal volunteering;
- The need to establish a cross sector Volunteering Reference Group to improve collaboration across the sector; and
- The importance of sustaining and renewing the volunteer workforce by connecting to wider community networks.

A draft Community Volunteering Strategy was subsequently developed and then placed on public exhibition for four weeks between 21 March and 18 April 2019. In total, 11 individuals provided feedback via a short online feedback survey; 22 individuals representing approximately 12 organisations provided feedback in several workshops, and the BVRC provided feedback via a workshop and written comments.

Overall feedback was positive and supportive of the draft strategy. The key themes to emerge from the feedback process were:

- The strategy meets the needs of the sector and is comprehensive;
- That the strategy evaluation findings be included in the Action Plan with a reference to reporting data to the Volunteer Reference Group; and
- Objectives and actions referring to diversity in the community be changed from lists of specific demographic groups to the broader term of “all diverse groups”.

Following feedback received at the 19 August Councillor Briefing the draft strategy has been amended to not include actions that would be implemented by the Bendigo Volunteer Resource Centre and now only includes actions that the City can implement with existing resources.

In response to both Council and community feedback the following amendments and improvements were made to the draft strategy:

- The role of the BVRC as a co-implementor of the strategy has been deleted and all actions are now to be implemented by the City;
- Objectives and actions have been consolidated where possible to ensure implementation can be undertaken within the City’s current resource levels;
- Reporting of the strategy’s evaluation findings to the Volunteer Reference Group has been included in the Action Plan (in Action 2.1.1); and
- Objectives and actions listing demographic groups in the community have been amended to include the term “all diverse groups” or “all backgrounds” and therefore shortened to be more succinct.

The amended strategy’s goals and objectives are:

Goal 1: Develop a culture of volunteerism in the community

1.1: Establish a coordinated approach to public education and advocacy about volunteering.

1.2: Establish a coordinated approach to key annual volunteering events in the community.

Goal 2: Improved coordination of volunteering through collaboration and partnerships

2.1: Establish a Greater Bendigo Volunteering Reference Group.

2.2: Explore options to widen the scope of the City's current internal volunteer management system (*Better Impact*) to provide volunteers and volunteer involving organisations in Greater Bendigo with a central online register.

2.3: Establish a coordinated approach to volunteering communications, promotion and marketing.

Goal 3: Improved and increased volunteer support

3.1: Improve access to a diverse range of training for volunteers.

3.2: Improve access to diverse and flexible volunteering options for all volunteers of all backgrounds.

3.3: Improve access to support information and resources for volunteers.

Goal 4: Improved and increased capability of volunteer leaders, community organisations and groups

4.1: Improve access to a diverse range of training, professional development and networking opportunities for volunteer leaders and community organisations and groups.

4.2: Improve access to information and resources on governance and operational requirements for not-for-profit community organisations and groups.

The implementation of the strategy will be led by the City's Community Partnerships Unit in collaboration with other City business units as required. The City will lead the establishment and delivery of the Greater Bendigo Volunteering Reference Group. Through this Volunteer Reference Group, the City will guide collaborative efforts that support volunteering activities across the community.

#### Priority/Importance:

The development of the Community Volunteering Strategy 2019 – 2023 is a City of Greater Bendigo Community Plan 2017 – 2021 action.

#### Timelines:

This strategy is planned to be implemented between December 2019 and December 2023.

### Risk Analysis:

The potential risks to the successful implementation of this strategy are low in likelihood and low to moderate in potential impact. These risks are: inadequate resourcing of the strategy, inadequate collaboration between the City and the sector, and a reputational risk to the City if it fails to implement this strategy. However, all these risks are manageable and not likely to occur. The required resourcing for this strategy is minimal and can be included within existing resources. The likelihood of the City and key volunteering organisations not collaborating to implement this strategy is low because the establishment of a Volunteer Reference Group provides the mechanism to guide collaborative activities. This in turn reduces the risk of not implementing the strategy and therefore reduces the risk of damage to the City's reputation.

### **Consultation/Communication**

#### Internal Consultation:

The internal consultation for this strategy included an internal project steering committee with representatives from Community Partnerships, Organisation Development, Active and Healthy Lifestyles, Community Wellbeing, Bendigo Visitor Centre, The Capital and Bendigo Art Gallery. This was supported with a survey to City staff and volunteers and a workshop with City volunteer coordinators. City volunteer coordinators also provided feedback on the strategy during the public exhibition period.

#### External Consultation:

The extensive community and key stakeholder engagement processes that have informed the strategy included an external project reference group with representatives from across the sector, a community survey, volunteer involving organisations survey, workshops, small targeted focus groups (e.g. people with a disability, seniors and young people), written submissions and an online e-forum. Between September and November 2018 the City engaged with over 740 residents and over 70 organisations of all sizes and from a range of sectors, including the Bendigo Volunteer Resource Centre.

The opportunity to provide input into the development of the strategy was promoted via the City's website and social media platforms, local newspaper and newsletter advertising, email networks, through BVRC networks, and by leveraging off already scheduled meetings or community gatherings (e.g. Rural Communities Committee meeting, Huntly Roundtable). Key themes from this consultation are listed earlier in this report.

Community feedback was also provided on the draft strategy during the public exhibition period. This included a short online survey, workshops with key volunteering involving organisations and a workshop with the BVRC.

**Resource Implications**

The implementation of this strategy will have limited resource implications and can be achieved within current resources, as community volunteering is already a focus of the Community Partnerships Unit, and several of the Unit's existing activities are easily adapted to include actions in this strategy. It will however require some minor re-prioritisation of current Community Partnerships staff work plans.

**Attachments**

1. Greater Bendigo Community Volunteering Strategy 2019-2023

## 3.2 YOUTH STRATEGY PROGRESS REPORT

### Document Information

**Author** David Williamson, Coordinator Inclusive Communities

**Responsible Director** Vicky Mason, Director Health and Wellbeing

---

### Purpose

To provide a progress report on the implementation of the City of Greater Bendigo Youth Strategy (2017 – 2021) and highlight key achievements during 2018 and 2019.

### Summary

The City's Youth Strategy for 2017 – 2021 is titled: Explore, Engage Empower – Young People in Greater Bendigo. The Youth Strategy articulates Council's commitment to supporting young people in Greater Bendigo and the vision that: "Young people in Greater Bendigo are heard, valued, connected and inspired to make the most of life's opportunities."

The Community Partnerships Unit is leading the implementation and evaluation of the Youth Strategy in collaboration with the Youth Council, external youth agencies, groups of young people, City Service Units and State government departments.

The majority of Youth Strategy actions have now been implemented with initiatives being delivered throughout the municipality. Of the Youth Strategy's 21 actions, 18 actions have commenced and are ongoing and three actions are about to commence.

The report focuses on the key achievements as part of implementing the Youth Strategy during 2018 and 2019 including establishing the Greater Bendigo Youth Council, renewing the YO Bendigo Facility with a focus on young people's participation; and coordinating a broad range of programs and projects to achieve Youth Strategy goals.

### **RECOMMENDATION**

That Council:

