Banyule
CITY COUNCIL

Ordinary Meeting of Council

Olympia, Ibbott & Hawdon Rooms; Level 4, 1 Flintoff Street, Greensborough

7 September 2020

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RECONCILIATION ACTION PLAN
INNOVATE

Banyule
CITY COUNCIL

Innovate Reconciliation Action Plan

September 2020 – September 2022

Mam-badool Djerring

Let's Work Together (Woi-wurrung language)

Aboriginal artist and artwork acknowledgement

Fire, Water, Land (2019)
Artwork and story by Judy Nicholson, Wurundjeri Woi-wurrung artist.

"Before people mastered the fire, the diet consisted mainly of seeds, plants and fruits, but much of the plants could not be digested. By heat-treating them, more plants could be eaten, and new nutrients were available. The heat killed parasites and made it easier to digest meat. Something that led to a higher calorie and nutritional intake, which made it easier to survive and have more children."

Banyule Council selected this beautiful piece of artwork for our RAP cover, as the short-finned eels and the Australian raven both feature in this picture and are recognised by the Wurundjeri Woi-wurrung as being historically significant animals to Banyule Flats.

The Australian Raven is known as Whaa and is the Wurundjeri Woi-wurrung people's moiety.

Banyule Flats was also an important area of annual eel trapping and spear fishing for

Eagle Dreaming – Bunjil's Wives **(2019)**
Artwork and story by Judy Nicholson

"During mating season from the months of June to August, the nest, though defended from other wedge-tailed eagles, is left unprotected from other predators. Parents will play an equal role in providing food for their chicks but will continue to offer little in the way of protection. By Inhabiting the banks of the Yarra (Birrarung) and its developments Bunjil is able to secure his territory and family by making an honest agreement with Whaa the crow that "no-one ever take fire into their own hands without careful consideration of others first". In turn, Whaa begins to watch over Bunjil's nest, offering him the use of his 'own' fire sticks as he had specially made for him. *Bunjil* thanked him!

Brushtail and Sugar Glider Possum **(2019)**
Artwork and story by Judy Nicholson

There are 27 different types of possums (wollert) and gliders (wurran) in Australia. They have a huge variety of sizes, shapes and appearances with only one thing in mind…Tucker.

The diet of Sugar Gliders is predominantly wattle gum, eucalypt nectar and insects such as bogong moths and scarabacid beetles.

In this story; Brush tail and Sugar gilder were close friends always doing their best to keep a close eye on things.

Acknowledgement of Traditional Owners

Banyule Council proudly acknowledges the **Wurundjeri Woi-wurrung** people as the Traditional Custodians of the land which Council operates on. We pay our respect to all Aboriginal and Torres Strait Islander Elders, past, present and emerging, who have resided in the area and have been an integral part of the region's history.

Council has a long tradition of working with the Wurundjeri Woi-wurrung people and our *Statement of Commitment to Indigenous Australians* (2009) and successive action plans support the progress we have made together.

Council meets with Wurundjeri Woi-wurrung Cultural Heritage Aboriginal Corporation four times per year. These consultation meetings provide an opportunity for Council and Wurundjeri Woi-wurrung consultative members to share and discuss Banyule Aboriginal and Torres Strait Islander community projects and developments.

Message from Wurundjeri Woi-wurrung Cultural Heritage Aboriginal Corporation

As the Traditional Owners of the area, the Wurundjeri/Woiwurrung people, we acknowledge that Banyule Council have consulted with us widely in producing this document and they have shown respect and understanding in regard to working with Traditional Owners and other Aboriginal and Torres Strait Islander peoples.

Wurundjeri Woi Wurrung Cultural Heritage Aboriginal Corporation are proud to be associated with like-minded people at Banyule Council who understand that we must accept and acknowledge the wrongs of the past, so we can all move forward together in the spirit of reconciliation.

Local governments are in a unique position, and they also have a responsibility to care for the Country and the people within their municipality in order to form a real community that is inclusive and respectful for all, but particularly to those who are the First Peoples of this Country.

We are pleased to have had some involvement in Banyule Council developing their first Innovate Reconciliation Action Plan, and we compliment the Councillors and Council staff involved in the production of it.

Sincerely, Wurundjeri's consultation team Elders,
Aunty Gail Smith and Aunty Julieanne Axford

Language statement

Throughout this document the term 'Aboriginal' is used in reference to Aboriginal Victorians that are descendants of First Nations across Victoria. They have been caring for Country for thousands of years pre-colonisation and as Traditional Custodians, continue to do so today.

'First Nations' or 'First Nations Peoples' is used to refer to all Aboriginal and Torres Strait Islander peoples.

Council recognises the diversity of Aboriginal and Torres Strait Islander peoples living throughout the municipality and we respect the rights of all Aboriginal and Torres Strait Islander peoples to define themselves.

All references to Traditional Owners or Custodians in this document are in context with the Banyule municipality only and refer to Aboriginal people who are descendant of the Wurundjeri Woi-wurrung People.

Banyule Statement of Commitment (2009)

Banyule Statement of Commitment to Indigenous Australians

Banyule City Council:

Reconciliation

1. Commits to encourage the Banyule community to achieve just and respectful relations between Indigenous and non Indigenous Australians in the spirit of reconciliation.

Commitment

2. Acknowledges and values the Wurundjeri people of the Greater Kulin Nation as the first people of this land. It commits to assisting to promote, protect and preserve their identity and culture.

Apology

3. Apologises for the laws and policies of successive governments that have afflicted profound grief, suffering and loss on these, our fellow Indigenous Australians.

Respect

4. Commits to respecting and promoting the customs and traditions of all Indigenous Australians, especially the local custodians, the Wurundjeri people

Recognition

5. Recognises and values Aboriginal society and culture as an important part of Australian history.

Rights

6. Supports the rights of all Indigenous peoples, as outlined in the United Nations Declaration on the Rights of Indigenous Peoples as ratified by the Commonwealth of Australia

Participation

7. Supports the rights of the Wurundjeri willam people, the traditional custodians of this land, to provide advice and participate in Council planning and decision making

Access & Equity

8. Commits to providing equity in, and access to, services provided by Banyule City Council for Aboriginal and Torres Strait Islander people living in, or with links to the Banyule community.

Advocacy

9. Advocating, in partnership with the Wurundjeri people, and others to address the gap in social and health inequalities experienced by many Indigenous Australians.

Banyule CITY COUNCIL

Executive summary

Council's Reconciliation Action Plan (RAP) defines the shared approach Council will take with Aboriginal and Torres Strait Islander peoples to develop innovative strategies for advancing reconciliation in our workplace and across Banyule.

Our plan is developed in partnership with Aboriginal and Torres Strait Islander peoples to ensure Council decisions impacting their lives, extended families and communities, are decided upon through shared decision-making, fairness, respect and trust.

Our RAP serves to embed Council's commitment to reconciliation throughout our business and the municipality. It outlines the many ways we will work with Banyule Aboriginal and Torres Strait Islander communities to develop shared goals to tackle inequity issues, create meaningful pathways towards self-determination for Aboriginal and Torres Strait Islander peoples, and improve social and economic well-being, civic participation and respect for cultural heritage in Banyule.

Council's RAP follows two successive Aboriginal and Torres Strait Islander plans implemented by Council since 2014. Similarly, our RAP has been developed in accordance with Council's Inclusion, Access and Equity Framework (IAEF).

The IAEF serves an important function for directing the way Council tackles equity issues and promotes diversity across Banyule, and the five goals of the IAEF are:

1. Ensure Council facilities, activities and services are accessible, inclusive and equitable.
2. Work in partnership with local services to increase inclusion and address service gaps.
3. Work in partnership to build the capacity of disadvantaged groups to be involved in community life.
4. Education, celebration and awareness raising contributing to building inclusive and equitable communities.
5. Advocate on behalf of and with our community to reduce discrimination and disadvantage.

Banyule City Council recognises and holds much respect for the diversity that exists within Banyule Aboriginal and Torres Strait Islander communities. We believe our RAP proudly reflects the strong commitment we have for supporting and embracing people of all backgrounds and identities to participate and contribute to their fullest capacity.

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Message from the Mayor

Banyule Council is committed to contributing to a just, equitable and reconciled Australia.

Our Reconciliation Action Plan (RAP) defines this commitment and outlines how we will work in partnership with Aboriginal and Torres Strait Islander peoples to create shared goals to tackle inequity issues and develop meaningful pathways towards self-determination for Aboriginal and Torres Strait Islander peoples. Our plan is developed in partnership with Aboriginal and Torres Strait Islander peoples to ensure Council decisions that impact Aboriginal and Torres Strait Islander peoples' lives are decided upon through shared decision-making, fairness, respect and trust.

We acknowledge and extend our respect to Wurundjeri Woi-wurrung Traditional Custodians, Elders past, present and emerging leaders. We recognise and respect the deep and continuous connection the Wurundjeri Woi-wurrung people have for the land Council operates on. This respect extends to all First Nations Peoples living or working in Banyule, and we value and appreciate the diversity that exists within Banyule Aboriginal and Torres Strait Islander communities.

Aboriginal and Torres Strait Islander histories, practices and cultures are embedded in this land and we stand in support of increasing cultural awareness across the municipality. We also accept the important role Council must play to influence societal change and attitudes in Banyule towards Aboriginal and Torres Strait Islander peoples. Through Council's RAP we will support and facilitate opportunities for Banyule staff, residents and community to gain a fuller account of our shared history and the impact colonisation has had on Aboriginal and Torres Strait Islander peoples. We will work with Aboriginal and Torres Strait Islander communities and partners to increase cultural awareness and respect in our organisation and more broadly across the municipality. We will promote and take measures to protect Aboriginal cultural heritage sites and other places of cultural significance in Banyule.

Reconciliation is a journey we must all travel and Council is strongly committed to addressing the work that still needs to be done as a nation, across all sectors of society and as individuals. As a local government, we recognise the path towards reconciliation requires truth-telling, justice, healing and closing inequity gaps. We also recognise by developing respectful relationships with Aboriginal and Torres Strait Islander peoples, we strengthen our ability to include Aboriginal and Torres Strait Islander voice, input and cultural perspectives into Council's policies, plans and strategies. It is imperative we initiate and develop strategies to increase investment and promotion of Aboriginal and Torres Strait Islander services, programs and businesses.

Finally, and importantly, Council will work with Aboriginal and Torres Strait Islander communities to raise awareness of racism, constitutional recognition and Aboriginal and Torres Strait Islander human rights. We invite you to join us as we take action to advance reconciliation in Banyule.

Cr Alison Champion
Banyule Mayor

Message from Reconciliation Australia

Reconciliation Australia is delighted to welcome Banyule City Council to the Reconciliation Action Plan (RAP) program by formally endorsing its inaugural Innovate RAP.

As a member of the RAP community, Banyule City Council joins over 1,000 dedicated corporate, government, and not-for-profit organisations that have formally committed to reconciliation through the RAP program since its inception in 2006. RAP organisations across Australia are turning good intentions into positive actions, helping to build higher trust, lower prejudice, and pride in Aboriginal and Torres Strait Islander cultures.