1. Acknowledge the Progress Report for the City of Greater Bendigo Youth Strategy 2017-2021; and
2. appoint two Councillors to undertake interviews with staff and Youth Council representatives to select young people to fill casual vacancies on the Greater Bendigo Youth Council.

~~~~~

Policy Context

Community Plan Reference:

City of Greater Bendigo Community Plan 2017-2021:

Goal #1 Lead and govern for all

Objective #1.1 Engage with all communities

Goal #2 Wellbeing and fairness

Objective #2.4 Support participation and development for residents of all ages and abilities

Objective #2.4.2 Partner to build connections for young people

Youth Strategy Reference:

<http://www.bendigo.vic.gov.au/sites/default/files/2017-12/Youth%20Strategy%202017-2021.pdf>

City of Greater Bendigo Health and Wellbeing Plan 2017 – 2021

Principle Healthy and Well

Objectives Promote positive mental wellbeing and reduce harm from tobacco, alcohol and misuse of drugs

Principle Able to participate

Objective Promote educational attainment and support inclusive employment

Principle Connected to culture and community

Objective Strengthen community participation and belonging

Rural Communities Strategy:

Principle 3 Realising the unique values and social and economic potential of our rural communities.

- Action 2.5: Rural communities and businesses need support and assistance to
– expand local employment opportunities particularly for youth.

Background Information

The City's Youth Strategy (2017 – 2021): Explore, Engage Empower-Young People in Greater Bendigo (Youth Strategy) was developed in consultation with young people, youth agencies, schools and City Service Units during 2016 and 2017. The development of the Youth Strategy was led by a Project Reference Group consisting of representatives from Bendigo Senior Secondary College, Headspace, Bendigo Loddon Primary Care Partnership, Department of Justice and Regulation, Bendigo Community Health Services, six enthusiastic young people from the Greater Bendigo community; and City staff. The process to review and update the Youth Strategy was grounded in a significant range of research and engagement activities involving different groups of young people, local youth agencies, City Service Units and the broader community. Engagement activities included surveys, a youth focused website, Youth Summit, Agency Forum; and workshops for City Service Units.

Following a period of public exhibition, the Youth Strategy's Action Plan was refined to focus on seven goals that encompassed responses to the eight priority areas identified by young people and key stakeholders during consultations, these being: mental health, employment, education and training, events, having a say, personal safety, drugs and alcohol; and transport.

Previous Council Decision(s) Date(s):

Council endorsed and adopted the Youth Strategy 2017-2021 on 13 December 2017.

Report

The Youth Strategy presents Council's commitment to supporting young people in Greater Bendigo and the vision that: "Young people are heard, valued, connected and inspired to make the most of life's opportunities."

The majority of the Youth Strategy's Action Plan is now being implemented across Greater Bendigo. Of the Youth Strategy's 21 actions, 18 actions have been either completed or are in progress and ongoing. The remaining three actions will be responded to in 2019/20.

The 21 point Action Plan is focused on achieving the Youth Strategy's seven goals, these being:

1. We provide opportunities for young people to have their say.
2. We promote young people as valuable citizens who make a positive contribution to the community.
3. We provide innovative opportunities for young people to develop new skills.
4. We increase collaboration with education providers, industry and community to enhance employment opportunities.
5. We deliver inclusive, accessible events and programs for all the community.
6. We increase collaboration to strengthen partnerships, networks and advocacy in priority areas; and

7. We create spaces that are inclusive, safe and welcoming for all the community.

Over the past two years the City has achieved significant progress especially in establishing the Youth Council and increasing young people's profile and participation in public life, responding to the priorities identified by young people, collaborating with City services and external youth agencies, achieving State government and VicHealth grants and developing an evaluation plan including data collection methods.

Highlights and key achievements of the Youth Strategy during 2018 and thus far in 2019 include:

Establishing the Greater Bendigo Youth Council:

The expression of interest process resulted in 57 young people nominating to join the Youth Council. Following a further process of shortlisting and interviews with City Councillors and staff, 18 young people were invited to represent the City as Youth Councillors for a two year term. Inducted in January 2019, the Youth Council has since:

- Met twice monthly and held a joint meeting with City Councillors.
- Established the Youth Council priorities to be: youth employability, youth engagement; and youth wellbeing.
- Provided consultation, advice and feedback to City Services and external agencies on priority issues. Feedback to City Service Units has included: All Ages All Abilities Issues and Opportunities Discussion Paper, Active Living Census and Economic Development Strategy Discussion Paper etc. Feedback to external agencies has included: Bendigo Education Plan (Department of Education and Training), Reducing Youth Food Poverty in Central Victoria (Bendigo Foodshare) and the Mental Health Royal Commission.
- Attended the National Youth Commission into Youth Unemployment consultation sessions in Melbourne and Bendigo. Also attended the Brotherhood of St Laurence presentation to Council on unemployment which led to a decision to prepare a youth unemployment position statement.
- Established the YO Bendigo Youth Facility Working Group to provide advice and ideas on how to improve the accessibility and activities for young people at the 45 Mundy Street facility.
- Participated in the Schools Strike for Climate Change with the Australian Conservation Foundation.
- Participated in planning and running the 'Ways to Wellbeing' - Youth Wellness Summit with YMCA Victoria and Headspace. The summit was attended by 80 students from Years 8 to 12 from six local secondary schools.

Due to work and study commitments some Youth Councillors will need to resign midway through their two-year term. Accordingly, the City will advertise an expression of interest process and undertake interviews to fill these casual vacancies before the end of the year.

Ambedo Youth Magazine

- Over 30 young people participate in the YO Media Team to write, design and distribute the Ambedo Magazine as a platform for young people to express their creativity and have their voice heard.

Student Leadership

- Staff continued providing a program of leadership training workshops in local schools. Leadership workshops were held at five secondary schools and involved 148 student leaders. As well, leadership training was held at La Trobe University with 28 young people participating.

Workshops and Activities

- The City organises a significant program of events and life skills and creative arts workshops each year. The majority of events and activities are held at the YO Bendigo Facility however, a real effort is made to also hold activities in rural towns. Overall, 18 workshops and events were held in 2018 and thus far in 2019, 15 workshops have been held with plans 10 more.
- In addition, the FReeZA Committee comprises young people who want to learn more about the music industry and organise drug free events for their peers. In 2018, 10 FReeZA events were held with 3,900 attendees and to date in 2019, 6 events have been held with 2,800 attendees. In 2018 four events and workshops were held in rural communities including Heathcote and Elmore with 442 people attending. To date in 2019 there has been a further 5 events and workshops held in rural communities including Heathcote, Elmore, Huntly and Marong with approximately 500 people attending.

YO Bendigo Facility

- The City leases the YO Bendigo Facility at 45 Mundy Street from the YMCA. In 2018 the City took over management of the facility in order to increase its profile, importance and relevance for young people. The Youth Council have now established a Working Group to provide advice, ideas and assistance to the City on how to improve the facility as a venue for young people's decision making, learning and fun. As part of this transition, City staff have moved into the front office and new promotional signage will soon appear on the façade.

Achieved External Grant Funds

- Annual FReeZA grants of \$24,500 for young people to undertake training in event management, run drug free music entertainment and support local musicians.
- Annual Engage grants of \$46,000 to sponsor leadership training, young people's skills development and recreational workshops.
- VicHealth grant of \$76,000 to fund the Bandmates Project over 12 months to match volunteers with young people aged 18-24 years with a disability and/or mental health issues, so they may attend live music and cultural events.
- Annual Youth Week grants of \$2,000 to promote the special community achievements of local young people.

Please see **Attachment 1** for the Youth Strategy Summary Progress Report 2018 to 2019 which details all major achievements since the inception of the Youth Strategy.

Priority/Importance:

The ongoing implementation and review of the Youth Strategy is of high importance as it demonstrates the City's ongoing commitment to young people and delivers on action identified in the Community Plan.

Timelines:

The Youth Strategy 2017-2021 commenced in December 2017 and will be evaluated and updated in late 2021.

Risk Analysis:

The Youth Strategy reflects the City of Greater Bendigo's commitment to young people aged 12 – 24 years. It has been developed to enable young people to: explore, engage and be empowered. The key risks identified include:

- A breach of Child Safety Standards.
- Insufficient engagement and participation by young people in City decision making and processes, and young people's voices not being heard.
- Not achieving grant funding to continue running additional leadership, skills development and recreational projects for young people.
- Not working in a 'whole of Council' approach to ensure collaboration with other City Services and the integration of plans and strategies.
- Not developing positive relationships and effective partnerships with external agencies to help expand opportunities for young people and achieve the Youth Strategy Action Plan.
- Not listening to young people about service improvements and failing to respond to their priorities.

Staff work to mitigate these risks by:

- Ensuring staff and those volunteering to work with young people are aware of the requirements of Child Safety legislation and have a Working with Children Check and Police Check.
- Support and grow the Youth Council and ensure a commitment to other young people's participation in decision making.
- Maintain positive relationships with funding bodies and prepare high quality grant applications and progress reports. Keep seeking broader funding opportunities and co-design opportunities with young people. Advocate on young people's priority areas, address service gaps and achieve grants to deliver positive outcomes for young people.
- Inform relevant Council Service Units about the purpose of the Youth Strategy, seek integrated links between mutually reinforcing strategies and plans; and invite staff presentations at Youth Council meetings.
- Continuing to inform young people about the Youth Strategy and its progress. Support young people's participation in the planning and running of services, programs and events that help achieve the Youth Strategy's vision, principles, goals and actions.

- Develop effective partnerships with other youth agencies and community stakeholders to deliver collective responses to the priorities identified by young people and respond to emerging issues.
- Developing clear work plans, using clear project guidelines, and following professional standards regarding customer service; as well as keeping the YO Bendigo website and social media up to date and of the highest professional standard.

Consultation/Communication

Internal Consultation:

Regular consultation has occurred with City Services with a focus or interest in young people, these include: Community Partnerships, Regional Sustainable Development, Active and Healthy Lifestyles including Healthy Heart of Victoria, Community Wellbeing, Healthy Greater Bendigo, Major Events and Organisational Development (People and Culture)

External Consultation:

Key stakeholders assisting the City implement the Youth Strategy include: Headspace Bendigo, YMCA, Bendigo Foodshare, Anglicare, Department of Health and Human Services, Department of Education and Training, Bendigo Community Health Services, Department of Premier and Cabinet (Office of Youth), local secondary colleges, La Trobe University; and Bendigo TAFE.

Resource Implications

The Youth Strategy is being implemented within existing resources in 2019/20 as part of allocations totalling approximately \$198,500 for labour; and \$32,504 for Youth Projects such as Youth Council meetings and initiatives; and young people's workshops and events.

There is an allocation of \$158,412 to cover labour, rent, maintenance, purchases and associated costs with leasing and maintaining the YO Bendigo Facility at 45 Mundy Street. Additional facility expenditure is covered by projected rental income of \$72,000.

The City is currently receiving approximately \$147,100 in grants comprising annual FReeZA and Engage Grants from the Department of Premier and Cabinet and one-off VicHealth grant for the Bandmates project.

Attachments

1. Youth Strategy - Summary Progress Report 2018 to 2019

Attachment One

Youth Strategy - Summary Progress Report 2018 to 2019

Goal	Action	Progress to Date / Status
1: We provide opportunities for young people to have their say.	1.1: Strengthen the Youth Action Group to become a Youth Council and increase connections between Councillors, young people and the community to advocate on priority areas.	<p>Status: <i>Commenced & Ongoing</i></p> <p>Following an Expression of Interest process and interviews, the Youth Council was inducted on January 28, 2019. The 18 Youth Councillors appointed represent a wide cross section of the community, including young people with different abilities, culturally diverse and Aboriginal and Torres Strait Islander backgrounds, diverse gender identities; and young people from different localities in the municipality.</p> <p>Youth Councillors will meet twice monthly, between February and November 2019. These meetings are a Briefing Meeting for presentations and discussion, and a Formal Meeting where decisions are made.</p> <p>The Youth Council's Terms of Reference govern the processes of decision-making, recruitment, and election of the Youth Mayor, Youth Deputy Mayor, Secretary and Treasurer.</p> <p>The Youth Council also produced the 'Youth Council Priorities 2019', which highlights the three priority areas of: Youth Employability, Engagement and Wellbeing. Linked to the Youth Strategy, these priorities focus the Youth Council's project and advocacy work.</p> <p>The Youth Council provides quarterly reports to Council on their advocacy efforts, actions and progress on priority areas. The Youth Council has provided consultation, advice and feedback to City staff and external agencies on a number of issues relating to young people. These have included:</p> <ul style="list-style-type: none"> ▪ All Ages All Abilities Issues and Opportunities Discussion Paper ▪ Active Living Census ▪ Greater Bendigo Healthy Food Systems

		<ul style="list-style-type: none"> ▪ Mental Health Royal Commission ▪ Community Buildings Policy ▪ Economic Development Strategy Discussion Paper ▪ Bendigo Education Plan – (DET) ▪ Keep In Touch - Mental Health and Wellbeing Regional Bus – (DHHS) ▪ Regional Youth Driver Education – (Matchworks Bendigo) ▪ Reducing Youth Food Poverty in Central Victoria – (Bendigo Foodshare) ▪ Community Volunteering Strategy.
	<p>1.2: Include young people from all backgrounds, cultures and abilities.</p>	<p>Status: <i>Ongoing</i></p> <p>A diverse range of young people are involved in projects delivered by the City, including young people from culturally diverse and Aboriginal and Torres Strait Islander backgrounds, young people of different abilities and LGBTQI+ young people. Programs and events have included:</p> <ul style="list-style-type: none"> • The Rainbow Ball: an event to celebrate LGBTQI+ young people. The Ball is co-designed with young people and engages a number of stakeholders including Victoria Police, Headspace, Heywire Project, Centre for Excellence in Rural Sexual Health, Anglicare, Bendigo Senior Secondary College, Friends Alike Bendigo – Central Victoria, Rainbow Eagles and Thorne Harbour Country. • Bike Skills Workshop: in partnership with Bike Bendigo, Bendigo Community Health Services and Department of Justice the workshop delivered cycling skills training to young Afghan girls and increased their independence and confidence.

		<ul style="list-style-type: none"> • VicHealth Bandmates Project: Result of successful \$76,000 funding application to VicHealth led by Youth Council. This 12 month Project aims to match volunteers with young people aged 18-24 with a disability and or mental health issues, to assist them attend live music and cultural events. • Australia Indonesia Youth Exchange Program: In November 2018, the City hosted an event to welcome eighteen Indonesian delegates from the Australia Indonesia Youth Exchange Program. In particular the City promoted community participation in their visit to Greater Bendigo and hosted two work experience placements. Delegates were mainly from an Islamic background and spent three weeks in the City. The local visit enabled delegates to especially experience regional Australia and followed three weeks spent in Melbourne. The exchange was organised by AFS Intercultural Programs on behalf of the Department of Foreign Affairs and Trade. The City's wonderful welcome event was attended by the Mayor and Councillors, host families, supportive organisations and local Indonesian groups such as the Bendigo Australia Indonesia Klub. Who will ever forget the beautiful individual and group performances by the delegates!
	1.3: Hold an annual youth summit/forum.	<p>Status: <i>Ongoing</i></p> <p>City staff in collaboration with the Youth Council, delivered The 'Ways to Wellbeing' Youth Wellness Summit in April 2019. The Summit was co-designed by Youth Councillors, and supported by YMCA Victoria and Headspace. 80 students from Year 8 to 12 from six local secondary schools attended.</p> <p>Staff also assisted with the following forums:</p> <ul style="list-style-type: none"> • 'New to the Road?' Bendigo Community Road Safety Forum. Held in conjunction with Victoria Police, the Bendigo Taxi Association and

		<p>Road Safety Victoria. The Forum was attended by 90 community members and targeted at young people who are about to or who have recently obtained their driver's license.</p> <ul style="list-style-type: none"> • Greater Bendigo Youth Forum. This took place in partnership with the Economic Development Strategy Steering group and Bendigo Education Council. Youth Councillors and staff assisted in the development and delivery of the Forum. Young people worked together to develop a response to answer the question: "What does Greater Bendigo look like in 2030?", presenting their ideas to the Mayor and a range of Business Leaders.
	1.4: Promote opportunities for all young people to provide feedback through social media, City consultations and other online services.	<p>Status: <i>Ongoing</i></p> <ul style="list-style-type: none"> • Staff have established active social media pages to enable young people to regularly reach out to the YO Bendigo team and to represent the Youth Councillors and YO Events. These include the YO Bendigo Facebook page, which has seen a steady increase to 3,000 followers and the YO Bendigo Instagram page, which current has over 350 followers. These social media channels allow young people to ask questions and provide feedback on YO Bendigo initiatives. • The YO Bendigo team is also redesigning the YO website in order to ensure consistency in messaging and ease of access.
	1.5: Review the City's Community Engagement Policy and Framework to support the active engagement of young people in all relevant engagement processes.	<p>Status: <i>About to commence</i></p> <ul style="list-style-type: none"> • The Youth Council will provide feedback on the development of the City's Community Engagement Policy at their December Briefing meeting.

2: We promote young people as valuable citizens who make a positive contribution to the community.	2.1: Develop a Youth Awards program to recognise excellence and achievements in the community.	Status: <i>About to commence</i> <ul style="list-style-type: none"> Staff have commenced planning for development of the Youth Awards Program proposal to be presented to the Youth Council in 2019. Currently researching models and options as well as ways to promote existing Awards schemes for young people.
	2.2: Develop a Young Ambassadors Program.	Status: <i>About to commence</i> <ul style="list-style-type: none"> Staff developing a proposal for the Young Ambassadors Program for presentation to the Youth Council in 2019.
	2.3: Promote young people's positive contribution to the community through the YO Media website.	Status: <i>Ongoing</i> <ul style="list-style-type: none"> Staff are redeveloping the YO Bendigo Website, in order to better promote the positive contribution young people are making, as well as ensuring consistency of messaging. The YO Media team has continued to grow with over 30 young people having taken part in the development and promotion of the Ambedo Magazine. Ambedo provides an additional platform for young people to have their voice heard. The Ambedo magazine was developed to provide young people with a greater understanding and experience in the media industry and provide a voice for young people in Greater Bendigo. Four issues of Ambedo are published annually with 500 copies distributed to schools, TAFE, La Trobe University, cafes, libraries and youth service providers. Ambedo issues are also uploaded to the YO Bendigo website. The YO Media team is developing Ambedo online to be a more interactive version of the Ambedo magazine.

3: We provide innovative opportunities for young people to develop new skills.	3.1: Provide leadership workshops at secondary schools and expand to tertiary students.	Status: <i>Ongoing</i> <ul style="list-style-type: none"> Five leadership workshops coordinated at different secondary schools with a total of 148 young people participating. Assistance provided to Bendigo South East Secondary College in the development and delivery of peer to peer leadership training which saw 32 of their students develop and facilitate leadership training to 60 Grade 5/6 students. A leadership workshop was held with La Trobe University Residential Leaders with 28 young people participating.
	3.2: Conduct creative arts workshops and life skills training.	Status: <i>Ongoing</i> <ul style="list-style-type: none"> Life skills and creative workshops held at the YO Bendigo Facility and other locations continue to be popular. Workshops have included photography, coding, Barista training, illustration, sustainable living, resume writing/job ready, bees wax wrap making, music recording sessions, and resin jewellery. In 2018, 18 workshops were held with over 200 young people attending. In 2019, 15 workshops held with over 150 young people attending and 10 further workshops planned to be delivered.
4: We increase collaboration with education providers, industry and community to enhance employment	4.1: Provide student learning, work experience and internship opportunities through Career Horizons.	Status: <i>Ongoing</i> <ul style="list-style-type: none"> The Community Partnerships Unit and YO Bendigo team have hosted 7 students from secondary colleges, Indonesian Youth Exchange, TAFE; and La Trobe University. Student placements have ranged from one week of secondary school related work experience through to long-term placements to complete a Social Work Degree.

opportunities.	<p>4.2: Support advocacy efforts for the creation of more apprenticeships, traineeships and youth employment opportunities.</p>	<p>Status: <i>Ongoing</i></p> <p>Youth employment is one of the three Youth Council priorities. As such, advocacy efforts around employment have been significant including:</p> <ul style="list-style-type: none"> • Youth Councillors attended the National Youth Commission into Youth Unemployment consultation sessions in Melbourne and Bendigo. • Youth Council also resolved to draft a Position Paper on youth unemployment. • Youth Councillors and staff attended Council briefing by Brotherhood of St Laurence on unemployment. • Participation in the Bendigo Education Plan Student Voice, Engagement and Transition Working Group to support pathways for young people and students into employment through the after-school transition process. <p>Events attended in 2019 included:</p> <ul style="list-style-type: none"> • Bendigo TAFE Market Day; and Tomorrow Bound Careers Day • Careers Week and Youth Services Fair at Bendigo Senior Secondary College • Youth Services Fair – Crusoe College
<p>5: We deliver inclusive, accessible events and programs for all the community.</p>	<p>5.1: Promote programs, activities and workshops in rural communities.</p>	<p>Status: <i>Ongoing</i></p> <ul style="list-style-type: none"> • In 2018, five events and workshops were held in rural communities including workshops in Heathcote, Elmore, Huntly and Marong with approximately 500 people in total attending. • Young people from rural communities including Heathcote, Elmore and Huntly have participated in the FReeZA committee, YO Media team and

		Youth Council.
	5.2: Provide skill development opportunities in event management and promotion.	<p>Status: <i>Ongoing</i></p> <p>Sixteen young people have been involved in the FReeZA Committee to learn event management skills and hold drug free music and entertainment events. Skill development has included:</p> <ul style="list-style-type: none"> • Social Media Marketing workshop • Music Promotion Mentoring • Attending annual 'Push Summit', a one day training session where young people learn from industry professionals about all aspects of the music business from event management to artist negotiations to budgeting <p>Planning and holding FReeZA events including:</p> <ul style="list-style-type: none"> • 10 events in 2018 with 3,900 attendees • 6 events thus far in 2019 with 2,800 attendees
	5.3: Deliver programs and events for young people from all backgrounds, cultures and abilities.	<p>Status: <i>Ongoing</i></p> <p>The City works in partnership with a diverse range of organisations to deliver programs and events to young people from all backgrounds, cultures and abilities, for example:</p> <ul style="list-style-type: none"> • Bendigo and District Aboriginal Co-operative (BDAC) to provide school holiday activities for their Koori Youth Group, including painting workshops and a free trip to the Gurri Wanyarra Wellness Centre. As well, partnership to support 2019 NAIDOC Children's Week Activities • Careers information session for TAFE English As Second Language

		<p>students</p> <ul style="list-style-type: none">• St John of God Young Carers Program to facilitate young mothers attending creative skills workshops at YO Bendigo• Partnership with Bike Bendigo, Bendigo Community Health Services and Department of Justice to deliver cycling workshops to young Afghan girls• Rainbow Balls for LGBTQI+ young people in 2018 and 2019• VicHealth Bandmates Project targeted at young people with disability and/or with mental health and wellbeing issues.• Dear CRIS: is a local young people's initiative funded by the Foundation for Rural and Regional Renewal - ABC Heywire grant. Dear CRIS (Connecting Rural and International Students) is a facilitated program that connects regional young people to peers from different backgrounds, cultures and countries via the exchange of letters. The program is run by youth facilitators and classroom teachers working together with year 5/6 primary school students. In 2018, Dear CRIS involved 120 students exchanging over 400 letters between Victory Christian College (Bendigo) and Alenjandro San Jose Elementary School (Tailbon, Philippines). In 2019, 280 students exchanged 750 letters between three Bendigo schools and Alenjandro San Jose Elementary School (Tailbon, Philippines) and Sekolah Menengah Stella Maris (Kuala Lumpur, Malaysia).
--	--	---

6: We increase collaboration to strengthen partnerships, networks and advocacy in priority areas.	6.1: Participate in partnerships to develop and deliver programs to improve health and wellbeing.	<p>Status: <i>Ongoing</i></p> <p>The City supports the Bendigo Education Plan - Student Voice, Engagement and Transition Working Group which aims to strengthen pathways for young people and students into employment through the after-school transition process. As part of this partnership, Youth Councillors have co-designed Youth Focus Group sessions to understand why students under 17 years in Greater Bendigo are disengaging from school or transitioning to alternate pathways prior to completing Year 12 or equivalent. Youth Councillors are now working with the Department of Education and Training Navigator program to run the sessions in schools with students who have been identified as being at risk of disengaging from school.</p> <p>The City works with community partners to provide of four condom vending machines in rural locations: 2 in Heathcote, 1 in Marong, and 1 in Elmore. The Marong condom vending machine is managed by the Marong Men's Shed. The Elmore condom vending machine is managed by the Elmore Progress Association. The two Heathcote condom vending machines are managed by the City's works team with support from Heathcote customer support staff. Condom vending machines were installed in partnership with the Centre for Excellence in Rural Sexual Health.</p> <p>The key involvements:</p> <ul style="list-style-type: none"> • Five Ways To Wellbeing workshops - East Loddon, Weeroona College • R U OK Day – Crusoe College • R U OK Day Marist College • Healthy Food Healthy Mood Mental Health Awareness Day - Crusoe College
	6.2: Network with State and Federal Governments and local services to explore	<p>Status: <i>Ongoing</i> Keep In Touch Mental Health and Wellbeing Project: the City has supported establishing and implementing this regional RDV funded project since inception including organising 'When Life Sucks' consultation</p>

	<p>opportunities for new funding and strategic partnerships.</p>	<p>sessions with young people and participating in management and oversight of initiatives such as the app, employment of project worker and purchase of Project Van. Staff, Youth Council representative and another young person are participating in ongoing project management meetings. Local launch scheduled for November 2019.</p> <p>Local Youth Worker Network: the City facilitates bi-monthly meetings to provide information, support and coordination of services between different agencies including: representatives of schools, Department of Justice, Haven: Home Safe, Anglicare, Bendigo and District Aboriginal Co-op, Loddon Campaspe Multicultural Services, Bendigo TAFE, LaTrobe University, Bendigo Health, Department of Education and Training, Department of Health and Human Services, and more.</p> <p>Student Voice, Engagement and Transition Working Group for the Bendigo Education Plan: staff attend meetings and forums associated with this DET facilitated group.</p> <p>Other Forums and Working Groups include:</p> <ul style="list-style-type: none"> • Bendigo Safe Community Forum • Headspace Youth Mental Health Network Meetings • Annual Victorian Youth Week events
	<p>6.3: Advocate for an increase in health and wellbeing services to enable improved access and support.</p>	<p>Status: <i>Ongoing</i></p> <p>Keep In Touch Youth Mental Health and Wellbeing initiative: City representatives and Youth Council members sit on the Steering Committee with Department of Health and Human Services, and local government reps from the five other regional Councils involved. Project aims to raise the profile of mental health and wellbeing issues for young people and promote supportive and positive responses to local issues.</p> <p>The City has supported other initiatives including:</p> <ul style="list-style-type: none"> • Funding renewal of the Salvation Army's L2P Driver Education Program

		<ul style="list-style-type: none"> • Bendigo Senior Secondary College's Hey Grants application for the Ally Network program • The Connected Circus application for funding for the Wandering Circus Tour in Bendigo • Victoria Police - Youth Skate Workshops through the Blue Light Program
7: We create spaces that are inclusive, safe and welcoming for all the community.	7.1: Partner in community safety initiatives.	Status: <i>Ongoing</i> <ul style="list-style-type: none"> • Participation in Bendigo Safe Community Forum meetings and promotion of anti-violence messages via YO Bendigo Facebook page, youth programs and industry networks. • Participation in Youth Justice Panels when requested. • Development and delivery of the 'New to the Road?' Bendigo Community Road Safety Forum.
	7.2: Implement Child Safety Standards.	Status: <i>Ongoing</i> <ul style="list-style-type: none"> • The Child Safety Standards Policy has been finalised and is being implemented by the People and Culture Unit.
	7.3: Implement the Vision and Strategy Plan for the YO Bendigo facility at 45 Mundy Street.	Status: <i>Ongoing</i> <ul style="list-style-type: none"> • Youth Council have established The YO Bendigo Facility Working Group to provide advice and ideas on how to improve accessibility and activities for young people at the YO Bendigo Facility, 45 Mundy Street • Youth Council has also approved design and signage upgrades to façade and front windows to make it more welcoming and interesting for young people, including those from diverse backgrounds, and to improve branding of the space by linking it to all aspects of the YO Bendigo brand, such as YO Media, YO Events, and YO Arts

		<ul style="list-style-type: none">• The YO Bendigo staff team have now taken over management of the facility from Workspaces and recently moved into the front office to promote improved access and relevance for young people• New automatic doors have been installed for access through the front of the building and to the toilets• The YO Bendigo Facility aims to be a place where young people can learn, grow, have fun and participate. It is being developed as a positive place for young people. A place where they can meet, promote their achievements and hold forums and workshops.
--	--	---

4. STRENGTHENING THE ECONOMY

Nil.

5. ENVIRONMENTAL SUSTAINABILITY

Nil.

6. EMBRACING OUR CULTURE AND HERITAGE

Nil.

7. LEAD AND GOVERN FOR ALL

7.1 QUARTERLY REPORT TO COUNCIL REPORT QUARTER 1 2019 2020

Document Information

Author Michael Smyth, Manager Business Transformation

Responsible Director Andrew Cooney, Director Corporate Performance

Purpose/Summary

To report to Council progress on the implementation of Annual Plan initiatives for the first quarter 2019/2020.

RECOMMENDATION

That Council receive the Annual Plan Quarterly Summary Report and acknowledge progress on implementing initiatives for 2019/2020.

~~~~~

#### Policy Context

Community Plan Reference:

City of Greater Bendigo Community Plan 2017-2021

Goal 1: Lead and govern for all

Objective: 1:2 Explain the reason for its decisions

#### Report

The Community Plan is a key strategic Council document to inform the community and council officers of Council priorities and commitment to six key goals. The six Community Plan goals are:

1. Lead and govern for all
2. Wellbeing and fairness
3. Strengthening the economy
4. Presentation and managing growth
5. Environmental sustainability
6. Embracing our culture and heritage

The Community Plan is supported by the Annual Plan developed each year and the Annual Plan is reported on quarterly.

This report is the first quarterly update for the Annual Plan 2019/2020.

## **Conclusion**

The Community Plan 2017-2021 is Council's key strategic plan that guides the work of Council and informs the community of the shared priorities of this Council for its four-year term. Reporting on progress against this plan is an important mechanism for keeping the community up to date with the work of Council, and its progress implementing the Community Plan. The summary report shares key achievements for the quarter.

## **Attachment 1**

Annual Plan Summary Report

September 2019 update

*Greater Bendigo – creating the  
world's most liveable community.*

# G / POPULATION GROWTH / COMMUNITY PLAN / ENVIRONMENT / 2017-2021 / COMMUNITY ENGAGEMENT

A liveable community is one that enables people to live healthy, safe, harmonious lives in attractive and affordable settings. Liveable places have an excellent range of services for children and adults of all ages and facilities that are accessible to all. They don't make unsustainable demands on the environment.

Council has set the following six goals to guide its decisions and actions over the next four years:

## Goal 1

### Lead and govern for all

Effective community engagement will guide well informed, responsive decision-making and financially responsible resource allocations which are transparent and accountable.

## Goal 2

### Wellbeing and fairness

Inclusive policies, partnerships and projects that increase access, improve health and learning opportunities, by building better connections and quality of life for all.

## Goal 3

### Strengthening the economy

Advocacy, innovation and support to grow jobs, attract visitors and diversify the local and regional economy.

## Goal 4

### Presentation and managing growth

Planning, development and infrastructure that increases our liveability and pride in where we live.

## Goal 5

### Environmental sustainability

Protect and enhance our environment, conserve our resources and increase resilience to a changing climate.

## Goal 6

### Embracing our culture and heritage

Recognise and celebrate our unique history and diverse cultures.



## Goal 1: Council will lead and govern for all

*Effective community engagement will guide well informed, responsive decision-making and financially responsible resource allocations, which are transparent and accountable.*

### Objectives

- Engage with all communities
- Explain the reason for its decisions
- Be innovative and financially responsible
- Be accountable and efficient in its use of the community's money
- Take a leadership role in regional planning and advocacy and work in partnership with regional councils

### September 2019 update

- The Mayor and CEO visited Canberra in September to advocate for funding support for the expansion of the airport, the Golden Dragon Museum and management of waste and recycling
- Review of the Community Engagement Policy has commenced and bench marking with other Victorian Councils policies has been completed
- A preferred supplier has been selected for a new online facility booking system



## Goal 2: Wellbeing and fairness

*Inclusive policies, partnerships and projects that increase access, improve health and learning opportunities, by building better connections and quality of life for all.*

### Objectives

- Create a much healthier Greater Bendigo
- Promote positive wellbeing across the Greater Bendigo community
- Promote community connection
- Support participation and development for residents of all ages and abilities
- Create safe and resilient communities

### September 2019 update

- Construction of the pavilion at Garden Gully is underway
- The expansion of Huntly Kindergarten has commenced
- The electronic scoreboard has been installed at Canterbury Park and the contract has been awarded for the lighting
- Community consultation has been completed and a preferred site identified for a new dog park in Heathcote
- Seating installation has been completed at the Garden for the Future
- The City commenced operation of the Bendigo Animal Relief Centre (BARC)



## Goal 3: Strengthening the economy

*Advocacy, innovation and support to grow jobs, attract visitors and diversify the local and regional economy.*

### Objectives

- Support local businesses and industry to be strong, vibrant, and to grow and develop
- Make it easier for people to transition from education to employment
- Ensure Greater Bendigo is a welcoming place for new businesses and industries and supports creativity and innovation and visitor attraction

### September 2019 update

- The Draft City Centre Plan including the Parking Strategy was endorsed by Council
- The Greater Bendigo Economic Statement and strategy are being developed



## Goal 4: Presentation and managing growth

*Planning, development and infrastructure that increases our liveability and pride in where we live.*

### Objectives

- Plan for a growing population
- Plan to meet future housing needs
- Continue to implement strategies that increase the capacity of transport networks to better move people and goods and encourages walking, cycling and the use of public transport
- Keep Greater Bendigo attractive with good quality public facilities and places
- Provide and maintain urban and rural infrastructure to support the liveability of our community

### September 2019 update

- The Edwards Street Streetscape has been completed
- Design has been completed for the cycling lane from the city to La Trobe University
- Construction of the footpath on Calder Highway at Maiden Gully has been completed
- Detailed design is underway for the expansion and re-location of the Kangaroo Flat Library



## Goal 5: Environmental sustainability

*Protect and enhance our environment, conserve our resources and increase resilience to a changing climate.*

### Objectives

- Drawing on the One Planet Living framework to connect the health of the natural environment to the health and prosperity of our community
- Demonstrate leadership in sustaining the rich biological diversity of the Greater Bendigo region that sustains healthy ecosystems

### September 2019 update

- White Hills landfill rehabilitation has been completed
- Reimagining Bendigo Creek Plan and Greening Greater Bendigo Strategy have been on exhibition for community feedback



## Goal 6: Embracing our culture and heritage

*Recognise and celebrate our unique history and diverse cultures.*

### Objectives

- Celebrate our unique heritage
- Build pride in and shared responsibility for our public spaces
- Offer and support a diverse range of events that attract and connect people
- Embrace diversity
- Advance reconciliation

### September 2019 update

- Restoration works have commenced at Bendigo Town Hall and Heathcote Offices
- Heating and ventilation works at Eaglehawk Town Hall are nearing completion
- Funding has been announced for the Bendigo Tramways workshop expansion
- The project brief has been completed for the design of the Old Municipal Baths in Rosalind Park
- Aboriginal Cultural Awareness training for staff commenced in November 2017 and is now delivered quarterly
- Womin-dji-ka welcome signage was installed on key Council-owned buildings in September 2019





Council has continued to endorse a vision for improved liveability for the whole population. Knowing where we are making progress towards this vision requires us to set some measures or benchmarks where Greater Bendigo can be compared with other locations.