Reconciliation is no one single issue or agenda. Based on international research and benchmarking, Reconciliation Australia defines and measures reconciliation through five critical dimensions: race relations; equality and equity, institutional integrity; unity; and historical acceptance. All sections of the community—governments, civil society, the private sector, and Aboriginal and Torres Strait Islander communities—have a role to play to progress these dimensions.

The RAP program provides a framework for organisations to advance reconciliation within their spheres of influence. This Innovate RAP provides Banyule City Council with the key steps to establish its own unique approach to reconciliation. Through implementing an Innovate RAP, Banyule City Council will develop its approach to driving reconciliation through its business activities, services and programs, and develop mutually beneficial relationships with Aboriginal and Torres Strait Islander stakeholders.

We wish Banyule City Council well as it explores and establishes its own unique approach to reconciliation. We encourage Banyule City Council to embrace this journey with open hearts and minds, to grow from the challenges, and to build on its successes. As the Council for Aboriginal Reconciliation reminded the nation in its final report:

"Reconciliation is hard work—it's a long, winding and corrugated road, not a broad, paved highway. Determination and effort at all levels of government and in all sections of the community will be essential to make reconciliation a reality."

On behalf of Reconciliation Australia, I commend Banyule City Council on its first RAP, and look forward to following its ongoing reconciliation journey.

Karen Mundine
Chief Executive Officer
Reconciliation Australia

RAP support partners

Banyule Aboriginal and Torres Strait Islander Advisory Committee (BATSIAC)

We, the Aboriginal members of the Banyule Aboriginal and Torres Strait Islander Advisory Committee acknowledge and pay respect to this body of work, its authors and to those who lend it their support with a desire for truth in their hearts and minds.

We recognise Australian history cannot be changed and in order to best address the abhorrent wrongs of the past, we must all work together in the spirit of solidarity and peace.

Through Council's RAP we seek truth-telling and what it can bring to our People and all Australians.

Reconciliation Banyule

Banyule City Council's first Innovate Reconciliation Action Plan (RAP) is a positive act to accelerate the Reconciliation process in this municipality. Reconciliation Banyule commends Council for taking this critical step to progress Reconciliation with First Nations Peoples.

Local Government has a unique opportunity to show leadership because of its connectedness to its community, and its responsibility for land use planning and caring for Country. Through the focus on Respect, Relationships and Opportunities, the RAP sets out to show how our community can continue the Reconciliation process to tell truths, right past wrongs and recompense for the unjust acts in our history.

We compliment Councillors, Council staff and BATSIAC for their commitment to bring this Innovate RAP to reality. With open hearts and minds we can learn our way along new paths together. We look forward to a future working together with our First Peoples and Local Government offering real leadership to the residents and community of Banyule.

Introduction

Banyule Council's journey towards reconciliation has gained considerable strength and momentum over the past few years.

We are extremely proud of the positive relationships we have built with First Nations Peoples, communities, businesses and services across Banyule. We have the deepest respect and appreciation for the ongoing guidance we receive from BATSIAC, Wurundjeri Woi-wurrung Traditional Owners and reconciliation partners.

Our steps towards introducing a Reconciliation Action Plan (RAP) are well-considered and have been driven by two consecutive Aboriginal and Torres Strait Islander plans developed by Council since 2014.

Both these plans set an important precedent for the RAP and similarly were designed in consultation with Aboriginal and Torres Strait Islander communities to outline Council's commitment to working in partnership with Aboriginal and Torres Strait Islander communities.

They have enabled Council to deepen its appreciation and understanding of the importance of working collaboratively with Aboriginal and Torres Strait Islander peoples and increased our understanding of First Nations Peoples' cultures, connection to Country and the long-standing approaches taken to sustain culture and communities.

We acknowledge Council still has much to learn, and we recognise with a RAP we can create a meaningful pathway to strengthen our partnerships with Aboriginal and Torres Strait Islander communities and work collaboratively to improve outcomes across a broad range of areas including social and economic well-being, civic participation and cultural heritage.

We recognise there are many historical challenges in the relationship between governments and Australia's First Nations Peoples. Through our RAP we will work towards reducing the many barriers that prevent Aboriginal and Torres Strait Islander peoples from being able to make decisions that impact themselves, their families and extended communities.

As Council takes this important next step on its reconciliation journey, we accept the road ahead may be a long one and we acknowledge for true reconciliation to exist, Council needs to support and recognise the benefits of advancing self-determination for Aboriginal and Torres Strait Islander peoples.

The United Nations Declaration on the Rights of Indigenous Peoples defines self-determination as the ability for Indigenous people to freely determine their political status and pursue their economic, social and cultural development.

Through our RAP we will create avenues for First Nations communities and organisations to have a respectful platform to inform the way Council plans, delivers, evaluates and measures services to Aboriginal and Torres Strait Islander peoples.

Our RAP will pave the way for Aboriginal and Torres Strait Islander peoples to gain control of the decisions that affect their lives by providing genuine opportunities to engage with Council around a shared purpose to improve access, equity and inclusion for all.

We believe through Council's RAP, we will harness the ability to better facilitate opportunities for Aboriginal and Torres Strait Islander peoples to have their voices and ideas included in Council's projects.

Extensive Aboriginal and Torres Strait Islander community engagement and consultation has been conducted in all stages of constructing Council's RAP, and Council has appointed BATSIAC to oversee the RAP.

We will also continue to seek guidance from Wurundjeri Woi-wurrung Traditional Owners, reconciliation partners and extended First Nations community leaders and networks.

As we move together on this path towards reconciliation, Council welcomes ongoing community participation and input on our RAP.

We invite all who live, work, play and visit Banyule to join us on this journey as we strengthen our respect for Aboriginal and Torres Strait Islander histories and cultures, build relationships based on shared goals and create opportunities to support progress for all Aboriginal and Torres Strait Islander peoples.

Our core business and sphere of influence

Banyule City Council's core business is to locally govern for all residents, visitors, and ratepayers, and provide a range of programs and services that meet the needs of our community.

Banyule City consists of 20 suburbs that lie between 7-21 km north-east of central Melbourne and council operates from many locations within the municipality. Banyule City Council is part of the Metropolitan Council grouping and can be compared with similar councils.

Council's vision is to be a green, sustainable and vibrant Banyule for a healthy, connected and inclusive community.

Council currently employs 700 (approximately) staff and we have 4 staff who identify as Aboriginal and/or Torres Strait Islander.

Banyule Council includes the following 20 suburbs located in north-east Melbourne: Bellfield, Briar Hill, Bundoora, Eaglemont, Eltham, Eltham North, Greensborough, Heidelberg, Heidelberg Heights, Heidelberg West, Ivanhoe, Ivanhoe East, Lower Plenty, Macleod, Montmorency, Rosanna, Saint Helena, Viewbank, Watsonia, Watsonia North and Yallambie.

All Council buildings across the municipality (approximately 150 sites) have Traditional Owner plaques permanently installed at the front of the premises to promote respect for Banyule's Traditional Custodians. This includes sporting grounds, kindergartens, maternal child health centres, libraries, and Council service centres.

Council's sphere of influence is very broad, and we acknowledge we are uniquely positioned to create societal change. From positive engagement with individuals, communities and stakeholders, to delivering culturally safe and appropriate services and building diverse, inclusive and sustainable work and play spaces. All of these activities are delivered and facilitated by local government and it places us in a privileged position of being able to create significant change.

The stakeholders Council will work directly to oversee the development of Council's RAP include:

- Wurundjeri Woi-wurrung Traditional Custodians of Banyule region
- Banyule Aboriginal and Torres Strait Islander Advisory Committee (BATSIAC)
- Banyule Aboriginal and Torres Strait Islander residents and community stakeholders
- Reconciliation groups – National, State, Local
- Banyule councillors
- Banyule staff
- Banyule non-Indigenous residents

Banyule Aboriginal and Torres Strait Islander communities

Aboriginal and Torres Strait Islander communities are as diverse as any other community. Within Banyule there are two main groups of people. The first group are the Traditional Custodians, the Wurundjeri Woi-wurrung people, who have lived on the lands of Banyule for more than 35,000 years. The second group consists of Aboriginal and Torres Strait Islander peoples from different First Nations' groups across Australia – who have come to live in Banyule.

Banyule's estimated resident population for 2019 is 131,631, with the population forecast to grow to 148,095 by 2036. In the 2016 Census, 706 Banyule residents identified as Aboriginal and/or Torres Strait Islander, up from 619 in the 2011 Census. This represents 0.6% of Banyule's total population and is marginally higher than the proportion for Greater Melbourne (0.5%).

It should be noted that the Aboriginal and Torres Strait Islander population is historically under-counted in the Census, therefore the actual population is likely to be higher. Indeed, Banyule Community Health has more than 1500 Aboriginal and Torres Strait Islander clients.

Banyule's Aboriginal and Torres Strait Islander population is relatively young with a median age of 25 years compared to 39 years for the non-Aboriginal and Torres Strait Islander population. The largest number of Aboriginal and Torres Strait Islander residents live in the suburb of Heidelberg West, a culturally diverse area with socio-economic disadvantage.

There are clear and often significant differences between the socio-economic status of Aboriginal and Torres Strait Islander residents and other residents, as shown in the table below:

Selected statistics	Aboriginal and Torres Strait Islander persons/households	Other persons/ households
Education		
Completed Year 12 or equivalent	47%	66%
One family households		
Couple family with children	26%	35%
Single parent family	28%	10%
Housing tenure		
Owned outright	16%	38%
Owned with a mortgage	26%	35%
Rent social housing	21%	4%
Rent through real estate agent	24%	16%
Income		
Median total person weekly income	$498	$730
Median total household weekly income	$1,203	$1,659

Source: ABS Community Profiles - 2016 Census - Banyule LGA

Vision for reconciliation

Our vision for reconciliation is a just and equal society where Aboriginal and Torres Strait Islander cultures and heritage are a proud part of our shared national identity. We recognise to achieve this, we must travel this important journey together and proactively work to reduce division in our communities.

In the spirit of reconciliation Council will listen to and continue to work in partnership with Aboriginal and Torres Strait Islander peoples to ensure Council decisions that impact Aboriginal and Torres Strait Islander peoples' lives are decided upon through shared decision making, fairness, respect and trust.

Council will create pathways towards self-determination and progress actions to build capacity, inclusion, access and equity for all Aboriginal and Torres Strait Islander peoples.

Our Reconciliation Action Plan 2020-2022

We recognise true reconciliation is only possible if we work collaboratively to develop respectful relationships with Aboriginal and Torres Strait Islander peoples. That's why, over many months, we have been working in collaboration with key stakeholders including Banyule Traditional Custodian Elders and representatives from the Wurundjeri Woi-wurrung Cultural Heritage Aboriginal Corporation, Aboriginal and Torres Strait Islander community partners, BATSIAC, Local Aboriginal Networks (LANs), RAP specialists, Aboriginal and Torres Strait Islander service stakeholders and reconciliation networks to develop our draft RAP. Working with these vital stakeholders ensures from the outset, that the construction of our RAP has been guided and developed through the lens of Aboriginal and Torres Strait Islander peoples and that their voices, input and cultural perspectives are embedded into this plan.

Our RAP will be implemented over a two-year period, between 2020 and 2022 and outlines how we will work in partnership with Aboriginal and Torres Strait Islander communities.