**Twenty four liveability indicators have been chosen that relate to the following areas:**

- A much healthier Greater Bendigo
- A fairer and more inclusive Greater Bendigo
- A more resilient Greater Bendigo
- A planned Greater Bendigo
- A proud and safe Greater Bendigo
- A sustainable Greater Bendigo
- A more creative, productive, innovative, adaptive and engaged Greater Bendigo

## Councillors

### *Eppalock Ward*

**Cr Margaret O'Rourke**

*Mayor 2019-2020*

P. 0429 061 096

E. m.orourke@bendigo.vic.gov.au

**Cr George Flack**

P. 0429 083 993

E. g.flack@bendigo.vic.gov.au

**Cr Susie Hawke**

P. 0427 462 358

E. s.hawke@bendigo.vic.gov.au

### *Lockwood Ward*

**Cr Jennifer Alden**

P. 0499 005 735

E. j.alden@bendigo.vic.gov.au

**Cr Matt Emond**

*Deputy Mayor 2019-2020*

P. 0499 007 473

E. m.emond@bendigo.vic.gov.au

**Cr Rod Fyffe**

P. 0419 874 015

E. r.fyffe@bendigo.vic.gov.au

### *Whipstick Ward*

**Cr James Williams**

P. 0427 211 677

E. j.williams@bendigo.vic.gov.au

**Cr Andrea Metcalf**

P. 0499 009 096

E. a.metcalf@bendigo.vic.gov.au

**Cr Malcolm Pethybridge**

P. 0427 376 983

E. m.pethybridge@bendigo.vic.gov.au

195-229 Lyttleton Terrace, Bendigo

T: (03) 5434 6000

[www.bendigo.vic.gov.au](http://www.bendigo.vic.gov.au)



## 7.2 FRAUD AND CORRUPTION POLICY

### Document Information

**Author** Anna Connolly, Risk and Assurance Advisor

**Responsible Director** Andrew Cooney, Director Corporate Performance

---

### Purpose

The purpose of this report is to seek Council approval of the attached Fraud and Corruption Policy.

### Summary

- The Fraud and Corruption Policy has been reviewed in accordance with the City's Policy Framework. The Fraud and Corruption Policy was due for review in July 2017, the Fraud and Corruption Control Plan was due for review in March 2015 and the Fraud and Corruption training for staff was last held in 2014.
- For good governance and in adherence to the Local Government Act 1989 (the Act), councils are required to develop and maintain adequate internal control systems. An effective fraud control framework is widely recognised as a critical element of such systems. The Fraud and Corruption Policy and Control Plan have been reviewed and updated in accordance with the key elements of the Australian Standard AS8001 2008 - Fraud and Corruption Control.
- In May 2018 an Internal Audit was undertaken on Fraud Management and Prevention which resulted in 6 findings, with the risk level rated as moderate. All findings have been considered with the development of the Policy, Control Plan and Fraud Risk Register. Recently, VAGO and IBAC have released reports on Fraud and Corruption in Local Government, which have been reviewed and incorporated into this review.
- The key objectives of the Fraud and Corruption Policy are to:
  - outline roles and responsibilities in the identification, prevention and escalation of fraud and corruption risks and events within the City;
  - protect the Community's funds;
  - implement prevention and detection controls within the organisation to minimise losses through Fraud or Corruption;
  - ensure the City is meeting its legislative obligations under the Act and adhering to State Government recommendations relating to internal control systems; and
  - protect the reputation of the City.

## **RECOMMENDATION**

That Council approve the attached Fraud and Corruption Policy.

~~~~~

Policy Context

Community Plan Reference:

City of Greater Bendigo Community Plan 2017-2021:

Goal # 1 Lead and Govern for all

Objective # 1.4 Be accountable and efficient in its use of the community's money

Background Information

The impact of fraud and corruption on councils and their communities can be significant. It can disrupt business continuity, reduce the quality and effectiveness of critical services, and threaten the financial stability of Council. Elected councillors and employees make decisions and perform functions that affect the lives and interests of the community. The community expects and the law requires that this is done responsibly and with integrity, accountability, impartiality, and in the public interest. Fraud and corruption undermine public trust and when fraudulent and corrupt activities are undetected, or left unchecked, public money and resources are wasted.

In addition to the Local Government Act requiring councils to develop and maintain adequate control systems, it is imperative that the City have the policies, associated documents and training in place to set the expectations, educate and raise awareness on what fraudulent and corrupt behaviour is and how to report it.

The Fraud and Corruption Policy was due for review and has been revamped in accordance with the Australian Standard AS8001 2008 - Fraud and Corruption Control and tailored to the City's requirements. The Policy outlines the City expectations and a Control Plan has also been developed which covers key elements of managing fraud and corruption which include planning and resourcing, prevention, detection and responding to detected incidents.

In early 2018 Crowe Horwath conducted an Internal Audit on Fraud Management and Prevention with the final report provided to the City in May 2018 with 6 key findings. The findings included assessing fraud and corruption risk, planning and resourcing, communication and awareness, internal controls, detection and response. These findings have been incorporated into the review of the Policy and Control Plan and the findings should be finalised when these documents are endorsed.

One of the recommendations from the Internal Audit recommended that the City undertake fraud risk assessments. This has occurred through the discussions with the Units in the development of their risk registers. The Fraud Risk Register will have risk owners for each risk, however it will be maintained and held by the Risk and Assurance area and reviewed quarterly by the risk owners, unless more frequent reviews are required.

Recently, there have also been reports released from both VAGO and IBAC in relation to Fraud and Corruption in Local Government. The VAGO Fraud and Corruption Control - Local Government report was released in June 2019 and the IBAC Special Report on Corruption Risks associated with Procurement in Local Government was released in September 2019. Both reports have been reviewed and the recommendations and findings have been considered in the attached documents as well as the development of the Fraud Risk Register.

Following the release of the VAGO report the Minister for Local Government, The Hon Adem Somyurek MP requested that all Councils' undertake a self-assessment against the findings and recommendations of the VAGO Audit and to provide a response. This has been undertaken and of the 12 recommendations, the City confirmed that it had effective controls in place for 10 of the recommendations. From the self-assessment it was determined that there were 7 general opportunities for improvement, which the Units are aware of and progressing.

Following approval of the Fraud and Corruption Policy, awareness training will be rolled out to all Staff and Councillors with the aim to have the training completed by June 2020. The training package will be developed as part of the new e-learning system which is being launched in February 2020. As there are only 400 e-learning licences, face to face training will also be rolled out using the same information from the module. Currently for new staff they receive the Fraud and Corruption Policy in their induction kit, information at the Corporate Induction and information in the code of conduct.

In addition to this Policy, it should be noted that there are several other policies currently under review that will enhance the City's Fraud and Corruption Policy and awareness. Some of these include IT Policies, the Staff Gift Policy and the Protected Disclosure Procedure. The Protected Disclosure Procedure is on hold until new legislation is released in January 2020 and is referred to in the Fraud and Corruption Policy.

Report

Priority/Importance:

The City is committed to preventing, deterring and detecting fraudulent and corrupt behaviour in the performance of its activities and has a zero-tolerance approach to fraud and corruption, with the view to eliminate fraud and corruption throughout the City's operations both internally and externally. For good governance Council must act responsibly with integrity, accountability, impartiality, and in the public's best interest.

The City is the custodian of significant public funds and assets therefore it is important that the community has assurance that these are adequately protected. The Local

Government Act 1989 (the Act) also requires councils to develop and maintain adequate internal control systems, such as the Fraud and Corruption Policy and Control Plan.

Options/Alternatives:

Option 1 – do nothing and continue to refer to the current Fraud and Corruption Prevention Policy which is outdated.

Option 2 – to approve the attached Fraud and Corruption Policy.

Timelines:

If the Fraud and Corruption Policy is approved, awareness training will be developed and rolled out by June 2020.

Progress:

n/a

Risk Analysis:

1. Lack of training and awareness in Fraud and Corruption

There is a risk that the Fraud and Corruption Policy is approved, however staff are not made aware of the Policy and are not trained to identify fraudulent and/ or corrupt behaviour and how to report within appropriate timeframes. It is very dependent on the new e-learning system for the roll out of the training to occur, which is due to be launched in February 2020. Only 400 people will have access to the online training, therefore resources will be required to roll out the training to all other staff face to face.

2. Risks not proactively managed as unable to record and manage in centralised system

The Integrated Risk Manager (IRM) in the CAMMS Software suite is currently under review and is not being utilised, making it difficult to record risks. This may make it more difficult to get employees on board, to manage, track and report on risk.

Consultation/Communication

Internal Consultation:

The Fraud and Corruption Policy and Control Plan have been distributed to key stakeholders, including OLT and ADT for consultation and feedback. The feedback provided has been incorporated into the documents.

As this Policy aligns closely with the Protected Disclosure Procedure which is under review, Legal Services have been consulted during the development of this Policy and feedback has been incorporated into the final documents to ensure that they will align.

Once the Fraud and Corruption Policy has been approved, Fraud and Corruption training will be developed within the new e-learning system and rolled out to Staff and Councillors. Therefore, Organisation Development have also been consulted on these documents.

External Consultation: Nil

Resource Implications

- Cost of realised fraud risk if the management of risk is not a robust activity, particularly in high risk fraud areas;
- In house resources may be required to roll out training, with only 400 licences being provided for the e-learning training modules. All other Staff and Councillors will need to attend face to face training, which is currently being developed and will be rolled out once the Fraud and Corruption Policy has been approved.

Attachment

1. Fraud and Corruption Policy

FRAUD AND CORRUPTION POLICY

Approval Level:	Council
Policy Type:	Council
Approval Date:	tba
Review cycle:	Every 2 years
Review Date:	tba
Responsible Officer:	Risk and Assurance Advisor
Owner:	Governance
Responsible Director:	Corporate Performance
Relevant Legislation/Authority:	<u>Local Government Act 1989</u> ; Protected Disclosure Act 2012; Independent Broad-Based Anti-Corruption Commission Act 2011; Fraud and Corruption Control Standard AS8001-2008 AS ISO 31000:2018 Risk Management – Guidelines
DOCSETID:	4261376

1. PURPOSE

1.1 The purpose of this policy is to:

- 1.1.1 outline roles and responsibilities in the identification, prevention and escalation of fraud and corruption risks and events within the City;
- 1.1.2 protect the Community's funds;
- 1.1.3 implement prevention and detection controls within the organisation to minimise losses through Fraud or Corruption;
- 1.1.4 ensure the City is meeting its legislative obligations under the Act and adhering to State Government recommendations relating to internal control systems; and
- 1.1.5 protect the reputation of the City.

2. BACKGROUND

2.

- 2.1 The City is committed to acting with integrity, good governance and transparency to maintain a financially sustainable council that manages resources effectively and efficiently.
- 2.2 The City acknowledges that Fraud and Corruption conflict with the organisation's values and have the potential to cause significant financial and non-financial harm. Fraud and Corruption can undermine public trust in the City and waste public resources. As a result, the City takes a zero-tolerance approach to Fraud and Corruption.
- 2.3 The City recognises that the prevention and control of Fraud and Corruption should feature predominantly within the procedures, controls and systems of the City. Staff and Councillors who represent the City are all responsible for the prevention and detection of Fraud and Corruption.
- 2.4 This policy is to be read in conjunction with the *Fraud and Corruption Control Plan* endorsed by the City's Executive Management Team.

3. SCOPE

This policy applies to all Staff and Councillors.

4. DEFINITIONS

In this policy:

Act means *Local Government Act 1989* (Vic).

CEO means Chief Executive Officer.

City means the Greater Bendigo City Council, being a body corporate constituted as a municipal Council under the *Local Government Act 1989* (Vic).

Corruption means *dishonest activity in which a person to whom the policy applies acts contrary to the interests of the organisation and abuses his/her position of trust in order to achieve some personal gain or advantage for themselves or for another person or entity. Examples of corruption include, but are not limited to:*

- *payment or receipt of bribes which may be paid in money or in some other form of value to the receiver (i.e building projects completed at an employee's private residence) and may relate to a specific decision or action by the receiver or generally;*
- *release of confidential information for other than a proper business purpose in exchange for some form of non- financial benefit or advantage accruing to the Staff member or Councillor releasing the information;*
- *a serious conflict of interest that is not managed and may influence a decision;*
- *nepotism, where a person is appointed to a role because of their existing relationships, rather than merit;*
- *manipulation of procurement processes to favour one tenderer over others (i.e multiple tenderers for a particular contract colluding in preparation for their bids);*

- *gifts or entertainment intended to achieve a specific outcome in breach of legislative duties or the City's policies.*

Councillor means a person holding the office of Councillor of the City from time to time.

Fraud means dishonest activity involving deception that causes actual or potential financial loss.

Examples of fraud include, but are not limited to:

- theft of money or property;
- falsifying or misusing entitlements such as g. expenses, leave, travel allowances or attendance records);
- misusing City resources or equipment such as unauthorised use of corporate credit cards or electronic equipment and devices (including mobiles, tablets and laptops);
- falsifying an entity's financial statements to obtain an improper or financial benefit;
- falsifying invoicing for goods or services not delivered, or inflating the value of goods and services;
- misusing position to gain financial advantage;
- theft of intellectual property or confidential information;
- unlawfully using or obtaining of, property, small plant and equipment, material or services;
- providing false or misleading information to the City, or failing to provide information when there is an obligation to do so (i.e falsifying participant rates and attendance);
- misusing the City's assets and facilities;
- making or using false or forged document; and
- falsely claiming to hold qualifications.

IBAC means Independent Broad-based Anti-corruption Commission.

Protected disclosure means a complaint, allegation or disclosure made in accordance with Part 2 of the *Protected Disclosure Act 2012* (Vic).

Protected disclosure complaint means a disclosure that has been determined by the IBAC under Section 26 of the *Protected Disclosure Act 2012* (Vic) to be a protected disclosure complaint.

Staff means *employees and volunteers engaged directly by the City as well as all agents and contractors either engaged by the City or by an authorised contractor of the City.*

5. PRINCIPLES

The City will minimise fraud and corruption by:

- adopting the Fraud and Corruption Control Plan, which is aligned with the Fraud and Corruption Control Standards (AS 8001-2008);
- all Staff and Councillors are to comply with the Act and uphold the City's values and their Code of Conduct demonstrating good governance and promoting a culture that encourages and supports all Staff and Councillors to be accountable for their actions and to act with integrity, trust, honesty and respect;
- managing the risk of opportunistic fraud, by continually reviewing the effectiveness of our internal controls in line with the City's Risk Management Framework and to ensure that the City's business processes are streamlined and that complexities are minimised;
- *undertaking audits and risk assessments to help identify system vulnerabilities that may not have been detected through regular monitoring processes;*
- educating Staff and Councillors with the key elements of a robust fraud control framework, including policy, legal and governance requirements; and
- ensuring all Staff and Councillors understand their responsibilities regarding identification and reporting of any suspected fraudulent or corrupt behaviour.

6. POLICY

- 6.1 6.1 Any person to whom this policy applies must not engage in Fraud or Corruption. The City is committed to a zero-tolerance approach to the management of fraudulent or corrupt conduct.
- 6.2 The City's commitment to Fraud and Corruption control will be managed through a systematic approach to ensure that fraudulent or corrupt activity is prevented, conflicts of interest are avoided, and auditing systems are in place to deter and/or identify corrupt activities.
- 6.3 The City's commitment to preventing Fraud and Corruption will be met by:
- 6.3.1 identifying and assessing potential sources of Fraud within the City;
 - 6.3.2 designing effective mitigating controls to reduce the opportunity to commit Fraud and detect its occurrence should the preventative controls not be designed or operating effectively;
 - 6.3.3 providing a mechanism for accurate reporting of the Fraud control environment and timely reporting of Fraud incidents;
 - 6.3.4 ensuring all to whom this policy applies complete the required Fraud awareness training modules on induction and undertake awareness training every three years.
 - 6.3.5 conducting periodic Fraud risk assessment reviews to identify emerging opportunities for Fraud and supporting Managers/ Coordinators to embed prevention and minimisation procedures in day to day operations;

- 6.3.6 assuring confidentiality with regard to receiving and handling investigations;
- 6.3.7 referring allegations of serious wrongdoing or misconduct under Act and maintaining efficient and effective arrangements to investigate fraud;
- 6.3.8 enabling effective responses and investigations into fraud incidents to reduce their impact and potential loss amounts; and
- 6.3.9 pursuing all means open to the City to recover losses caused by illegal activity, irrespective of whether a prosecution is undertaken.
- 6.4 The City will fully investigate all alleged or suspected acts of potential or actual Fraud or Corruption. Action will be taken regardless of the position, title and length of service or relationship with the City, or any party who might be or becomes involved in or becomes/ is the subject of such investigation.
- 6.5 Where an investigation into Fraud or Corruption is required, the person under investigation shall be given written notice of the allegations and be provided with an opportunity to respond.
- 6.6 In all circumstances, where there are reasonable grounds to indicate that Corruption has taken place, the matter must be reported to IBAC and with their guidance, notify the Victoria Police as outlined in the *Protected Disclosure Procedure*.
- 6.7 Reporting Fraud and Corruption
- 6.7.1 If any person that this policy applies, has knowledge of a Fraud or Corruption incident (which may involve other Staff members or Councillors), or has reason to suspect that Fraud or Corruption has occurred, has an obligation to immediately report the matter.
- 6.7.2 Reporting Internally
- Notify your line manager or the manager of the person who is the subject of your disclosure (for City employees only). The manager will then bring the matter to the attention of the Protected Disclosure Coordinator for appropriate action;
 - Notify the Manager Governance, who is the Protected Disclosure Coordinator and/ or Fraud Officer on 03 4408 6566;
 - Notify the Coordinator Legal Services who is the Protected Disclosure Officer on 03 5434 6022; or
 - Notify the CEO on 03 5434 6106.
- 6.7.3 Protected Disclosure
- All Staff engaged by the City, Councillors or other persons who wish to make a protected disclosure may make that disclosure (refer to the Protected Disclosure Procedure) to:
- Protected Disclosure Coordinator, Manager Governance, ph 03 4408 6566;
 - Protected Disclosure Officer, Coordinator Legal Services, ph 03 5434 6022;
 - CEO, ph 03 5434 6106 (the CEO must notify IBAC of any matter which they suspect on reasonable grounds that corrupt conduct has occurred or is occurring); or
 - IBAC
Level 1, North Tower
459 Collins Street
Melbourne Vic 3000

Telephone: 1300 735 135

Postal address: GPO Box 24234, Melbourne Vic 3001

Website: <https://www.ibac.vic.gov.au/home>

- 6.8 Any Staff member or Councillor contacted by the media with respect to a Fraud and Corruption investigation shall refer enquiries to the CEO or the designated spokesperson. The alleged Fraud and Corruption or investigation shall not be discussed with the media by any person other than through the CEO or designated spokesperson.

7. ROLES AND RESPONSIBILITIES

Chief Executive Officer (CEO)

The CEO has primary responsibility for overseeing the action as described in this policy and under the IBAC Act Section 57(1). The CEO is accountable for governing the organisation in a way that promotes the proper use of public resources and has a mandatory obligation to report suspected corrupt conduct to IBAC.

The CEO will determine whether to pursue recovery of the Council's losses from the offender, or other appropriate source(s), including court ordered restitution.

The CEO will consult, as appropriate, with the Director Corporate Performance, Manager Governance and the Manager People and Culture in relation to the application of this policy.

Directors

Directors must upon notification from an employee or manager of suspected Fraud or Corruption, or if the Director has reason to suspect that Fraud or Corruption has occurred, the Director shall immediately advise the CEO and the Manager Governance. The Director shall not attempt to investigate the allegation, or to discuss the matter with anyone other than the CEO and the Manager Governance in the first instance.

Directors have overarching responsibility for the governance of Fraud and Corruption prevention and control in their Directorate, to ensure Fraud risk exposures are managed.

Managers/ Coordinators

Managers and Coordinators must make themselves aware of their accountabilities for the prevention and detection of Fraud and Corruption, specifically:

- identifying risk exposures to corrupt and fraudulent activities within their service unit, including identifying 'at risk' positions and managing any excessive outstanding leave;
- ensuring that internal controls are risk focused, documented and reviewed on a regular basis;
- ensuring that employees under their direction are aware of and understand the policies and procedures that comprise the City's Fraud and Corruption Framework;
- ensuring that in each instance where Fraud and/ or Corruption is detected, the manager responsible will reassess the adequacy of the internal control environment and consider what improvements, if any, are required;
- immediately notifying their Manager and/ or Manager Governance and/ or the CEO upon notification of suspected or actual Fraud or Corruption. Managers and coordinators must not

attempt to investigate the allegation or to discuss the matter with anyone other than the person to whom the matter was reported by and to notify the Protected Disclosure Coordinator/ Officer.

Manager Governance

The Manager Governance is responsible for overseeing the development of the framework for the management of Fraud and Corruption risks. The Manager Governance must initiate investigations with regard to Fraud and/ or Corruption. Their responsibilities include:

- reporting any known or suspected incidents of fraud to the CEO;
- keeping a record of Fraud and Corruption incidents and maintaining a register;
- managing the investigation of, and resources required for the investigation of, detected incidents;
- where necessary, reporting matters to Victoria Police or other external agencies and liaising with them; and
- liaising with People & Culture on detected Fraud and Corruption matters that require investigation pursuant to the City's Managing Misconduct Procedure.

Manager People & Culture

The Manager, People & Culture is responsible for providing advice on matters that require investigation pursuant to the City's Managing Misconduct Procedure.

Employees/ Contractors/ Volunteers (Staff)

All Staff are responsible for managing Fraud and Corruption risks relevant to their role. Any Staff member who has knowledge of an occurrence of irregular conduct or has reason to suspect that Fraud or Corruption has occurred, they must immediately notify their manager.

If the Staff member has reason to believe that their manager may be involved, they must immediately notify the Manager Governance and/or CEO. The Staff member must maintain strict confidentiality when reporting Fraud and Corruption. Staff who knowingly make false allegations may be subject to disciplinary action up to and including termination of employment.

Councillors

Councillors must maintain, model and foster the highest standards of ethical behaviour. Any Councillor who has knowledge of an occurrence of irregular conduct, or has reason to suspect that Fraud or Corruption has occurred, shall immediately notify the CEO. If the Councillor has reason to believe that another Councillor or the CEO may be involved, the Councillor must immediately notify the IBAC.

Risk and Assurance Team

This Risk and Assurance team are responsible for developing and implementing the Fraud and Corruption Policy and Control Plan. Their responsibilities include developing Fraud and Corruption awareness training, assisting managers to conduct internal assessments in high risk units, to maintain the City's Fraud and Corruption Risk Register and to act as the conduit between the City, the insurers and the investigators where a fraud is suspected to have occurred.

Audit and Risk Committee (ARC)

The ARC's responsibilities in relation to Fraud control generally include ensuring that the risk management framework and associated procedures for management of risk, including Fraud risks is operating effectively. They will also review the process of developing and implementing the Fraud and Corruption Policy and Control Plan, to provide assurance that the City has appropriate processes and systems in place to prevent, detect and effectively respond to Fraud and Corruption.

8. RELATED DOCUMENTS

Readers are encouraged to access relevant documents and/or resources which are available as per the below.

These include:

Employees are encouraged to access the related internal documents which are available on the intranet and/ or external resources:

- *Fraud and Corruption Control Plan*
- *Protected Disclosure Procedures*
- *Managing Misconduct Procedure*
- *Employee Code of Conduct*
- *Councillor Code of Conduct*
- *Risk Management Policy*
- *Risk Management Framework*
- *Procurement Policy*
- *General Information Technology Use Policy*
- *Internet Policy*
- *Borrowing Policy*
- *Corporate Purchasing Card Policy*
- *Investment Policy*
- *Loan Guarantee Policy*
- *Pricing Policy*
- *Revenue and Debt Collection Policy*
- *Communications and Media Policy*
- *Staff Gift Policy*
- *Mobile Phone and Device Policy*
- *Cash Handling Policy*
- *Conflict of Interest: A Guide for City of Greater Bendigo Employees, April 2015.*

Related Legislation/ Standards:

- *Local Government Act 1989 (Vic)*
- *Protected Disclosures Act 2012 (Vic)*
- *Fraud and Corruption Control Standard AS8001-2008*

Further information or advice on this policy should be directed to Governance

9. HUMAN RIGHTS COMPATIBILITY

The implications of this policy have been assessed in accordance with the requirements of the Victorian Charter of Human Rights and Responsibilities.

10. ADMINISTRATIVE UPDATES

It is recognised that, from time to time, circumstances may change leading to the need for minor administrative changes to this document. Where an update does not materially alter this, such a change may be made administratively. Examples include a change to the name of a City unit, a change to the name of a Federal or State Government department, and a minor update to legislation which does not have a material impact. However, any change or update which materially alters this document must be made through consultation with the staff Consultative Committee and with the approval of EMT or where required, resolution of Council.

11. DOCUMENT HISTORY

Date Approved	Responsible Officer	Unit	Change Type	Version	Next Review Date
<i>November 2019</i>	<i>AC</i>	<i>Governance</i>	<i>Significant Review</i>	<i>2</i>	<i>November 2021</i>
<i>July 2015</i>	<i>JS</i>	<i>Governance</i>	<i>Review</i>	<i>1</i>	<i>July 2017</i>

APPENDIX 1 – POLICY BREACHES AND DOCUMENTATION

1. Policy Breaches

1.1 Any action taken in relation to employees suspected of being involved in a fraudulent or corrupt activity that is in breach of this policy, will be undertaken in accordance with the *Managing Misconduct Procedure*. This includes the possibility of summary dismissal if deemed appropriate by the CEO, in consultation with the Director Corporate Performance, Manager People and Culture and Manager Governance. If reported to IBAC or the police, it may also result in criminal proceedings.

1.2 Any action taken in relation to Councillors shall be undertaken in conjunction with the requirements of the Act, the *Councillor Code of Conduct* and any other relevant legislation.

1.3 Fair Due Process

1.3.1 Contacts/ Protocols

After discreet enquiries by the City's Protected Disclosure Coordinator, if there is a determination that the suspected Fraud or Corruption warrants additional investigation, the CEO will determine in consultation with the Director Corporate Performance, Manager People and Culture and Manager Governance the reporting of the improper conduct to IBAC for investigation. Once reported to IBAC, if there is urgent action required it must be discussed with IBAC and should be in accordance with existing policies, guidelines and procedures. Where an investigation into Fraud or Corruption is required internally, the person under investigation shall be given written notice of the allegations and be provided with an opportunity to respond.

1.3.2 Security of Evidence

Once a suspected act of Fraud or Corruption is reported to the CEO, immediate action is to be taken to prevent the theft, alteration, or destruction of relevant records and must be done in consultation and with approval from IBAC. Such actions include, but are not necessarily limited to, removing the records and placing them in a secure location, limiting access to the location where the records currently exist, and preventing the individual suspected of committing the Fraud or Corruption from having access to the records. The records must be adequately secured for the investigation.

1.3.3 Confidentiality

All participants involved in a Fraud or Corruption investigation shall keep the details and results of the investigation confidential. Where the reported matter is not deemed a disclosure under the *Protected Disclosure Act 2012* (Vic), the City's authorised persons will take all reasonable steps to protect the identity of the discloser and matters disclosed, including security of information and records management processes.

1.3.4 Protected Disclosures

Protected Disclosure Act 2012 (Vic) protects persons who report improper conduct by public officers against reprisals. To support this process, the City has adopted *Protected Disclosure Procedures*. The Protected Disclosure Coordinator/ Officer can be contacted should you wish to avail yourself of the protections afforded by the *Protected Disclosure Act 2012* (Vic). The CEO must notify IBAC of any matter which they suspect on reasonable grounds that corrupt conduct has occurred or is occurring. Every care must be taken to protect individuals from unwarranted negative consequences when a disclosure regarding Fraud or Corruption has been made.

2. Documentation

At the conclusion of any discrete enquiry by the Protected Disclosures Coordinator following a notification, a report will be submitted to the CEO. If the report concludes that the allegations are founded, the report will be forwarded to the Victorian Police and IBAC as appropriate. The relevant Director will review systems and processes in place with a view to implementing changes to prevent future occurrences. The Internal Auditor will be engaged to conduct an audit within 12 months of the outcome to ensure that the recommendations have been satisfactorily implemented. The incident will be recorded in the City's Fraud and Corruption Incident Register.

7.3 RISK MANAGEMENT POLICY

Document Information

Author	Anna Connolly, Risk and Assurance Advisor
Responsible Director	Andrew Cooney, Director Corporate Performance

Purpose

The purpose of this report is to seek Council approval of the attached Risk Management Policy.

Summary

Effective Risk Management is required to achieve Council's objectives. To ensure that risk is being managed consistently and in accordance with the appropriate accountabilities, and controls, Governance have refreshed the out dated Risk Management Policy and developed a Risk Management Framework to enable an Enterprise Risk Management approach. Key points of the review include:

- The City's approach to enterprise risk management is outlined which provides consistent methodology to assess, prioritise and manage risk;
- Risk management is an essential element of corporate governance and will be integrated into all activities, including business planning, audit and assurance, business continuity, work, health and safety, project management and procurement;
- Risk management roles and responsibilities have been defined;
- It will assist decision makers to make informed and proactive management decisions within Council's risk appetite; and
- Provides assurance to key stakeholders that Council are managing risk and making evidence based decisions.

RECOMMENDATION

That Council approve the revised and updated Risk Management Policy.

~~~~~

## Policy Context

### Community Plan Reference:

*City of Greater Bendigo Community Plan 2017-2021:*

Goal #                      Lead and Govern for all

Objective #              Objective # 1.4 Be accountable and efficient in its use of the community's money

## Background Information

The Risk Management Policy was due for review and has been completely revamped in accordance with the recently released Risk Management Standard, AS ISO 31000:2018 - Risk Management Guidelines and tailored to the City's requirements. The Risk Management Policy and associated Framework were sent out to key stakeholders for consultation and the feedback has been incorporated into the documents. The focus is on an Enterprise Risk Management approach across the organisation, providing consistent methodology to assess, prioritise and manage risk. Effective Risk Management is essential to the City in understanding its risks, modifying them as appropriate and thereby maximising its chances of achieving its objectives.