The RAP will be overseen by members of the Banyule Aboriginal and Torres Strait Islander Advisory Committee which includes Aboriginal Torres Strait Islander residents and service stakeholders, designated Council staff, Councillors, a Council Director and members of Reconciliation Banyule.

Reconciliation Banyule is a local group of members and supporters who work together in many ways to help improve awareness of Aboriginal and Torres Strait Islander issues and progress reconciliation in Banyule and Melbourne.

Our RAP focuses attention on strategies to address the barriers faced by Banyule's Aboriginal and Torres Strait Islander communities and seeks to create more opportunities for participation and involvement. These strategies aim to bring all people within Banyule together, to foster respect and acceptance. In this way, the RAP will benefit the whole community and we accept it requires the participation of everyone in community to be successful.

The RAP is one of four plans that are based on Council's Inclusion, Access and Equity Framework (IAEF) and it further aligns with the Council Plan (2017-2021) 'People' objective for Strong, Healthy and Inclusive communities.

Inclusion Access and Equity Framework (IAEF)

As with previous Council Aboriginal and Torres Strait Islander plans, our RAP has been developed in consultation with Aboriginal and Torres Strait Islander peoples and in accordance with the goals and objectives of Council's Inclusion, Access and Equity Framework (IAEF).

The IAEF contains the following five goals that inform Council of the key aims for supporting diverse communities and the desired outcomes which these communities are seeking:

1. Ensure Council facilities, activities and services are accessible, inclusive and equitable.

This strategy focuses on how we work with our own staff and organisation, and on our own services to respond to the needs of diverse communities. It is Council's desire that the services we provide, and the way we work as an organisation, recognises and responds to the diverse needs of our community.

Intended outcomes: People do not face barriers in using Council services, facilities and activities.

2. Work in partnership with local services to increase inclusion and address service gaps.

This strategy focuses on how we work with other key service providers to try and make sure our diverse community has good access to relevant services that are inclusive.

Intended outcomes: People do not face barriers to accessing local services and opportunities.

3. Work in partnership to build the capacity of disadvantaged groups to be involved community life.

This strategy focuses on building the capacity of individual community members and communities to assist them to lead local solutions.

Intended outcomes: Diverse communities are resilient and engaged in community life.

4. Education, celebration and awareness-raising to contribute to building inclusive and equitable communities.

This strategy focuses on how we work to increase support and develop wider community understanding, appreciation and pride regarding our diversity.

Intended outcomes: The community values diversity and there is reduced prejudice.

5. Advocate on behalf of and with our communities to reduce discrimination and disadvantage.

Many of the issues facing our community are outside of the direct control of Council. This strategy is about how we advocate on issues that impact on our local community, for issues beyond Council or the local community's direct control.

Intended outcomes: People's rights are protected and promoted.

Council's reconciliation commitments

Banyule Council has a long-standing commitment to reconciliation which is grounded in public declarations such as Council's Statement of Commitment to Indigenous Australians (2009), a Banyule Aboriginal heritage study and consecutive Aboriginal and Torres Strait Islander plans implemented by Council since 2014.

Statement of Commitment to Indigenous Australians (2009)

The Banyule Council Statement of Commitment to Indigenous Australians (2009) gives Council's commitment to protecting and celebrating Aboriginal heritage by:

- Promoting, protecting and preserving identity and culture.
- Respecting and promoting the customs and traditions of all First Nations Peoples, especially the local custodians, the Wurundjeri Woi-wurrung.
- Recognising and valuing Aboriginal and Torres Strait Islander society and culture as an important part of Australian history.
- Supporting the rights of the Wurundjeri Woi-wurrung people to provide advice and participate in Council planning and decision-making.

Aboriginal heritage study

An Aboriginal heritage study on Aboriginal archaeology (pre-European contact) was prepared in 1999. Over 50 Aboriginal heritage sites were identified in Banyule. Most are beside major waterways such as Darebin Creek and the Yarra and Plenty Rivers. The study was undertaken with the guidance of senior Wurundjeri Woi-wurrung Elders.

Banyule Aboriginal and Torres Strait Islander plans

Banyule Aboriginal and Torres Strait Islander plans (2014-2017) (2017-2021) were created to strengthen Aboriginal and Torres Strait Islander community inclusion, access and equity. Overseen by BATSIAC, these plans have provided valuable foundations for Council's RAP. As such, relevant actions contained within the Banyule Aboriginal and Torres Strait Islander plan (2017-2021) have been included in Council's 2020-2022 RAP to ensure continuity of actions requiring Council's long-term attention.

What is reconciliation and why do we need a plan?

In the context of Australia's national identity, reconciliation is about working collectively to strengthen relationships between Aboriginal and Torres Strait Islander peoples and non-Indigenous Australians. It's about acknowledging Australia's true history and taking the time to walk, talk and work together with Aboriginal and Torres Strait Islander peoples to acknowledge and address past wrongs. Reconciliation is an important journey we can all travel; To reduce division in our communities and find a just and equal society where Aboriginal and Torres Strait Islander cultures and heritage are a proud part of our shared national identity.

Like all journeys, you need a map to get there and Reconciliation Action Plans (RAP) are that map.

These nationally recognised plans enable organisations to make their contribution to a reconciled Australia.

Reconciliation Action Plans

Reconciliation Action Plans allow organisations to contribute to a reconciled Australia. They emphasise the public commitments an organisation will make to improve understanding and attitudes towards Aboriginal and Torres Strait Islander peoples. They also highlight the ways in which an organisation will work with Aboriginal and Torres Strait Islander peoples to improve opportunities and reduce disadvantage.

RAP themes

Reconciliation Action Plans include three overarching themes – respect, relationships and opportunities.

These themes are considered the core pillars to which organisations assign their RAP actions and the following descriptions inform organisations of the type of actions to place under each pillar:

Respect	Relationships	Opportunities
Actions relating to how the organisation will support a broader understanding of and respect for Aboriginal and Torres Strait Islander cultures.	Actions on how the organisation will build, strengthen and support relationships between the broader Australian community and Aboriginal and Torres Strait Islander peoples.	Actions relating to how the organisation will increase equal and equitable opportunities and participation for Aboriginal and Torres Strait Islander peoples.

RAP framework

Further to the three key RAP focus areas of respect, relationships and opportunities, Reconciliation Australia provides all organisations wanting to advance reconciliation with a structured RAP framework to suit the stage they are at on their reconciliation journey.

There are four RAP types an organisation can develop; these are Reflect, Innovate, Stretch or Elevate.

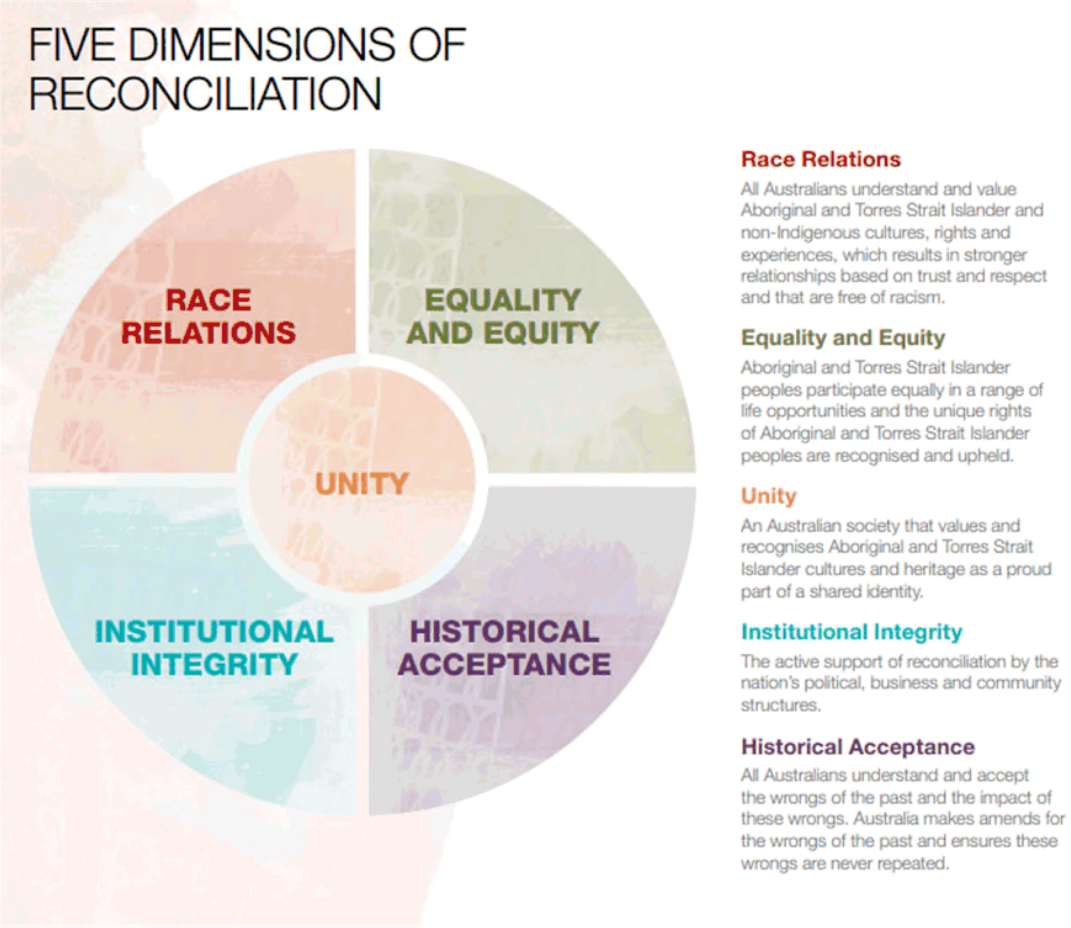
Our RAP is an Innovate RAP and we seek to meet the following key objectives and expectations set out by Reconciliation Australia:

1. RAP commitments should allow the organisation to be aspirational and innovative in order to help the organisation to gain a deeper understanding of its sphere of influence and establish the best approach to advancing reconciliation.
2. An Innovate RAP should focus on:
   - Developing and strengthening relationships with Aboriginal and Torres Strait Islander peoples;
   - Engaging staff and stakeholders in reconciliation; and
   - Developing and piloting innovative strategies to empower Aboriginal and Torres Strait Islander peoples.
3. Organisations need to report to Reconciliation Australia by September each year and publicly report on RAP progress to external stakeholders.

Five dimensions of reconciliation

Reconciliation Australia's vision of national reconciliation is based on five critical dimensions: Race relations, equality and equity, institutional integrity, unity and historical acceptance.

These five dimensions do not exist in isolation. They are interrelated and Australia can only achieve full reconciliation if we make progress in all five.



RAP development

Council's RAP has been developed through extensive community engagement, consultation, research, specialist support and knowledge sharing.

Stakeholder engagement and steps undertaken:

- Wurundjeri Woi-wurrung Traditional Custodian engagement and consultation.
- Workshop sessions with Banyule Aboriginal and Torres Strait Islander Advisory Committee.
- Workshop with Banyule Aboriginal and Torres Strait Islander community members and services.
- Reconciliation networks (national, state and local) engagement and consultation.
- Banyule Council staff meetings, briefings and presentations.
- Review of relevant national, state and local policies and plans.
- Aboriginal and Torres Strait Islander community engagement and consultation.
- Local Aboriginal Network (LAN) broker engagement and consultation.
- Aboriginal and Torres Strait Islander business and service engagement and consultation.
- Reviewing and complying to Reconciliation Australia's criteria of an Innovate RAP.
- Contracting services of Reconciliation Action Plan specialists.
- Review of Banyule's Aboriginal and Torres Strait Islander demographics.
- Evaluation of the Aboriginal and Torres Strait Islander plans 2014–2017 and 2017-2021.
- Public exhibition on Council's online platform *Shaping Banyule* (June-July 2020).

Community and staff engagement and consultation

In the design and development of Council's RAP, extensive community and stakeholder consultation has been undertaken to ensure we meet both our reconciliation commitments to Aboriginal and Torres Strait Islander peoples and our obligations within Reconciliation Australia's Innovate RAP objectives.

Banyule Traditional Custodians, Wurundjeri Woi-wurrung Elders, have been respectfully engaged on our draft RAP developments since we declared our intention to progress a RAP in November 2018 and have continued to be involved and informed on a quarterly basis.

Banyule's Aboriginal and Torres Strait Islander Advisory Committee (BATSIAC) has been a constant guiding force throughout all development stages of the RAP and will remain the primary group to oversee, monitor and evaluate our RAP progress for the duration of the RAP between 2020-2022.

More broadly, we conducted meetings and workshops with Aboriginal and Torres Strait Islander residents, Aboriginal Victorians (from First Nations within and outside of Victoria), RAP specialists, Aboriginal and

Torres Strait Islander service stakeholders, Reconciliation networks and Local Aboriginal Networks (LANs).

Internally, through a mix of individual and group meetings, we engaged with Council staff and business units accountable for progressing RAP deliverables, to ensure staff understand RAP expectations and feel appropriately resourced and supported to achieve the desired RAP outcomes. This process has further supported organisational cultural capacity building and the linking of divisional Aboriginal and Torres Strait Islander strategic priorities to the RAP.

Reconciliation Banyule consultation

Council has also worked extensively alongside the Reconciliation Banyule network throughout all RAP development stages. From inception to completion of the draft RAP, Reconciliation Banyule's president and members have provided invaluable feedback and support and they will remain a critically important stakeholder in all ongoing developments of Council's RAP.

Banyule Aboriginal and Torres Strait Islander Advisory Committee

The Banyule Aboriginal and Torres Strait Islander Advisory Committee (BATSIAC) will serve the role of Council's RAP working group and will be the governing body of the RAP.

All committee members are informed of their responsibility to support Council's RAP, via BATSIAC's terms of reference, presented to all committee applicants and during the member appointment process.

Members of BATSIAC include:

- Aboriginal and Torres Strait Islander residents and community service stakeholders
- Reconciliation Banyule representative
- Traditional Owner, Wurundjeri Woi-wurrung representative (designated seat)
- Banyule Councillors

Council staff participation in BATSIAC meetings include:

- Director Community Programs
- Manager Public Health Protection, Aged and Community Planning
- Aboriginal and Community Social Planner
- Community and Social Planning Coordinator

The Council staff that participate in BATSIAC also support Council's Aboriginal and Torres Strait Islander portfolio projects and strategies.

Appointed BATSIAC members, excluding Council staff, hold their positions for a period of two years.

The collective aim of BATSIAC is to provide Council with advice and information on inclusion, access and equity issues facing Aboriginal and Torres Strait Islander communities and to develop and implement Council's Aboriginal and Torres Strait Islander plans and Reconciliation Action Plans.

RAP champions

Council is committed to growing RAP champions across our organisation and many Council staff are involved in supporting RAP deliverables and accountable for achieving RAP outcomes.

The organisation lead RAP champion is the Director Community Programs.

Supporting our lead RAP champion is several members of Council's Community and Social Planning Team, including the Manager Public Health Protection, Aged and Community Planning; Coordinator of Community and Social Planning; and Aboriginal Community and Social Planner.

Each of these staff attend BATSIAC meetings and one member is responsible for coordinating the BATSIAC meetings. These staff also oversee and manage Council's Aboriginal and Torres Strait Islander portfolio, projects and strategies.

Council staff who participate in BATSIAC meetings will continue to oversee and support the tracking of all RAP progress and developments.

RAP evaluation, review and reporting

Banyule Council is committed to supporting an Aboriginal and Torres Strait Islander led evaluation and review process of all RAP developments.

BATSIAC will oversee RAP developments and fulfil the role of Council's RAP working group.

Council will work collaboratively with BATSIAC to ensure RAP development information and resources can be appropriately reviewed and measured against the following (see Evaluation & Measuring table):

- Council's IAEF goals and strategies
- Reconciliation Australia's *Five Dimensions of Reconciliation*
- Council plan themes and strategies

Reconciliation Australia also requires Banyule Council to report on its efforts to develop innovative strategies for advancing reconciliation in Council's workplace and across the municipality.

Key to satisfying Reconciliation Australia's Innovate RAP reporting requirements, Council and BATSIAC will work together to meet the following:

1. Complete and submit Reconciliation Australia's annual RAP Impact Measurement Questionnaire.
2. Report on RAP Progress to Council staff and senior leaders on a quarterly basis.
3. Publicly report on Council's RAP achievements, challenges and learnings annually.
4. Optionally take part in Reconciliation Australia's biennial Workplace RAP Barometer.

As per BATSIAC's terms of reference, BATSIAC will meet on a bi-monthly basis to review RAP developments and provide appropriate support and guidance to assist with RAP decision-making and the implementation of the plan.

Council will also work with BATSIAC to receive ongoing guidance on the mechanics of Aboriginal and Torres Strait Islander led evaluation and review processes to strengthen Council's cultural capabilities and systems.

Banyule Aboriginal and Torres Strait Islander Plans (2014-2021)

Achievements and outputs:

The Aboriginal and Torres Strait Islander plans developed by Council since 2014 have helped to create multiple achievements and outputs. Some of these include:

- Establishment of Banyule Aboriginal and Torres Strait Islander Advisory Committee (BATSIAC) and ongoing coordination support since 2014.
- Quarterly consultation sessions with Wurundjeri Woi-wurrung Cultural Heritage Aboriginal Corporation.
- Recruitment of Banyule Aboriginal Community and Social Planner.
- Supporting the establishment, management and new governance structures of the Barrbunin Beek Gathering Place - an Aboriginal-run gathering place in Heidelberg West.
- Barrbunin Beek is the result of a successful partnership between Council, Banyule Community Health and Darebin Community Health.
- Barrbunin Beek hosts a growing number of regular weekly activities including Sista Circle Women's group, Nhalinggu Bagung Art Group, Ngurungaeta Men's Group and Food Share.
- Annual Nhalinggu Bagung (Come Gather) Aboriginal and Torres Strait Islander art exhibition.
- Created two new positions to support cultural education and the running of Barbunnin Beek Aboriginal Gathering Place.
- Supporting the transition to an Aboriginal controlled governance structure for Barbunnin Beek Aboriginal Gathering Place.
- Cultural education program for 28 Maternal and Child Health Nurses as part of Aboriginal and Torres Strait Islander families' referral process.
- Traditional Owner acknowledgement plaques installed in over 150 Council buildings.
- Introduction of regular Aboriginal and Torres Strait Islander stories and activities at Yarra Plenty Regional Library.
- In partnership with Wurundjeri Woi-wurrung Cultural Heritage Aboriginal Corporation, conducted cultural walking tours in Sills Bend in Heidelberg.
- Increased engagement and procurement of services from Aboriginal and Torres Strait Islander businesses and suppliers.
- Increased investment and participation in Council cultural awareness activities.
- Aboriginal and Torres Strait Islander guest speakers at councillor meetings.
- Ongoing councillor participation in BATSIAC meetings.

- Acknowledgement of Wurundjeri Woi-wurrung Traditional Custodians and Banyule First Nations Peoples in Council staff email signatures.
- Acknowledgement of Wurundjeri Woi-wurrung Traditional Custodians and Banyule First Nations Peoples at the beginning of meetings, including Council meetings.
- Aboriginal and Torres Strait Islander peoples are one of the groups supported by Council's Inclusive Employment Program.
- Increase in Sorry Day, National Reconciliation and NAIDOC week activities and community participation, including events and activities for primary and secondary schools, libraries and Neighbourhood Houses.
- Hosted two Treaty forums that were broadcast live on Aboriginal radio station 3KND. The forums were hosted in partnership with Yarra Plenty Regional Library, Reconciliation Banyule, Reconciliation Victoria and Darebin Council.
- Aboriginal and Torres Strait Islander performers and culture are included in the programming of Council's festivals and events.

Legislative and policy context

This policy review may exclude some federal and state strategies and policies, as policy agendas are subject to change.

Council officers have comprehensively captured current Federal and State policy agendas and will continue to monitor developments in line with RAP commitments.

International Content

- *International Convention on the Elimination of All Forms of Racial Discrimination 1965*
- *International Convention on the Economic, Social and Cultural Rights 1966*
- *International Convention on Civil and Political Rights 1966*
- *United Nations Declaration on the Rights of Indigenous People 2007*
- *United Nations World Conference on Indigenous People 2014*

Australian Government Context

- *Human Rights and Equal Opportunity Act 1986*
- *Racial Discrimination Act 1975*
- *Council of Australian Governments (COAG) Closing the Gap 2008*
- *Commonwealth Indigenous procurement policy 2019*
- *Indigenous Advancement Strategy (IAS) 2014 and IAS Guidelines 2019*
- *National Aboriginal and Torres Strait Islander Education Strategy 2015*
- *National Aboriginal and Torres Strait Islander Health Plan 2013-2023*
- *National Anti-Racism Strategy 2012*

Victorian Government Context

- *Victorian Aboriginal Local Government Action Plan 2016-2020*
- *Victorian Aboriginal Affairs Framework 2018-2023*
- *Victorian Aboriginal Economic Strategy 2013-2020*
- *Self-determination Reform Framework Aug 2019*
- *Local Government Act 2020*
- *Victorian Charter of Human Rights and Responsibilities 2006*
- *Victorian Equal Opportunity Act 2010*
- *Aboriginal Heritage Act 2006 and Aboriginal Heritage Regulation 2018*
- *Native Title Act 1993*
- *Yarra River Protection, Wilip-gin Birrarung murron Act 2017*
- *Traditional Owners Settlement Act 2010*
- *Traditional Owner voices report, Oct 2019*
- *Tharamba Bugheen Victorian Aboriginal Business Strategy 2017-2021*
- *Koolin Balit Aboriginal Health Strategy 2012-2022*
- *Korin Korin Balit Djak: Aboriginal Health, Wellbeing and Safety Strategic Plan 2017-2027*
- *Balit Murrup: Aboriginal Social and Emotional Wellbeing Framework 2017-2027*

- *Dhelk Dja: Safe Our Way Agreement 2018*
- *Marrung Aboriginal Education Plan 2016-2026*
- *Advancing the Treaty Process with Aboriginal Victorians Act 2018*
- *Victorian Government Stolen Generations Redress Scheme 2020*
- *Racial and Religious Tolerance Act 2001*
- *Victorian Local Aboriginal Networks Five Year Plan 2016-2020*

Victorian and Australian government context:

Victorian Aboriginal Local Government Action Plan 2016-2020

The Victorian Aboriginal and Local Government Action Plan (VALGAP) provides a framework to help Councils engage with Aboriginal communities and promote reconciliation.