The Risk Assessment Matrix has also been updated (included in the revised Risk Management Framework) in line with the City's risk appetite, with the consequence table providing detailed information to assist in selecting the appropriate level of consequence. This tool has been used in a draft format across the organisation for Strategic, Operational and Fraud risk register discussions as well as for other activities and has been well received to date.

Through risk discussions, it appears that there has been a good understanding of Work, Health and Safety risks in the past, but not across all areas of risk. The discussions with EMT, Councillors, Managers and other key stakeholders during the year in relation to risk have been valuable and there has been a lot of interest in the process. Managers are constantly thinking about risks in their area, however there has not always been consistent recording and documentation of risks as part of a structured process. The discussions on risk have also encouraged Coordinators and employees to raise additional risks which can now be assessed and managed.

The approved Risk Management Policy will guide the roll out of enterprise risk management across the organisation. It will enable risk profiling, risk reporting and units to prioritise and focus their resources to meet their objectives. The rollout of the Risk Management Policy and Framework will also support other current focus areas, which are as follows:

- The Fraud and Corruption Policy and Control Plan, including development of the Fraud Risk Register;

- Development of the 3 year Internal Audit Program;
- Review of the Business Continuity Plan (BCP risks may be incorporate into their risk registers); and
- Integrating Enterprise Risk Management into Projects, Procurement, WHS and business planning.

The risk maturity level of the organisation will be reviewed every 2 years as the Risk Management Policy is reviewed.

Previous Council Decision(s) Date(s):

n/a

**Report**

Priority/ Importance:

Risk management involves “the coordinated activities to direct and control an organisation with regard to risk” (AS ISO 31000:2018 - Risk Management Guidelines). Effective risk management is essential for the City to understand its risks, modify them as appropriate, and thereby maximise its chances of achieving its objectives.

If the City is managing risk, we will better understand the City’s risk profile and be able to prioritise risks and the resources to treat these risks.

Options/Alternatives:

Option 1 – do nothing and use current Risk Management Policy and Guidance material, which is outdated and aligned to the previous Standard.

Option 2 – to endorse the Risk Management Policy, which will guide the City towards implementing an Enterprise Risk Management approach.

Timelines:

If the Risk Management Policy is approved, Enterprise Risk Management will be rolled out across the organisation, with risk integrated into key processes and awareness training developed and rolled out by June 2020.

Progress:

The Risk Management Policy and Framework principles and tools in their draft format have been utilised in discussions with areas on risk as well as in the development of the Risk Registers across the organisation.

Risk Analysis:

If an enterprise approach to Risk Management is not implemented across the organisation, the effectiveness of the management of risks may not be as effective as it could be. This could impact on Council meeting its objectives.

**Consultation/Communication**

The Risk Management Policy has been distributed to key stakeholders internally for consultation and feedback. The feedback provided has been incorporated into the document.

Once the Risk Management Policy has been endorsed, Risk Management training will be developed and delivered to across the organisation.

**Resource Implications**

- Cost of realised risk and the inability to meet objectives if risk management is not a robust activity practiced across the organisation;
- Potential to miss opportunities if risk appetite is not clearly understood and applied;
- Resources may be required to implement a software package to capture risks.

**Attachments**

1. Risk Management Policy

**RISK MANAGEMENT POLICY**

|                                        |                                                                           |
|----------------------------------------|---------------------------------------------------------------------------|
| <b>Approval Level:</b>                 | Council                                                                   |
| <b>Policy Type:</b>                    | Council                                                                   |
| <b>Approval Date:</b>                  | tba                                                                       |
| <b>Review cycle:</b>                   | Every 2 years                                                             |
| <b>Review Date:</b>                    | tba                                                                       |
| <b>Responsible Officer:</b>            | Risk and Assurance Advisor                                                |
| <b>Owner:</b>                          | Governance                                                                |
| <b>Responsible Director:</b>           | Corporate Performance                                                     |
| <b>Relevant Legislation/Authority:</b> | AS ISO 31000:2018 Risk Management Guidelines<br>Local Government Act 1989 |
| <b>DOCSETID:</b>                       | 4249021                                                                   |

**1. PURPOSE**

1.1 The purpose of this policy is to:

- 1.1.1 outline the City's commitment to managing risks by incorporating risk management into all business planning processes;
- 1.1.2 outline the roles and responsibilities for managing risks within the organisation; and
- 1.1.3 provide a structural framework which facilitates a consistent application of risk management to maximise our organisational objectives, effectively leverage the benefit of opportunities and minimise the adverse effects encountered in the environment in which we operate.
- 1.1.4 assist decision makers, at all levels, to make informed and proactive management decisions within an environment of tolerable strategic and business risk limits;
- 1.1.5 provide assurance to key stakeholders that we are managing risk and making evidence based decisions;
- 1.1.6 create an environment where all staff understand and assume responsibility for managing the risks for which they are responsible;
- 1.1.7 safeguard the City's resources – its people, finances, property, knowledge and reputation;

- 1.1.8 provide a structured basis for strategic planning and alignment of business objectives;
- 1.1.9 enable the City to effectively discharge its statutory responsibilities; and
- 1.1.10 enhance the City's governance and corporate management processes.

## 2. BACKGROUND

- 2.1 Risk management involves “the coordinated activities to direct and control an organisation with regard to risk”. The purpose of risk management is the creation and protection of value. Effective risk management is essential for the City to understand its risks, modify them as appropriate, and thereby maximise its chances of achieving its objectives.
- 2.2 This policy is designed to provide a common platform for all risk management activity undertaken within the City. This policy covers individual, functional, process or project based risk assessment as well as whole-of-organisation risk assessment, with the aim of enabling comparative analysis and prioritisation of those assessments either individually or cumulatively.
- 2.3 This policy is founded on the ISO Standard on Risk Management (AS ISO 31000:2018), which describes risk as “the effect of uncertainty on objectives”. The effect can be positive, negative or both, and can address, create or result in opportunities and threats.

## 3. SCOPE

This policy applies to Councillors, staff, volunteers, contractors and service providers engaged to conduct authorised City business. This policy is to be read in conjunction with the City's Risk Management Framework.

## 4. DEFINITIONS

|                                         |                                                                                                                                                                                                                                                                                                                            |
|-----------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <b>Assurance</b>                        | A process that validates the effectiveness of controls and provides evidence that controls are operating as designed. Provides confidence that planned objectives will be achieved within an acceptable level of residual risk                                                                                             |
| <b>City</b>                             | The Greater Bendigo City Council, being a body corporate constituted as a municipal Council under the <i>Local Government Act 1989</i> (Vic).                                                                                                                                                                              |
| <b>Consequence</b>                      | The outcome of an event affecting objectives.                                                                                                                                                                                                                                                                              |
| <b>Controls</b>                         | An activity that takes place to reduce the likelihood and/or consequence of a risk                                                                                                                                                                                                                                         |
| <b>Councillor</b>                       | A person holding the office of Councillor of the City from time to time.                                                                                                                                                                                                                                                   |
| <b>Enterprise Risk Management (ERM)</b> | A systematic and structured approach using both consistent methodology and terminology in the application of Risk Management across all areas of the City                                                                                                                                                                  |
| <b>Event</b>                            | Occurrence or change of a particular set of circumstances.                                                                                                                                                                                                                                                                 |
| <b>Likelihood</b>                       | The chance of something happening.                                                                                                                                                                                                                                                                                         |
| <b>Objectives</b>                       | Objectives can have different aspects (such as financial; health and safety and environmental goals etc...) and can apply at different levels (such as Strategic; organisation wide; project; product or process).                                                                                                         |
| <b>Operational Risk</b>                 | Operational Risks could impact on the ability of a Service Unit or Directorates to deliver council services and operations.                                                                                                                                                                                                |
| <b>Project Risk</b>                     | Project risks impact on the achievement of individual projects or programs of work. They may be identified at all stages of the project or program lifecycle.                                                                                                                                                              |
| <b>Risk</b>                             | Effect of uncertainty on objectives.<br>NB. An <b>effect</b> is a deviation from the expected. It can be positive, negative, or both, and can address create or result in opportunities and threats. <b>Risk</b> is usually expressed in terms of risk sources, potential events, their consequences and their likelihood. |
| <b>Risk Appetite</b>                    | Refers to the type and amount of risk that the City is willing to accept in pursuit of its business objectives                                                                                                                                                                                                             |

|                                     |                                                                                                                                                                                                                                                  |
|-------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <b>Risk Management</b>              | A systematic process that enables the City to make informed decisions as to the actions to be taken in relation to the possible events or incidents that, if they occur will impact on our objectives.                                           |
| <b>Risk Management Framework</b>    | Set of components that provide the foundations and organisational arrangements for designing, monitoring, reviewing and continually improving risk management throughout the organisation                                                        |
| <b>Risk Management Policy</b>       | Statement of overall intentions and direction of an organisation related to risk management                                                                                                                                                      |
| <b>Risk Profile</b>                 | The description of a set of risks that pertain to the whole, or part of the organisation                                                                                                                                                         |
| <b>Three lines of defence model</b> | First Line: Operational managers own and manage risk<br>Second Line: Various risk and compliance functions to help build and/ or monitor first line of defence controls<br>Third Line: Audit provides assurance on the effectiveness of controls |
| <b>Uncertainty</b>                  | Uncertainty is the state, even partial, of deficiency of information related to, understanding or knowledge of an event, its consequence, or likelihood.                                                                                         |

## 5. PRINCIPLES

- 5.1 The City has moral, financial and legal responsibilities to effectively manage risk and opportunities in all areas of its operations.
- 5.2 Risk management is an essential element of corporate governance and will be integrated into enterprise planning, reporting, asset management and project management.
- 5.3 The City will take a risk-based approach to managing risks, based on the severity of the risk and effectiveness of controls. Management of extreme and high risks will be prioritised. The City will ensure that as far as reasonably practicable, the City's operations do not place people, property or the environment at unacceptable levels of risk or harm.
- 5.4 The risks arising from the City's obligations and policy responsibilities can be catastrophic. These risks are managed through detailed processes that emphasise the importance of integrity, intelligent inquiry, maintaining high quality staff, and public accountability.
- 5.5 The City will embed and resource the Three Lines of Defence Model including (1) operational managers (2) specialist risk roles and (3) audit.
- 5.6 The City will follow the principles outlined in AS ISO31000:2018 Risk Management Guidelines as the foundation for managing risk. The principles provide guidance on the characteristics of effective and efficient risk management, communicating its value and explaining its intention and purpose. By adopting these principles outlined below, the application of risk management will become enterprise wide and incorporate consistency in its application and subsequent information gathering and decision making. The risk management principles are depicted in the diagram and outlined below:



(Source: ISO 31000:2018)

### **Integrated**

Risk is inherent in everything that the City do; therefore, our approach to risk management is part of the fabric of our organisational culture. Risk is an integral part of all of the City's activities and is integrated into the City's governance framework through business planning, performance management, audit and assurance, business continuity management, project management, procurement and through the Integrated Management System (IMS).

### **Structured and Comprehensive**

ERM will promote a systematic, structured and comprehensive approach using both consistent methodology and terminology in relation to risk management, enabling the City to identify, prioritise and manage critical risks in accordance with the City's risk appetite and to select the most appropriate action in relation to both current and planned activities

### **Customised**

Risk Management is the culture, processes and structures that are directed towards the City's objectives, and is therefore inextricably aligned and integrated with the Strategic / Business Planning Processes. Strategic planning is informed, collective decision-making that leads to the establishment and maintenance of the City's key objectives, strategies and performance indicators.

### **Inclusive**

The appropriate and timely involvement of stakeholders will enable their knowledge, views and perceptions to provide guidance on the characteristics to be considered within this policy. Involvement with stakeholders will also improve awareness and informed risk management across the organisation and develop buy-in among stakeholders.

### **Dynamic**

For any organisation to survive it must constantly reinvent itself through a process of innovation and change, as its environment constantly changes in terms of legislation, regulation, technology, communication, markets and competitors.

### **Best Available Information**

Improved performance depends on informed decisions. The inputs to risk management are based on historical and current information, as well as on future expectations. This information should be timely, clear and available to relevant stakeholders and will inform decision making by defining as clearly as possible the risk/ reward balance of different options.

### **Human and Cultural Factors**

The influence of culture and associated behaviours explicitly impact all aspects of risk management. The effectiveness of this policy recognises and responds to these human and cultural factors.

**Continual Improvement**

The City will commit to continuously improving Risk Management practices to ensure successful achievement of strategic objectives.

**6. POLICY****6.1 Risk Management Framework**

- The City will maintain a Risk Management Framework detailing its approach to risk management and to provide a consistent methodology to assess, prioritise and manage risk.
- The Risk Management Framework will be approved by the Executive Management Team (and noted by the Audit and Risk Committee and Council) and reviewed at least every two years.
- The Framework will be aligned to the AS ISO31000:2018 Risk Management Guidelines as the foundation for managing risk.

**6.2 Strategic Risk Management**

- The City will maintain a risk register including the key risks in the external and internal operating environment that could materially impact the delivery of the Community Plan.
- A summary of strategic risks, controls and improvement actions will at a minimum:
  - be considered by the Executive Management Team on a quarterly basis
  - be considered by the Audit and Risk Committee as part of the development of the Internal Audit Plan
- Any material negative changes in strategic risks will be reported to the Executive Management Team and Audit and Risk Committee as soon as practical.
- The CEO will delegate management of strategic risks to a Director

**6.3 Operational Risk Management**

- The City will maintain a risk register including the key risks faced by each department in the internal operating environment.
- Managers are accountable for the management of operational risks within their respective areas.
- While risk management will be continuous, a full operational risk review will be conducted by departmental leadership teams at the start of the annual planning process each year.
- The status of extreme and high operational risks will be reviewed and reported quarterly to the Executive Management Team.
- Any material negative change in operational risk will be reported to the Executive Management Team and where appropriate Audit and Risk Committee as soon as practical.
- Operational risks will be reviewed and where appropriate updated as part of internal and external audits or following a material event eg. restructure, system change.

## 6.4 Project Risk Management

- Risk management will be a key principle guiding the project management framework including key decision making and reporting processes.
- The status of extreme and high risks will be reviewed and reported quarterly to the Executive Management Team.

## 6.5 Risk Appetite

- 6.5.1 As an organisation we seek to balance our risk position between investing in riskier activities that may drive substantial growth and opportunity whilst maintaining stability and the capacity to provide long term services into the future. We may choose to increase or decrease our appetite for higher risk activities depending on the viability of the City's position.
- 6.5.2 The City's risk appetite is defined in the Risk Management Framework, with the identified risk criteria outlined below:
- Operations/ IT;
  - Community;
  - Governance/ Compliance;
  - Safety and People;
  - Public Image and Reputation;
  - Financial;
  - Infrastructure & Assets; and
  - Environmental Impact.

## 6.6 Risk Management Awareness and Capability

The City will ensure that all staff, and where required, volunteers and contractors are appropriately briefed and trained in relevant risk management principles, practices and processes.

## 7. ROLES AND RESPONSIBILITIES

Risk Management within the City is an integral element of good business practice. It is therefore everyone's responsibility within the City to manage risk. The specific roles and responsibilities are outlined below:

| Role                                 | High Level Accountabilities and Responsibilities                                                                                                                                                                                                                                                                                                                                                                                                                                                                                      |
|--------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <b>Council</b>                       | <ul style="list-style-type: none"> <li>• Approve the Risk Management Policy and note the Risk Management Framework</li> <li>• Be satisfied that strategic risks are identified, managed and controlled appropriately</li> </ul>                                                                                                                                                                                                                                                                                                       |
| <b>Audit and Risk Committee</b>      | <ul style="list-style-type: none"> <li>• Objectively review risk management processes and performance</li> <li>• Consider the adequacy of actions taken to ensure that risks have been dealt with in a timely manner to mitigate exposures to the City</li> <li>• Identify key areas for inclusion in the Internal Audit Program and items to be escalated to Council</li> </ul>                                                                                                                                                      |
| <b>Chief Executive Officer (CEO)</b> | <ul style="list-style-type: none"> <li>• Has ultimate responsibility for ERM and for ensuring that risk is effectively managed across the City</li> <li>• To set the approach and expectations for the management of risk and to promote a positive risk management culture</li> <li>• Ensure overall accountability, authority and resources for managing risks</li> <li>• Responsible for ensuring that strategic risks are regularly reviewed and the overall adequacy and effectiveness of any risk control/ treatment</li> </ul> |

|                                                 |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                               |
|-------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
|                                                 | <ul style="list-style-type: none"> <li>• Ensure appropriate reporting to the Audit and Risk Committee and Council</li> </ul>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                  |
| <b>Executive Management Team (EMT)</b>          | <ul style="list-style-type: none"> <li>• Own the risks of the organisation</li> <li>• Lead a positive risk management culture by demonstrating the City's Risk Management Framework and implementation</li> <li>• Ensure the organisations approach to Risk Management is embedded throughout the organisation</li> <li>• Provide executive leadership in the management of strategic, operational, fraud and project risk and generally champion risk management within the City</li> <li>• Responsible for the identification, assessment, treatment, and validation of risks applicable to role</li> <li>• Prioritise resources to the high and extreme rated risks and implement risk treatments as appropriate and report on the status</li> </ul>                                                                                                                                                                                                       |
| <b>Director of Corporate Performance</b>        | <ul style="list-style-type: none"> <li>• Provide assurance in the development, implementation and review of the Risk Management Policy, Risk Management Framework and general risk management practice within the City</li> <li>• Quality assure enterprise risk management reporting to the Audit and Risk Committee, Council and EMT</li> <li>• Ensure the organisation has the appropriate culture, capability, processes and systems to deliver on this policy and the Risk Management Framework</li> </ul>                                                                                                                                                                                                                                                                                                                                                                                                                                               |
| <b>Governance/ Risk and Assurance</b>           | <ul style="list-style-type: none"> <li>• Lead the development, implementation and review of the Risk Management Policy, Risk Management Framework and supporting processes and systems</li> <li>• Develop, maintain and quality assure enterprise risk registers and monitor implementation of controls and agreed treatment actions</li> <li>• Preparation of various risk management reports to the Council, Audit and Risk Committee and the Executive Management Team in accordance with this policy and the Risk Management Framework</li> <li>• Provide risk management training, advice and support and conduct risk assessments as agreed with the Executive Management Team or Managers</li> <li>• Liaise with the Internal Auditor and provide secretariat support to the Audit and Risk Committee</li> <li>• Provide advice and guidance on risk management</li> <li>• Engage and collaborate with other Local Government organisations</li> </ul> |
| <b>Managers/ Coordinators</b>                   | <ul style="list-style-type: none"> <li>• Ownership of risk management within their department or as delegated by the CEO in accordance with this policy and the Risk Management Framework</li> <li>• Championing risk management within their department and appropriate risk management practice by staff, volunteers, contractors and service providers</li> </ul>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                          |
| <b>Staff, contractors and service providers</b> | <ul style="list-style-type: none"> <li>• Applying risk management practices in their area of work and ensuring that management are aware of risks associated with the City's operations</li> <li>• Recommending or providing suitable plans to manage risk; obtain appropriate approval prior to action (as required); and report on risk management practices</li> </ul>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                     |

## 8. RELATED DOCUMENTS

Readers are encouraged to access relevant documents and/or resources which are available as per the below.

These include:

- COGB Risk Management Framework
- AS ISO 31000:2018 Risk Management Guidelines

Further information or advice on this policy should be directed to the Risk and Assurance team in Governance.

## **9. HUMAN RIGHTS COMPATIBILITY**

The implications of this policy have been assessed in accordance with the requirements of the Victorian Charter of Human Rights and Responsibilities.

## **10. ADMINISTRATIVE UPDATES**

It is recognised that, from time to time, circumstances may change leading to the need for minor administrative changes to this document. Where an update does not materially alter this, such a change may be made administratively. Examples include a change to the name of a City unit, a change to the name of a Federal or State Government department, and a minor update to legislation which does not have a material impact. However, any change or update which materially alters this document must be made through consultation with the staff Consultative Committee and with the approval of EMT or where required, resolution of Council.

### **DOCUMENT HISTORY**

| <b>Date Approved</b> | <b>Responsible Officer</b> | <b>Unit</b>       | <b>Change Type</b>        | <b>Version</b> | <b>Next Review Date</b> |
|----------------------|----------------------------|-------------------|---------------------------|----------------|-------------------------|
| <i>19/8/2016</i>     | <i>JS</i>                  | <i>Governance</i> | <i>Review</i>             | <i>1</i>       | <i>2019</i>             |
| <i>Dec 2019</i>      | <i>AC</i>                  | <i>Governance</i> | <i>Significant Review</i> | <i>2</i>       | <i>2021</i>             |

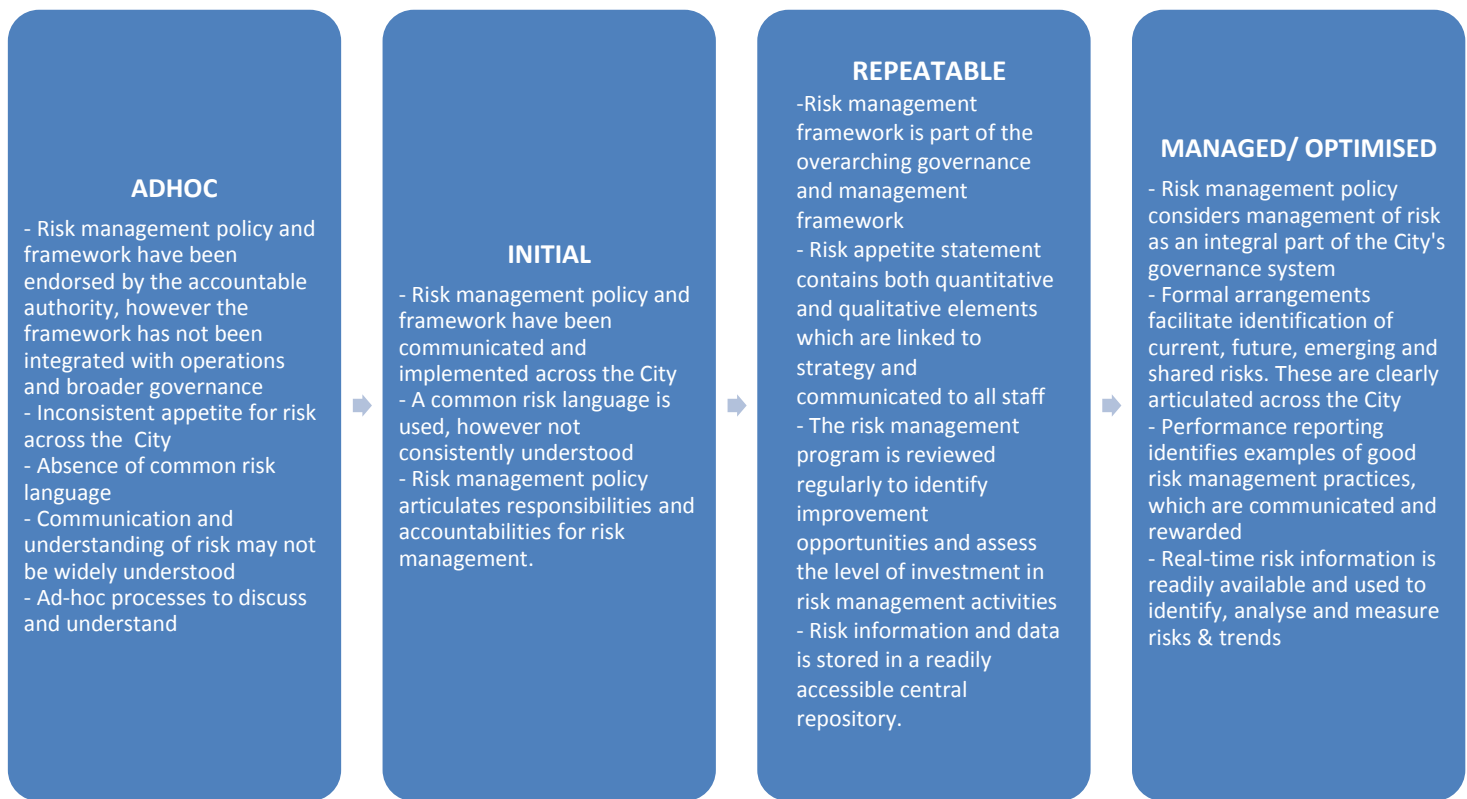
**Appendix 1 – Key Risk Management Activities**

| <b>ACTION</b>                                                         | <b>DESCRIPTION</b>                                                                                                                                             | <b>RESPONSIBILITY</b>                          | <b>TIMEFRAME</b>                                                                                          |
|-----------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------------------------|-----------------------------------------------------------------------------------------------------------|
| Review Risk Management Policy                                         | Review the currency and effectiveness of Council's Risk Management Policy                                                                                      | EMT to adopt                                   | Every 2 years or more frequent if significant changes are required                                        |
| Review Risk Appetite Levels                                           | Review the adequacy of Council's Risk Appetite Levels                                                                                                          | EMT                                            | Every 2 years                                                                                             |
| Full detailed review of all Risk Registers                            | Review risks and controls contained in Council's Enterprise Risk Register and identify new or emerging risks                                                   | EMT                                            | Every 2 years                                                                                             |
| Risk management and risks assessments for major projects/ initiatives | Manage the risks associated with the carrying out the project/ initiative. Conduct risk assessments as required for major new or altered activities.           | Executive Project Manager/ relevant Risk Owner | Prior to deciding to proceed with the new project/ initiative                                             |
| Conduct Risk Maturity Assessment                                      | To review the Risk Maturity Assessment to see if ad hoc, initial, repeatable or managed/ optimised.                                                            | Risk and Assurance Advisor                     | Every 2 years                                                                                             |
| Training                                                              | Ensure risk owners and other staff are aware of the risk management process and their obligations                                                              | Risk and Assurance Advisor                     | Refresher for all Risk Owners every two years. Introduction for all new staff as part of their induction. |
| Performance and Development Review                                    | Ensure ERM responsibilities are included in position descriptions and employment contracts and that the performance of managers is assessed on a regular basis | Directors/ People and Culture                  | Annually                                                                                                  |
| Communication                                                         | Ensure staff are aware of relevant risk management issues and have access to Risk Management tools                                                             | Risk and Assurance Advisor                     | Ongoing                                                                                                   |

## Appendix 2 - Risk Management Maturity Model

|                                                       | AD HOC | INITIAL | REPEATABLE | MANAGED |
|-------------------------------------------------------|--------|---------|------------|---------|
| <b>CULTURE</b>                                        |        |         |            |         |
| Risk Management Culture                               |        |         |            |         |
| Linkage to Council Plan                               |        |         |            |         |
| Senior Management Leadership                          |        |         |            |         |
| Risk Awareness                                        |        |         |            |         |
| Risk Appetite                                         |        |         |            |         |
| <b>PROCESS</b>                                        |        |         |            |         |
| Effectiveness of risk management processes            |        |         |            |         |
| Risk management policy and framework                  |        |         |            |         |
| Roles and responsibilities of managing risks          |        |         |            |         |
| Effectiveness of risk controls                        |        |         |            |         |
| <b>RISK MANAGEMENT CAPABILITIES/ EXPERIENCE</b>       |        |         |            |         |
| Risk Management Competencies                          |        |         |            |         |
| Risk Management Techniques                            |        |         |            |         |
| Attitude Alignment of Risk Management Team to Council |        |         |            |         |
| Corporate Resource Allocation                         |        |         |            |         |
| <b>INTEGRATION WITH OTHER MANAGEMENT PRACTICES</b>    |        |         |            |         |
| Linkage to business and operational planning          |        |         |            |         |
| Linkage to quality service                            |        |         |            |         |
| Link to Corporate Governance Process                  |        |         |            |         |
| <b>APPLICATION/ REPORTING/ MONITORING</b>             |        |         |            |         |
| Quality of Reporting to Stakeholders                  |        |         |            |         |
| Use of Metrics/ Performance Management                |        |         |            |         |
| Scanning of external opportunities and threats        |        |         |            |         |
| Risk Management/ Systems/ Reports (IT)                |        |         |            |         |
| Sharing and dissemination of knowledge                |        |         |            |         |

## Risk Maturity Capability Maturity Model Descriptions



## 7.4 AUDIT AND RISK COMMITTEE INDEPENDENT MEMBER REAPPOINTMENT

### Document Information

**Author** Anna Connolly, Risk and Assurance Advisor

**Responsible Director** Andrew Cooney, Director Corporate Performance

---

### Purpose

To recommend the re appointment of Mr Warren Pollock as an Independent Member of the Audit and Risk Committee for a further three years.

### Summary

Mr Pollock is an Independent Member of the Audit and Risk Committee and was appointed for three years, with his term expiring in October 2019. In accordance with the Audit and Risk Committee Charter, following a review, an Independent Member's term can be extended by a further three years. Mr Pollock is keen to continue in the role and following a review it has been recommended that he be re-appointed.