The VALGAP is an important resource for Victorian Councils. It recognises, celebrates and shares good practice and presents a practical framework to help Councils.

In line with the three key themes within Banyule Council's Innovate RAP, VALGAP provides a framework for Victorian local governments to achieve the following:

- Improve relationships with Aboriginal communities
- Promote reconciliation
- Engage Aboriginal people in planning, decision-making, employment, programs and services.

Closing the gap

In 2008, various levels of Australian Governments agreed to take urgent action to close the gap between the life outcomes of Aboriginal and Torres Strait Islander peoples and other Australians.
To drive action, the following six targets were created, and outcomes are reported annually:

1. Close the life expectancy gap within a generation.
2. Halve the gap in mortality rates for Aboriginal and Torres Strait Islander children under five within a decade.
3. Ensure all Aboriginal and Torres Strait Islander four-year-olds in remote communities have access to early childhood education within five years (by 2013).
4. Halve the gap for Aboriginal and Torres Strait Islander students in reading, writing and numeracy within a decade (by 2018).
5. At least halve the gap in Aboriginal and Torres Strait Islander Year 12 attainment or equivalent attainment rates by 2020.
6. Halve the gap in employment outcomes between Aboriginal and Torres Strait Islander Australians and other Australians within a decade (by 2018).

Achieving these targets requires a significant effort and collaboration by all levels of government and as the closest level of government accessible to community, local government plays a key role in facilitating important discussions, developing partnerships and supporting locally identified project opportunities to help address closing the gap targets and reduce gaps within our communities.

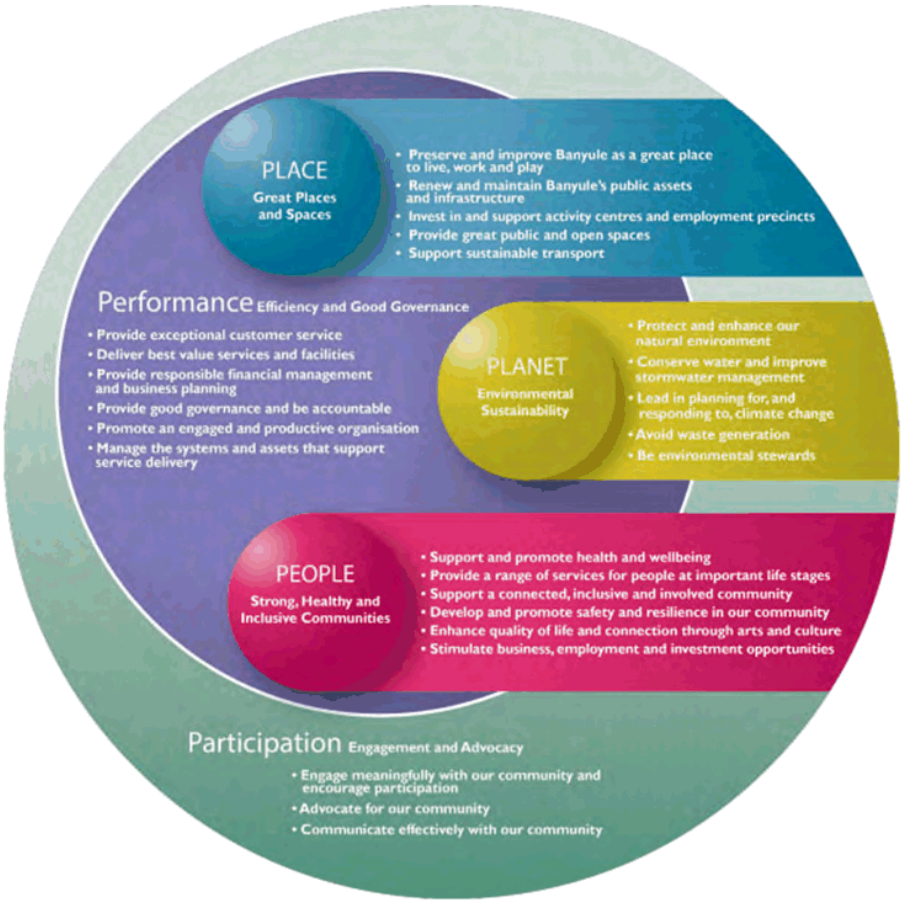
RAP link to Council Plan

The purpose of Council's Plan 2017-2021 is to set the strategic direction for Council responsibilities over a four-year period. It establishes the vision, objectives and key directions that guide Council's work under five themes: People, Planet, Place, Participation and Performance.

It outlines priorities and helps guide the services Council provides to communities.

Council's RAP is in line with the Council Plan 2017-2021 and it directly links to the People and Participation objective and key direction.

The following diagram gives an overview of Council's objectives and key directions.



Implementation of RAP under IAEF Framework

The strategic setting where the RAP will sit within Council is as one of four plans based on Council's Inclusion, Access and Equity Framework (IAEF). The other plans are our Disability plan, Multicultural plan and Lesbian, Gay, Bisexual, Transgender, Intersex, and Queer Plus (LGBTIQ+) plan. The IAEF expresses our commitment to our diverse communities and provides a framework to guide the way that we will work to promote and foster inclusion, access and equity.

Implementation process

The implementation plan below outlines the Inclusion Access and Equity Framework (IAEF) strategies to be implemented over the life cycle of the RAP and it highlights the IAEF goals Council will be aiming to achieve alongside the delivery of its RAP actions and deliverables.

The RAP will be supported in Council's annual budget process and RAP actions and deliverables have been allocated across Council departments. The RAP does not list all actions Council does to support Aboriginal and Torres Strait Islander communities.

An Innovate Reconciliation Action Plan (RAP) has a two-year duration and commences when the RAP is formally endorsed by Reconciliation Australia.

IAEF goal	IAEF strategies to be implemented over two years of RAP
1. Ensure Council facilities, activities and services are accessible, inclusive and equitable. Intended outcome: People do not face barriers in using Council services, facilities and activities.	1. Implement staff education and awareness training.
	2. Promote and improve access to public meeting places that support our diverse communities.
	3. Offer services, facilities and opportunities that enable equal access and participation and reduce potential for isolation and exclusion. This includes supporting equal access to civic participation.
	4. Develop and promote inclusive employment practice.
	5. Improve communication and access to information through the use of a broad range of communication mediums.

IAEF goal	IAEF strategies to be implemented over two years of RAP
	6. Review Council forms, publications and website to be inclusive and reduce potential for isolation and exclusion.
	7. Improve Council's communication processes by using inclusive language, content and imagery that represents our diverse communities.
2. Work in partnership with local services to increase inclusion and address services gaps. Intended outcome: People do not face barriers to accessing local services and opportunities.	1. Support local services and groups to engage with our diverse communities and increase community harmony.
	2. Work in partnership with community groups, sporting clubs and organisations to ensure equal access for our diverse communities.
	3. Promote the provision of health services and practices that cater for our diverse communities.
	4. Support and promote initiatives that showcase the positive contribution that our diverse communities make to economic participation through employment and businesses.
	5. Work with local services to encourage equitable employment opportunities.
3. Work in partnership to build the capacity of disadvantaged groups to be involved community life. Intended outcome: Diverse communities are resilient and engaged in community life.	1. Support and recognise businesses that show initiative and good practice in including our diverse communities.
	2. Support local services and groups to engage with and provide welcoming environments for our diverse communities to increase community harmony.
	3. Support our diverse communities to access funding and other opportunities as they may arise.

IAEF goal	IAEF strategies to be implemented over two years of RAP
4. Education, celebration and awareness raising contributing to building inclusive and equitable communities. Intended outcome: The community values diversity and there is reduced prejudice.	1. Ensure Banyule's events calendar celebrates our diverse communities and considers the diversity in their planning and delivery.
	2. Acknowledge and promote the contributions from our diverse communities.
	3. Support and promote events and activities that celebrate cultural events and diversity, for example Reconciliation Week.
	4. Develop communication initiatives and projects that promote the contribution of our diverse community, target discrimination and promote anti-racism messages.
5. Advocate on behalf of and with our community to reduce discrimination and disadvantage. Intended outcome: People's rights are protected and promoted.	1. Extend and enhance partnerships, projects and advocacy efforts that address the needs of our diverse communities.
	2. Develop partnerships, projects and advocacy efforts that address the needs of our diverse communities.

We are working towards reconciliation and we now have an action plan to help us get there.

Join us as we take this important step to make our communities more just and equitable.

Banyule City Council's Reconciliation Action Plan 2020-2022

Banyule City Council **Innovate** Reconciliation Action Plan

Our plan defines the shared approach Council will take with Aboriginal and Torres Strait Islander peoples to develop innovative strategies for advancing reconciliation in our workplace and across Banyule.

RESPECT

Council is deeply committed to promoting respect for Aboriginal and Torres Strait Islander histories, practices and cultures, and we support the increase of cultural awareness across our organisation and the municipality. We recognise and respect the Traditional Custodians of Banyule, the Wurundjeri Woi-wurrung people, and their deep and continuous connection to Country, and through our RAP we will take measures to protect and promote Aboriginal cultural heritage sites and other places of cultural significance in Banyule.

* This signifies the lead person responsible for the deliverable.

Action	Deliverables	Responsibility	Timeline	Council IAEF Goal & Strategy	Reconciliation 5 Dimensions
1.1. Build respect and awareness of Aboriginal and Torres Strait Islander cultures and histories, across the organisation and the Banyule municipality, by conducting events for NAIDOC Week.	1. Collaborate with internal/external stakeholders to host, promote and encourage participation in NAIDOC Week events for all Council staff and Banyule residents.	Community and Social Planning Coordinator*, Arts and Culture Team.	Oct 2020 May-June 2021 July 2021 May-June 2022 July 2022	IAEF Goal 4 IAEF Strategy 4.1.	• Historical acceptance • Race relations • Unity
	2. Review HR policies and procedures to remove barriers to Aboriginal and Torres Strait Islander staff participating in NAIDOC Week events.	Coordinator Community & Social Planner* and People and Culture Manager.	June 2021	IAEF Goal 1 IAEF Strategy 1.4.	• Institutional integrity
	3. BATSIAC (Council's RAP working group) and senior leaders of staff to be encouraged and supported to participate in an external NAIDOC week event.	Aboriginal Community and Social Planner.	November 2020 July 2021	IAEF Goal 4 IAEF Strategy 4.3.	• Unity
1.2. Provide and promote Aboriginal and Torres Strait Islander resources	1. Banyule Council to seek permission from Wurundjeri Woi-wurrung to have the Banyule Traditional Owner Acknowledgment written in Woi-wurrung (language of Wurundjeri people) and promoted by Council.	Community and Social Planning Coordinator* in partnership with Wurundjeri Woi-wurrung Elder representatives.	March 2021	IAEF Goal 1 IAEF Strategy 1.1.	• Historical acceptance • Unity