### RECOMMENDATION

That Council re-appoint Mr Warren Pollock as an Independent Member of the Audit and Risk Committee for a further three years, concluding on 1 October 2022.

~~~~~

Policy Context

Community Plan Reference:

City of Greater Bendigo Community Plan 2017-2021:

Goal #1 Lead and Govern for all

Objective #1.2 Be innovative and financially responsible

Background Information

Mr Pollock was initially appointed as an Independent Member of the Audit and Risk Committee for a three year term, commencing 1 October 2016. In accordance with the Audit and Risk Committee Charter, 'The independent external members of the Committee will be appointed for a term of three (3) years, after which they will be eligible

for extension or re-appointment following a formal review of their performance. All reappointments following each independent member's second term must be publicly advertised. Mr Pollock has advised that he would like to continue as an Independent Member and following a formal review an extension is now recommended.

Report

Priority/Importance:

Mr Pollock's term as an Independent Member of the Committee expires on 1 October 2019. Warren is currently the Chair of the Committee, which if the extension is endorsed will continue through until January 2020.

Options/Alternatives:

If the re appointment of Mr Pollock is not endorsed, Council would need to publicly advertise the role to recruit a new member. The Charter states that three independent members are required on the Audit and Risk Committee.

Timelines:

If endorsed the second term would commence from the 2 October 2019 for a three year term.

Progress:

Warren's term expires on the 1 October 2019.

Risk Analysis:

This decision is low risk as it is in line with the current Charter. Mr Pollock is familiar with the Audit and Risk Committee as well as the organisation having already served a three year term, with the past 12 months as the Chair of the committee. Mr Pollock has also been through a review process for his term, which led to the recommendation of a re appointment.

Consultation/Communication

A review of Mr Pollock's performance of the first three years of his term has been undertaken. In addition, a recent assessment questionnaire was completed by the members of the Audit and Risk Committee which included positive assessments of the performance of the Committee.

Resource Implications

There are currently five meetings held per year, with the Chair paid \$750 per meeting and the other members paid \$600 per meeting. This is currently budgeted for.

Attachments

Nil

7.5 AUDIT AND RISK COMMITTEE ANNUAL REPORT 2019

Document Information

Responsible Andrew Cooney, Director Corporate Performance
Director

Summary/Purpose

For Council to receive a report from the Audit and Risk Committee Chairperson which includes a summary of the activities of the Committee during 2018/2019.

Policy Context

Council Plan Reference:

City of Greater Bendigo Council Plan 2017-2021

Goal: 1

Lead and govern for all

Objective:1.2

Be innovative and financially responsible

Report

The membership of the Audit and Risk Committee for 2018/19 comprised of:

Independent members	Warren Pollock (Chair)
	Graham Bastian
	Shannon Buckley
	Jovana Obradobic-Tantra
Councillors	Cr O'Rourke
	Cr Flack
	Cr Alden

The Audit and Risk Committee Charter requires that the Chairperson report to Council a summary of the activities and achievements of the Committee during the financial year.

The report was tabled at the Audit and Risk Committee meeting on 14 November 2019 and also at the Council Briefing on Monday 2 December 2019.

Attachments

1. Audit and Risk Committee Chairperson's Annual Report.

RECOMMENDATION

That Council note the Audit and Risk Committee Chairperson's report 2018/2019 and acknowledge the work of Mr Pollock in his capacity as Chair during the year.

~~~~~



### **Annual Report from the Audit and Risk Committee Chair**

The Committee's has various roles, but one of the main functions is to report to Council and provide appropriate advice and recommendations relevant to its charter in order to facilitate decision making by Council. The Audit and Risk Committee plays a key role in assisting Council to fulfil its governance and oversight responsibilities in relation to financial reporting, internal control, the risk management system, ethical accountability and the internal and external audit functions. The Audit and Risk Committee is a formally appointed Advisory Committee of the City of Greater Bendigo Council

#### **Objectives of the Audit and Risk Committee**

The main objectives of the Audit and Risk Committee are to assist the Councilors, Management and Staff by providing independent appraisals of:

- internal control systems;
- the integrity of information;
- the arrangements in place to safeguard assets and resources;
- compliance with legislative requirements and Council's policies and procedures;
- organisational effectiveness in terms of program efficiency and economy against the Council Plan;
- the effectiveness of the internal and external audit functions and the communication between the external auditor, internal audit, management and the Council; and
- to provide timely advice to Council on any matters which may be referred to it by Council.





The membership of the Audit Committee for 2018/19 comprised:

Four Independent Members  
Warren Pollock (Chair),  
Graham Bastian,  
Jovana O'Bradobic-Tantra  
Shannon Buckley

Three Councillors  
Margaret O'Rourke  
George Flack  
Jen Alden

#### **Independent Members Panel**

The independent members serve a 3 year term on a rotating basis. This year our interview panel consisted of Craig Neimann, Margaret O'Rourke and Warren Pollock. We received more than 20 applicants and interviewed a number of experienced candidates to fill the vacancies for Independent members. At the conclusion of this process, we welcomed Jovana O'Bradobic-Tantra and Shannon Buckley as independent members. Councillor Jen Alden also became a member of the Audit and Risk Committee during the past 12 months.

#### **Audit and Risk Committee**

Over the past 12 months, the Audit and Risk Committee held 5 meetings. The key focus of the Committee is to oversee the conduct of External Audit and Internal Audit, recommend the approval of the Annual Financial Statements to Council, and review the management of risks for Council. The Audit Committee also reviewed the relevant local government and sector wide VAGO reports for applicability to City of Greater Bendigo.

During the year under review, the internal audit contract with Crowe Horwath expired.

The Internal Audit program undertaken by Crowe Horwath prior to the expiration of their internal audit contract included:

- Leases, Licences and Other Forms of Agreement (February 2019)
- Contract Management (March 2019)





The provision for internal audit services was put out to public tender and the Audit and Risk Committee interviewed representatives of three Audit firms. The new internal audit contract was awarded to AFS and Associates.

At the time of writing the report the incoming auditors program included:

- Waste Management (August 2019)
- Long Term Financial Planning (proposed for November 2019)

The recommendations made by the Internal Auditors, and adopted by the Committee, are then transferred to management for implementation. A regular review is undertaken to assess which recommendations have been completed.

At 30 June 2019 there were 11 high risk and 47 medium risk items that remained outstanding from the audit recommendations. The outstanding high risk actions are in respect to:

- Management of contaminated land
- Essential Safety Measures
- Portable and Attractive Asset Management
- Depot Operations

The Committee remains of the view that opportunities exist for the improvement of processes for the recognition and management of risks that may have an impact on the Council. Following changes to personnel with the responsibility of this area we look forward to improvements in reporting of the actions taken to manage this area.

Officers have been diligently actioning the recommended actions included in the reports which has resulted in a significant reduction in the number of actions outstanding at the end of the year. As a result a number of key improvements/changes have been made to policies and procedures.

A function of the Audit Committee includes oversight of the External Audit activity. During the year the Committee were provided with the Audit Plan together with the Interim Audit Management Letter. At year end the Committee meets with the External Auditor to review the Annual Financial Statements, the Closing Audit Report and the Final Management Letter.

I am pleased to report that the Committee has met its objectives during the past year.

Warren Pollock CA, Registered Company Auditor  
Chair of the Audit and Risk Committee



## 7.6 RECORD OF ASSEMBLIES

### Document Information

**Author** Ryan Millard, Acting Manager Governance

**Responsible Director** Andrew Cooney, Director Corporate Performance

---

### Purpose

The purpose of this report is to provide the record of any assembly of Councillors, which has been held since the last Council Meeting, so that it can be recorded in the Minutes of the formal Council Meeting.

### RECOMMENDATION

That Council endorse the record of assemblies of Councillors as outlined in this report.

~~~~~

Policy Context

City of Greater Bendigo Community Plan 2017-2021:

Goal 1 Effective community engagement will guide well informed, responsive decision-making and financially responsible resource allocations, which are transparent and accountable.

Background Information

A meeting will be an assembly of Councillors if it considers matters that are likely to be the subject of a Council decision, or, the exercise of a Council delegation and the meeting is:

1. A planned or scheduled meeting that includes at least half the Councillors (5) and a member of Council staff; or
2. An advisory committee of the Council where one or more Councillors are present.

The requirement for reporting provides increased transparency and the opportunity for Councillors to check the record, particularly the declarations of conflict of interest.

Report

Meeting Information		
Meeting Name/Type	Sustainability and Environment Advisory Committee	
Meeting Date	1 October 2019	
Matters discussed	1. Greater Bendigo Planning Scheme Review update 2. Economic Development Strategy Discussion Paper 3. Bendigo City Plan 4. Car Parking Review 5. Electric Vehicle Feasibility Strategy 6. Climate Change Activities 7. Power to People Leadership Program 8. Planning Scheme Audit	
Attendees/Apologies		
Councillors	Cr Jennifer Alden Cr Margaret O'Rourke Apology: Cr Andrea Metcalf	
Staff/ Community Representatives	Mr Trevor Budge Mr Darryn Hartnett Mr Liam Sibly Mr Keith Reynard Mrs Wonona Fuzzard/ Mr Geoff Caine Mr James Shaddick Mr Colin Smith Ms Lillian Maher Ms Alyssa Lai Ms Karin Harding Mr Alistair Stewart Ms Lisa Gormley Apologies: Mr Bernie O'Sullivan Mr Glenn Pomeroy Mr Anthony Sheean Ms Vicky Mason/ Mr Peter Foster Mr Mal Brown Mr Trevor Smith	
Conflict of Interest disclosures		
Matter No.	Councillor/officer making disclosure	Councillor/officer left meeting
	Nil	

Meeting Information	
Meeting Name/Type	Councillors' Briefing

Meeting Date	28 October 2019	
Matters discussed	1. Planning Scheme Review	
Attendees/Apologies		
Councillors	Cr Margaret O'Rourke Cr Jennifer Alden Cr Matt Emond Cr George Flack Cr Rod Fyffe Cr Susie Hawke Cr Andrea Metcalf Cr Mal Pethybridge Cr James Williams	
Staff/ Community Representatives	Mr Craig Niemann Mr Bernie O'Sullivan Ms Caroline Grylls Mr Andrew Cooney Apologies: Ms Vicky Mason Ms Debbie Wood Ms Miki Wilson	
Conflict of Interest disclosures		
Matter No.	Councillor/officer making disclosure	Councillor/officer left meeting
	Nil	

Meeting Information	
Meeting Name/Type	Councillors' Briefing
Meeting Date	4 November 2019
Matters discussed	1. Draft Ordinary Agenda/Forward Agenda Review/ Council Meeting Cycle for 2019/2020 2. Review of Councillor representation on community Committees 3. Catherine McAuley College Joint Use Agreement 4. OFW Parking Analysis Update 5. Update on Economic Development Strategy 6. Plan Greater Bendigo 7. Review of Councillor Priorities 8. Financial Reserves Policy 9. Response to Petition on Strauch Reserve 10. Fraud and Corruption Policy and Control Plan
Attendees/Apologies	
Councillors	Cr Margaret O'Rourke Cr Jennifer Alden Cr Matt Emond Cr George Flack Cr Rod Fyffe

	Cr Susie Hawke Cr Andrea Metcalf Cr Mal Pethybridge Cr James Williams	
Staff/ Community Representatives	Mr Craig Niemann Mr Bernie O'Sullivan Mr Andrew Cooney Ms Vicky Mason Ms Debbie Wood Ms Miki Wilson	
<i>Conflict of Interest disclosures</i>		
Matter No.	Councillor/officer making disclosure	Councillor/officer left meeting
	Nil	

Meeting Information		
Meeting Name/Type	Councillors' Briefing	
Meeting Date	11 November 2019	
Matters discussed	1. Planning matters and draft Ordinary Agenda review 2. Follow-up to Climate Change Notice of Motion 3. Youth Strategy Progress Report 4. Finance Quarterly Report 5. DCP Update 6. Review of Special Meeting Agenda for 19 November 7. Parking Analysis update 8. Greater Bendigo Food Hub	
Attendees/Apologies		
Councillors	Cr Margaret O'Rourke Cr Jennifer Alden Cr Matt Emond Cr George Flack Cr Susie Hawke Cr Andrea Metcalf Cr Mal Pethybridge Cr James Williams Apologies: Cr Rod Fyffe	
Staff/ Community Representatives	Mr Craig Niemann Mr Andrew Cooney Mr Bernie O'Sullivan Ms Vicky Mason Ms Debbie Wood Ms Miki Wilson	
Conflict of Interest disclosures		
Matter No.	Councillor/officer making disclosure	Councillor/officer left meeting

1.	Cr Williams (part of discussion on draft Ordinary Agenda Review - Petition: Melbury Court Playspace)	Yes
----	--	-----

7.7 CONTRACTS AWARDED UNDER DELEGATION

Document Information

Author Lee Taig, Contract Support Administrator, Governance Unit

Responsible Director Andrew Cooney, Director Corporate Performance

Purpose/Summary

The purpose of this report is to provide information on contracts recently awarded under delegation.

RECOMMENDATION

That Council acknowledge the contracts awarded under delegation, as outlined in this report.

~~~~~

### Policy Context

Delivery of programs, projects and services that respond to community needs.

#### Community Plan Reference:

City of Greater Bendigo Community Plan 2017-2021

Goal 1: Lead and govern for all

Objective: 1.2 Be innovative and financially responsible

## Report

| Contract No              | Project                                    | Successful Contractor                         | Delegated Officer                 | Date Signed      |
|--------------------------|--------------------------------------------|-----------------------------------------------|-----------------------------------|------------------|
| <b>Capital Contracts</b> |                                            |                                               |                                   |                  |
| CT000493                 | Construction of Weeroona Oval Cricket Nets | SEF Services Pty Ltd                          | Caroline Grylls (Acting Director) | 28 October 2019  |
|                          | <b>Price:</b> \$303,583.24                 | <b>Practical Completion:</b> 20 December 2019 |                                   |                  |
| CT000494                 | Ewing Park Oval Redevelopment              | Global Turf Projects                          | Craig Niemann                     | 06 November 2019 |
|                          | <b>Price:</b> \$1,483,893.08               | <b>Practical Completion:</b> 07 March 2019    |                                   |                  |
| CT000495                 | Bendigo Tennis Centre Resurfacing          | A.S Lodge (Vic) Pty Ltd                       | Vicky Mason                       | 08 November 2019 |
|                          | <b>Price:</b> \$155,860.00                 | <b>Practical Completion:</b> 20 December 2019 |                                   |                  |

**8. URGENT BUSINESS**

Nil.

**9. NOTICES OF MOTION**

Nil.

**10. COUNCILLORS' REPORTS**

**11. MAYOR'S REPORT**

**12. CHIEF EXECUTIVE OFFICER'S REPORT**

**13. CONFIDENTIAL (SECTION 89) REPORTS**

Nil.