to increase respect for cultural protocols and build staff cultural awareness.	2. Wurundjeri Woi-wurrung Traditional Custodians to continue to provide Welcome to Country and/or other appropriate cultural ceremony at significant Council events each year.	Community and Social Planning Coordinator.	Ongoing practice Review June 2021 Review June 2022	IAEF Goal 4 IAEF Strategy 4.2.	• Institutional integrity
	3. Continue to include an Acknowledgement of Country or other appropriate protocol at the commencement of important Council meetings.	Community and Social Planning Coordinator*, Aboriginal Community and Social Planner.	Ongoing practice Review Mar 2021 Review Mar 2022	IAEF Goal 4 IAEF Strategy 4.2.	• Institutional integrity
	4. Continue to review Banyule Traditional Owner Acknowledgment and Welcome to Country resources, procedures and protocols and increase staff understanding of the purpose and significance behind cultural protocols.	Community and Social Planning Coordinator*, Aboriginal Community and Social Planner.	Review Mar 2021 Review Oct 2021 Review Mar 2022	IAEF Goal 1 IAEF Strategy 1.1.	• Historical acceptance
	5. Continue to provide staff and community with resource material to promote and celebrate Aboriginal and Torres Strait Islander news, stories and current issues.	Aboriginal Community and Social Planner.	Ongoing practice Review Jul 2021 Review Jul 2022	IAEF Goal 1 IAEF Strategy 1.1.	• Race relations
1.3. Conduct annual Aboriginal and Torres Strait Islander cultural education sessions with councillors.	1. All councillors to be provided with Cultural Awareness training in a face-to-face workshop setting.	Governance Team Leader	July 2021	IAEF Goal 1 IAEF Strategy 1.1.	• Race relations • Unity • Historical acceptance
	2. Banyule Council to seek permission from Wurundjeri Woi-wurrung to deliver training to councillors on how to read acknowledgement in Woi-wurrung language.	Governance Team Leader, Community and Social Planning Coordinator* in partnership with Wurundjeri Woi-wurrung.	Review Mar 2021 Nov 2021	IAEF Goal 1 IAEF Strategy 1.1.	• Institutional integrity • Unity • Historical acceptance

	3. Aboriginal and Torres Strait Islander affairs issues (i.e. Treaty) to be presented to councillors as issues arise.	Community and Social Planning Coordinator* and Governance Team Leader.	Ongoing Review Feb 2021 Review Aug 2021	IAEF Goal 1 IAEF Strategy 1.1.	• Institutional integrity • Race relations
1.4. Facilitate the provision of cultural awareness training for staff and leaders.	1. Aboriginal and Torres Strait Islander Cultural Awareness resources to be developed and provided to all Council staff – new staff to receive via induction and existing staff to receive internally online.	Aboriginal Community and Social Planner *, Community and Social Planning Coordinator, People and Culture Manager.	Review July 2021 Review Mar 2022	IAEF Goal 1 IAEF Strategy 1.1.	• Race relations • Unity • Historical acceptance
	2. Consult Traditional Custodians and BATSIAC on the development of a cultural learning strategy.	Aboriginal Community and Social Planner*, Community and Social Planning Coordinator, People and Culture Manager.	Sept 2021	IAEF Goal 4 IAEF Strategy 4.4.	• Unity • Historical acceptance
	3. Develop, implement and communicate a cultural learning strategy for all Council staff.	Aboriginal Community and Social Planner*, Community and Social Planning Coordinator, People and Culture Manager.	July 2022	IAEF Goal 4 IAEF Strategy 4.4	• Equality and equity
	4. Aboriginal and Torres Strait Islander Mental Health Training to be delivered to Council staff who deliver services to a high proportion of Aboriginal and Torres Strait Islander people in Banyule. Note: These staff have been identified and participate in an internal working group to share strategies and improve service delivery to Banyule Aboriginal and Torres Strait Islander communities.	Community and Social Planning Coordinator*, Aboriginal Community and Social Planner.	Commence July 2021 Complete March 2022	IAEF Goal 1 IAEF Strategy 1.1.	• Race relations • Equality and equity

	5. Continue to conduct annual to survey assess Council staff's Aboriginal and Torres Strait Islander cultural awareness and determine cultural learning needs.	Aboriginal Community and Social Planner*, Community and Social Planning Coordinator, People and Culture Manager.	Nov 2020 and July 2021	IAEF Goal 1 IAEF Strategy 1.4.	• Unity • Historical acceptance
	6. Provide opportunities for Council staff who are participating in RAP Working group, People and Culture Manager and other key leadership staff to take part in formal structured cultural learning.	Aboriginal Community and Social Planner.	Ongoing Review Feb 2021 Review July 2021 Review May 2022	IAEF Goal 4 IAEF Strategy 4.3.	• Institutional integrity • Historical acceptance
1.5. Include and acknowledge First Nations languages, culture and people in the naming of Banyule places and spaces.	1. Review and update existing signage acknowledging Traditional Custodians on Council's Greensborough Office and Ivanhoe Library and Cultural Hub.	Community and Social Planning Coordinator.	November 2020	IAEF Goal 1 IAEF Strategy 1.7.	• Unity • Historical acceptance • Institutional integrity
	2. Collaborate with Wurundjeri Woi-wurrung to create place name protocols for using Woi-wurrung language across Council and the municipality.	Community and Social Planning Coordinator* in partnership with the Wurundjeri Woi-wurrung Cultural Heritage Aboriginal Corporation.	Ongoing Review April 2021 Review Aug 2021 Review Feb 2022	IAEF Goal 1 IAEF Strategy 1.7.	• Unity • Historical acceptance
	3. Create a list of First Nations people of significance to be recognised in Banyule place names.	Community and Social Planning Coordinator, Aboriginal Community and Social Planner*.	Sept 2021	IAEF Goal 1 IAEF Strategy 1.7.	• Unity • Historical acceptance
1.6. Recognise, respect and protect Aboriginal Cultural Heritage in Banyule.	1. Collaborate with the Wurundjeri Woi-wurrung to protect and manage the shared heritage values of the Banyule Flats.	City Futures Manager/Coordinator, Environmental Operations Coordinator and Bushland Management Coordinator* in partnership with Wurundjeri Woi-	Ongoing Review Aug 2022	IAEF Goal 4 IAEF Strategy 4.2.	• Unity • Historical acceptance

Strengthen Banyule's partnership with the Wurundjeri Woi-wurrung Cultural Heritage Aboriginal Corporation and Aboriginal Affairs Victoria to support the continued conservation and management of Wurundjeri cultural heritage in Banyule.		wurrung Cultural Heritage Aboriginal Corporation.			
	2. Collaborate with the Wurundjeri Woi-wurrung and Aboriginal Victoria to protect under the *Aboriginal Heritage Act 2016*, culturally significant trees currently listed on or nominated to the Banyule Significant Tree Register.	City Futures Manager/Coordinator* in partnership with Wurundjeri Woi-wurrung Cultural Heritage Aboriginal Corporation and Aboriginal Victoria.	Ongoing Review Aug 2021	IAEF Goal 4 IAEF Strategy 4.2.	• Unity • Historical acceptance • Institutional integrity
	3. Investigate internal access requirements for Council to access the Aboriginal Cultural Heritage Register and Information System and organise cross organisational access if required.	City Futures Manager/Coordinator.	Sept 2022	IAEF Goal 4 IAEF Strategy 4.2.	• Institutional integrity
	4. As a Responsible Public Entity under the *Yarra River Protection (Wilip-gin Birrarung murron) Act 2017*, Banyule Council will continue its role in the Yarra Collaborative Committee, to develop, in partnership with the Wurundjeri Woi-wurrung Cultural Heritage Aboriginal Corporation, a Yarra Strategic Plan. The plan will deliver on the Traditional Owner priorities and aspiration for the management of the river as a single living entity.	City Futures Manager/Coordinator*, Environmental Operations Coordinator and Bushland Management Coordinator, in partnership with Yarra Collaborative Committee and Wurundjeri Woi-wurrung Cultural Heritage Aboriginal Corporation	Ongoing Review Aug 2021	IAEF Goal 4 IAEF Strategy 4.2.	• Unity • Historical acceptance • Institutional integrity
	5. Develop cultural heritage educational resources to inform staff and Banyule community about Aboriginal heritage and cultures in Banyule.	City Futures Manager/Coordinator, Aboriginal Community and Social Planner*, Arts and Culture Team Leader, Open Space Planner in partnership with Wurundjeri Woi-	Sept 2022	IAEF Goal 4 IAEF Strategy 4.2.	• Unity • Historical acceptance • Institutional integrity • Race relations

		wurrung Cultural Heritage Aboriginal Corporation and Banyule Aboriginal and Torres Strait Islander Advisory Committee.			
	6. Identify and facilitate interpretation of Aboriginal cultural heritage in place-making, public art, streetscape planting and urban design projects.	City Futures Manager/Coordinator*, Bushland Management Coordinator, Environmental Operations Coordinator, Open Space Planning Team Leader in partnership with the Wurundjeri Woi-wurrung Cultural Heritage Aboriginal Corporation and Banyule City Council's Aboriginal and Torres Strait Islander Advisory Committee.	Ongoing – one by Sept 2021	IAEF Goal 4 IAEF Strategy 4.2.	• Unity • Historical acceptance • Institutional integrity
1.7. Renew Banyule Council's Statement of Commitment to First Nations Peoples.	1. Review, update and renew Banyule Council's Statement of Commitment to First Nations Peoples.	BATSIAC, Community and Social Planning Coordinator*, Strategic Planner, People and Culture Manager.	Review Nov 2020 Consult Mar 2021 Complete Nov 21	IAEF Goal 1 IAEF Strategy 1.5.	• Unity • Historical acceptance • Institutional integrity • Race relations • Equality and equity
1.8. Increase awareness and support the improvement of cultural safety for Council Aboriginal and Torres Strait Islander	1. Council to develop cultural safety strategies with guidance and recommendations from BATSIAC.	Community and Social Planning Coordinator*, People and Culture Manager, BATSIAC.	Dec 2021	IAEF Goal 3 IAEF Strategy 3.2.	• Equality and equity • Institutional integrity • Race relations
	2. Council to engage with and assess Employment Assistance Program (EAP) to ensure Aboriginal and Torres Strait	Community and Social Planning Coordinator*, People and Culture Manager, BATSIAC.	Sept 2021	IAEF Goal 3 IAEF Strategy 3.2.	• Equality and equity • Institutional Integrity • Race relations

Employees and Aboriginal and Torres Strait Islander peoples accessing Banyule Services.	Islander employees' cultural safety and support.				
	3. Council to establish a Banyule Aboriginal and Torres Strait Islander employees support network group.	Community and Social Planning Coordinator, Strategic Planner, Aboriginal Community and Social Planner*, People and Culture Manager (participation).	Feb 2021	IAEF Goal 3 IAEF Strategy 3.2.	• Equality and equity • Institutional integrity • Race relations
1.9. Work with Wurundjeri Woi-wurrung Cultural Heritage Aboriginal Corporation for Traditional Owner cultural advice, training and support.	1. Council to engage with Wurundjeri Woi-wurrung Elders in four consultation sessions annually to seek cultural advice and strategic guidance to ensure Council and the municipality is culturally inclusive.	Community and Social Planning Coordinator.	Ongoing Schedule Nov 2020 Review Nov 2021	IAEF Goal 4 IAEF Strategy 4.2.	• Unity • Historical acceptance • Institutional integrity • Race relations
	2. Council to keep Wurundjeri Woi-wurrung Cultural Heritage Aboriginal Corporation informed of BATSIAC meetings.	Community and Social Planning Coordinator.	Ongoing Review Oct 2021	IAEF Goal 4 IAEF Strategy 4.2.	• Unity • Institutional integrity • Race relations
1.10. Engage with Banyule Aboriginal and Torres Strait Islander Elder residents from all First Nations.	1. Host an annual consultation session with Banyule Aboriginal and Torres Strait Islander Elder residents to inform and receive input on Council Aboriginal and Torres Strait Islander strategies.	Aboriginal Community and Social Planner*, BATSIAC, Community and Social Planning Coordinator.	Review July 2021 & July 2022	IAEF Goal 4 IAEF Strategy 4.2.	• Equality and equity • Institutional integrity • Race relations
1.11. Promote Aboriginal and Torres Strait Islander culture and human Rights	1. Maintain information presented on the Aboriginal and Torres Strait Islander webpage on Council's website.	Community and Social Planning Coordinator*, Aboriginal Community and Social Planner, BATSIAC and Senior Communications Officer.	Ongoing Review May 2021 Review Nov 2021 Review Feb 2022	IAEF Goal 1 IAEF Strategy 1.6.	• Institutional integrity • Unity • Equality and equity

to schools and Banyule community.	2. Work with Narragunnawali broker and Koori Education Support Officers (KESOs) to engage with Banyule schools to promote their participation in National Reconciliation Week and NAIDOC Week themes and events.	Aboriginal Community and Social Planner* and Youth Services Coordinator.	May 2021, 2022 July 2021, 2022	IAEF Goal 4 IAEF Strategy 4.3.	• Institutional integrity • Unity • Historical acceptance • Race relations
1.12. Develop partnerships to continue to advocate for Constitutional Recognition and Victorian Treaty advancement.	1. Raise awareness of Constitutional reform progress and developments within our organisation and throughout the municipality.	Community and Social Planning Coordinator.	Review July 2021 Review June 2022	IAEF Goal 5 IAEF Strategy 5.1.	• Unity • Historical acceptance
	2. Produce and promote Council media stories about First Nations Assembly representatives for Banyule and Victorian Treaty advancement developments.	Aboriginal Community and Social Planner*, Senior Communications Officer.	Two stories annually, in Council's Banner publication. March and Sept 2021, 2022	IAEF Goal 5 IAEF Strategy 5.1.	• Unity • Historical acceptance
1.13. Support Yarra Plenty Regional Library (YPRL) branches and community facilities in Banyule to develop a range of services and programs to promote Aboriginal and Torres Strait Islander culture and social connectedness.	1. Hold regular meetings with Yarra Plenty Regional Library branches; to review, assess and increase Banyule libraries' Aboriginal and Torres Strait Islander resources, activities, events and support needs.	Aboriginal Community and Social Planner*, Community Coordinators from Yarra Plenty Regional Library branches in Banyule.	Quarterly meetings Feb 2021 May 2021 Sept 2021 Dec 2021	IAEF Goal 1 IAEF Strategy 1.3.	• Equality and equity • Unity • Institutional integrity

RELATIONSHIPS

Council is committed to supporting Aboriginal and Torres Strait Islander self-determination and we recognise by developing respectful collaborative relationships with Aboriginal and Torres Strait Islander peoples, we strengthen our ability to develop shared goals to include Aboriginal and Torres Strait Islander voice, input and cultural perspectives into Council's policies, plans and strategies.

* This signifies the lead person responsible for the deliverable.

Action	Deliverables	Responsibility	Timeline	Council IAEF Goal & Strategy	Reconciliation 5 Dimensions
1.1. Establish and maintain mutually beneficial relationships with Aboriginal and Torres Strait Islander stakeholders and organisations.	1. Meet with local Aboriginal and Torres Strait Islander stakeholders to discuss and review the guiding principles on which we engage and work collaboratively together.	Aboriginal Community and Social Planner*, BATSIAC, Community and Social Planning Coordinator.	August 2021	IAEF Goal 3 IAEF Strategy 3.2	• Race relations
	2. Council will continue to develop and implement engagement strategies to work with Aboriginal and Torres Strait Islander stakeholders and organisations.	Aboriginal Community and Social Planner*, BATSIAC, Community and Social Planning Coordinator.	Ongoing practice Review June 2021 Review Oct 2021 Review Mar 2022	IAEF Goal 2 IAEF Strategy 2.1	• Race relations
1.2 Promote reconciliation through our sphere of influence.	1. Collaborate with BATSIAC and other like-minded organisations to develop ways to advance reconciliation.	Aboriginal Community and Social Planner*, BATSIAC, Community and Social Planning Coordinator.	Ongoing Review June 2021 Review June 2022	IAEF Goal 4 IAEF Strategy 4.4.	• Institutional integrity
	2. Council will implement campaigns and strategies to increase staff awareness and commitment to reconciliation.	Community and Social Planning Coordinator*, Aboriginal Community and Social Planner.	Ongoing Review Mar 2021 Review Aug 2021 Review May 2022	IAEF Goal 4 IAEF Strategy 4.4.	• Institutional integrity

	3. Council will continue to communicate our commitment to reconciliation publicly.	Community and Social Planning Coordinator*, Aboriginal Community and Social Planner.	Ongoing Review Nov 2020 Review Sept 2021 Review July 2022	IAEF Goal 4 IAEF Strategy 4.4.	• Race relations • Institutional integrity
	4. Council will continue to explore opportunities to positively influence our external stakeholders to drive reconciliation outcomes.	Community and Social Planning Coordinator*, Aboriginal Community and Social Planner.	Ongoing Review April 2021 Review April 2022	IAEF Goal 4 IAEF Strategy 4.4.	• Race relations • Institutional integrity
1.3. Promote positive race relations through anti-discrimination strategies.	1. Continue to review People and Culture policies and procedures to identify existing anti-discrimination provisions to be included as per Council's Inclusion Access and Equity Framework.	Community and Social Planning Co-ordinator, Manager People & Culture*	October 2021	IAEF Goal 4 IAEF Strategy 4.4.	• Race relations
	2. Review and update Council's Code of Conduct policy to ensure anti-discrimination measures are up-to-date, promoted and embedded across our organisation.	Community and Social Planning Co-ordinator, Manager People & Culture*.	July 2021	IAEF Goal 4 IAEF Strategy 4.4.	• Race relations
	3. Engage with Aboriginal and Torres Strait Islander staff and/or Aboriginal and Torres Strait Islander advisors to consult on Council's anti-discrimination strategies within the Inclusion Access and Equity Framework.	Aboriginal Community and Social Planner*, Community and Social Planning Co-ordinator, BATSIAC.	October 2021	IAEF Goal 4 IAEF Strategy 4.4.	• Race relations
	4. Continue to educate senior leaders on the effects of racism.	Community and Social Planning Co-ordinator.	Ongoing Review Jan 2021 Review Oct 2021	IAEF Goal 4 IAEF Strategy 4.4.	• Race relations
1.4. Support and develop partnerships to enable	1. Council to lead the development of a new Aboriginal and Torres Strait Islander community-controlled governance	Aboriginal Community and Social Planner*, Community and Social Planning Co-ordinator.	June 2021	IAEF Goal 1 IAEF Strategy 1.2.	• Equality and equity • Institutional integrity

Barrbunin Beek Aboriginal Gathering Place to become an Aboriginal Community Controlled organisation to strengthen Aboriginal and Torres Strait Islander self-determination and support ongoing Barrbunin Beek developments.	structure for Barrbunin Beek Aboriginal Gathering Place.				
	2. Support implementation of the Barrbunin Beek new governance structure and strategic plan, including the appointment of staff.	Community and Social Planning Coordinator*, Aboriginal Community and Social Planner.	Ongoing Review July 2021 Review July 2022	IAEF Goal 1 IAEF Strategy 1.2.	• Equality and equity
	3. Support the hosting of a series of community meetings at Barrbunin Beek around key issues affecting Aboriginal and Torres Strait Islander communities (i.e. employment, justice, health, education, land).	Aboriginal Community and Social Planner*, Community and Social Planning Coordinator.	Ongoing Review May 2021 Review Sept 2021 Review Jan 2022 Review April 2022	IAEF Goal 1 IAEF Strategy 1.2.	• Equality and equity • Race relations • Historical acceptance
	4. Develop strong partnerships to support ongoing developments and sustainable projects and programs at Barrbunin Beek.	Aboriginal Community and Social Planner*, Community and Social Planning Coordinator.	Ongoing Review Mar 2021 Review Oct 2021 Review Mar 2022	IAEF Goal 1 IAEF Strategy 1.2.	• Equality and equity • Institutional integrity
1.5. Identify gaps in Aboriginal and Torres Strait Islander service provision and engage internal services and external service stakeholders to provide services that are inclusive and accessible to Aboriginal and Torres	1. Establish regular meetings for Council staff servicing Aboriginal and Torres Strait Islander peoples to meet and discuss service strategies and customer needs.	Community and Social Planning Coordinator.	Ongoing Quarterly meetings Review Aug 2021	IAEF Goal 2 IAEF Strategy 2.1.	• Equality and equity • Institutional integrity • Race relations
	2. Internal staff network group servicing Aboriginal and Torres Strait Islander peoples to invite Aboriginal and Torres Strait Islander service stakeholders to meetings to share and exchange knowledge and build staff capacity.	Aboriginal Community and Social Planner*, Internal staff network group.	Review June 2021 Review Feb 2022	IAEF Goal 2 IAEF Strategy 2.1.	• Equality and equity • Institutional integrity • Race relations

Strait Islander peoples across all life stages.					
1.6. Work with Aboriginal and Torres Strait Islander artists and community/arts groups to promote and support Aboriginal and Torres Strait Islander arts and culture.	1. Develop resources for working with Aboriginal and Torres Strait Islander artists and artworks, specifically to protect artists' intellectual property and develop guidelines for understanding and managing Aboriginal and Torres Strait Islander cultural appropriation.	Arts and Culture Team Leader*, Community and Social Planning Coordinator.	Review July 2021	IAEF Goal 4 IAEF Strategy 4.1.	• Unity • Equality and equity • Institutional integrity
	2. All major Council festivals to include an Aboriginal and Torres Strait Islander cultural component.	Arts and Culture Team Leader*, Community and Social Planning Coordinator.	Ongoing Review July 2021 Review Mar 2022	IAEF Goal 4 IAEF Strategy 4.1.	• Institutional integrity • Unity • Equality and equity
	3. Develop a program to support Aboriginal and Torres Strait Islander artists and related community groups to build capacity and access economic opportunities.	Arts and Culture Team Leader*, Community and Social Planning Coordinator.	Review May 2021 Complete May 2022	IAEF Goal 4 IAEF Strategy 4.1.	• Equality and equity • Institutional integrity
	4. Host an Indigenous Remembrance Day event to recognise and honour First Nations soldiers.	Aboriginal Community and Social Planner, Community and Social Planning Coordinator*, Arts and Culture Team Leader (support only).	Nov 2021	IAEF Goal 4 IAEF Strategy 4.1.	• Historical acceptance • Race relations • Unity
	5. Includes Aboriginal and Torres Strait Islander cultures at Ivanhoe Library and Cultural Hub through programming and in signage throughout precinct.	Arts and Culture Team Leader.	Ongoing Review April 2021 Review Feb 2022	IAEF Goal 4 IAEF Strategy 4.1.	• Institutional integrity • Unity • Equality and equity

1.7. Increase and promote Banyule Aboriginal and Torres Strait Islander community consultation, inclusion and issues.	1. Provide opportunities for Council's Mayor and CEO to better understand Aboriginal and Torres Strait Islander community issues, including meetings with Aboriginal and Torres Strait Islander community members.	Aboriginal Community and Social Planner*, BATSIAC.	July 2021 July 2022	IAEF Goal 4 IAEF Strategy 4.2.	• Race relations • Institutional integrity • Equality and equity
	2. Increase the promotion of Aboriginal and Torres Strait Islander stories in the Banyule Banner publication.	Aboriginal Community and Social Planner*, BATSIAC, Communications and Marketing.	Six stories per year As per Banner publication deadlines.	IAEF Goal 4 IAEF Strategy 4.2.	• Institutional integrity • Unity
	3. Engage with BATSIAC members to develop strategies to increase Banyule Aboriginal and Torres Strait Islander peoples' voices and participation in Council's Climate Change initiatives.	Sustainability Officer*, BATSIAC, Aboriginal Community and Social Planner, Community and Social Planning Coordinator.	Review Feb 2021	IAEF Goal 4 IAEF Strategy 4.2.	• Equality and equity • Unity
1.8. Continue to support and extend resources to the Banyule Aboriginal and Torres Strait Islander Advisory Committee (BATSIAC).	1. Council to continue to provide ongoing support and resources to BATSIAC to enable members to provide advice to Council on Inclusion, Access and Equity issues facing Aboriginal and Torres Strait Islander peoples, and on the implementation and review of Council's RAP 2020-2022.	Community and Social Planning Coordinator*, Aboriginal Community and Social Planner.	Ongoing Review Nov 2020 Review Mar 2021 Review Nov 2021 Review Mar 2022	IAEF Goal 5 IAEF Strategy 5.1.	• Institutional integrity • Equality and equity • Unity
1.9 Continue to build and strengthen relationship with Reconciliation Banyule.	1. Establish a partnership Agreement between Council and Reconciliation Banyule.	Community and Social Planning Coordinator.	June 2021	IAEF Goal 5 IAEF Strategy 5.1.	• Institutional integrity

1.10. Participate in state and local Aboriginal and Torres Strait Islander advocacy groups.	1. Council will actively participate in and host local government regional network meetings.	Community and Social Planning Coordinator, Aboriginal Community and Social Planner*.	Ongoing Review April 2021 Review Oct 2021	IAEF Goal 5 IAEF Strategy 5.2.	• Historical acceptance • Unity • Race relations
	2. Council staff will attend and participate in Local Aboriginal Network (LAN) Meetings.	Aboriginal Community and Social Planner*, Social Enterprise and Local Jobs Coordinator.	As per LAN Meeting schedules 2021 - 2022	IAEF Goal 5 IAEF Strategy 5.2.	• Race relations • Institutional integrity
	3. Council staff to attend and participate in at least one annual Reconciliation Victoria meeting.	Community and Social Planning Coordinator*.	Aug 2021 Jan 2022	IAEF Goal 5 IAEF Strategy 5.2.	• Institutional integrity
1.11. Build relationships through celebrating National Reconciliation Week (NRW)	1. Circulate Reconciliation Australia's National Reconciliation Week resources and reconciliation materials to Council staff.	Aboriginal Community and Social Planner.	Ongoing Review July 2021 Review July 2022	IAEF Goal 1 IAEF Strategy 1.7.	• Institutional integrity
	2. Continue to collaborate with internal/external stakeholders to host, promote and encourage participation in Sorry Day ceremony and National Reconciliation Week events for all Council staff and Banyule residents.	Community and Social Planning Coordinator*, Arts and Culture Team Leader.	May-June 2021 May-June 2022	IAEF Goal 4 IAEF Strategy 4.1.	• Historical acceptance • Race relations • Unity
	3. BATSIAC (Council's RAP working group) and senior leaders of staff to be encouraged and supported to participate in an external National Reconciliation Week event.	Aboriginal Community and Social Planner.	May-June 2021 May-June 2022	IAEF Goal 4 IAEF Strategy 4.3.	• Unity • Race relations

OPPORTUNITIES

Council is committed to inclusion, access and equity for all. Our RAP aims to create meaningful pathways for Council to work collaboratively with Aboriginal and Torres Strait Islander peoples to develop shared goals and improve outcomes for Aboriginal and Torres Strait Islander peoples across a broad range of areas, including social and economic opportunities and civic participation, particularly employment and procurement of Aboriginal and Torres Strait Islander services.

* This signifies the lead person responsible for the deliverable.

Action	Deliverables	Responsibility	Timeline	Council IAEF Goal & Strategy	Reconciliation 5 Dimensions
1.1. Promote funding opportunities to support Aboriginal and Torres Strait Islander leadership development, access and participation.	1. Identify and promote Council grants and funding to increase Aboriginal and Torres Strait Islander participation, including cultural awareness, leadership, sport and recreational activities and opportunities.	Community and Social Planning Coordinator*, Community Liaison Officer.	Ongoing Review July 2021	IAEF Goal 3 IAEF Strategy 3.3.	• Equality and equity
	2. Identify and promote external funding opportunities to support Aboriginal and Torres Strait Islander leadership and participation.	Community and Social Planning Coordinator*, Aboriginal Community and Social Planner.	Ongoing Review July 2021	IAEF Goal 3 IAEF Strategy 3.3.	• Equality and equity
	3. Identify and promote organisations that can support Aboriginal and Torres Strait Islander communities with skill development opportunities and grant writing support.	Postcode 3081 Community Development Officer, Aboriginal Community and Social Planner*, Community and Social Planning Coordinator.	Ongoing Review July 2021	IAEF Goal 3 IAEF Strategy 3.3.	• Equality and equity
1.2. Strengthen Council's Aboriginal and Torres	1. Continue to campaign to attract and recruit Aboriginal and Torres Strait Islander job seekers into Council's Inclusive Employment Program (IEP).	Social Enterprise and Local Jobs Coordinator*.	July - Nov 2021	IAEF Goal 1 IAEF Strategy 1.4.	• Equality and equity

Strait Islander employment strategies in areas of recruitment, retention and professional development.	2. Within the scope of Council's Inclusive Employment Program (IEP), support Aboriginal and Torres Strait Islander peoples to access work experience, student placements and structured workplace learning programs at Council.	Social Enterprise and Local Jobs Coordinator*, Aboriginal Community and Social Planner.	Sept 2021 Review Mar 2022	IAEF Goal 1 IAEF Strategy 1.4.	• Equality and equity
	3. Continue to build understanding of current Aboriginal and Torres Strait Islander staffing to inform future employment and professional development opportunities.	People and Culture Manager*, Community and Social Planning Coordinator, Aboriginal Community and Social Planner.	Ongoing Review Sept 2021	IAEF Goal 1 IAEF Strategy 1.4.	• Equality and equity
	4. Continue to engage with Aboriginal and Torres Strait Islander staff to consult on Council's recruitment, retention and professional development strategy.	People and Culture Manager*, Community and Social Planning Coordinator, Aboriginal Community and Social Planner.	Dec 2021	IAEF Goal 1 IAEF Strategy 1.4.	• Equality and equity
	5. Develop and implement an Aboriginal and Torres Islander recruitment, retention and professional development strategy that will live within Council's overarching employment strategy.	People and Culture Manager*, Aboriginal Community and Social Planner, Social Enterprise and Local Jobs Coordinator.	July 2022	IAEF Goal 1 IAEF Strategy 1.4.	• Equality and equity
	6. Continue to advertise job vacancies to effectively reach Aboriginal and Torres Strait Islander stakeholders.	People and Culture Manager*, Aboriginal Community and Social Planner, Social Enterprise and Local Jobs Coordinator.	Ongoing practice July 2021 Nov 2021 Mar 2022	IAEF Goal 1 IAEF Strategy 1.4.	• Equality and equity
	7. Continue to review HR and recruitment procedures and policies to remove barriers to Aboriginal and Torres Strait	Aboriginal Community and Social Planner, People and Culture Manager*.	Review Mar 2021 Review Mar 2022	IAEF Goal 1 IAEF Strategy 1.4.	• Equality and equity

	Islander participation in Council's workplace.				
	8. Increase the percentage of Aboriginal and Torres Strait Islander staff employed in Council's workforce.	People and Culture Manager, Community and Social Planning Coordinator*, Aboriginal Community and Social Planner, Social Enterprise and Local Jobs Coordinator.	July 2022	IAEF Goal 1 IAEF Strategy 1.4.	• Equality and equity
	9. Host an Aboriginal and Torres Strait Islander employment event. Invite Aboriginal and Torres Strait Islander Employment Service Providers, guest speakers and local Banyule businesses to participate and network at event.	Community and Social Planning Coordinator*, Social Enterprise and Local Jobs Coordinator, Economic Development Team Leader, People and Culture Manager.	August 2021	IAEF Goal 1 IAEF Strategy 1.4.	• Equality and equity
1.3. Investigate, develop and implement strategies for Aboriginal and Torres Strait Islander youth.	1. Meet with and support staff from local organisations, at least quarterly, to discuss and support the wellbeing of Aboriginal and Torres Strait Islander young people.	Youth Services Coordinator	Ongoing Review Feb 2021 Aug 2021 Nov 2021 Feb 2022 Aug 2022	IAEF Goal 2 IAEF Strategy 2.2.	• Equality & Equity
	2. Attend and provide support in the delivery of at least two youth events at Barrbunin - Beek Aboriginal Gathering Place in partnership with local organisations.	Youth Services Coordinator	September 2021	IAEF Goal 2 IAEF Strategy 2.2.	• Equality and equity • Race relations

	3. Ensure Aboriginal and Torres Strait Islander young people are represented at the Banyule Youth Summit, including delivering a consultation session pre-summit specifically for Aboriginal and Torres Strait Islander young people in conjunction with Banyule Community Health.	Youth Services Coordinator	Youth Summit June 2021	IAEF Goal 2 IAEF Strategy 2.2.	• Equality and equity • Race relations
	4. Deliver a range of accessible, inclusive, unstructured recreational opportunities that mitigate as many barriers as possible with the aim to promote positive wellbeing and social connectedness.	Youth Services Coordinator	Ongoing Review Feb 2021 Aug 2021 Feb 2022 Aug 2022	IAEF Goal 2 IAEF Strategy 2.2.	• Equality and equity • Race relations
	5. Work in partnership with relevant services and stakeholders to establish an after-school-hours Aboriginal and Torres Strait Islander Youth diversionary program.	Youth and Family Services*, Koorie Education Support Officers (KESOs), Postcode 3081 Community Development Officer.	June 2022	IAEF Goal 2 IAEF Strategy 2.2.	• Equality and equity
1.4. Increase the participation of Aboriginal and Torres Strait Islander families in early years services with a focus on Maternal and Child Health and Kindergarten.	1. Maintain processes and systems to ensure Aboriginal and Torres Strait Islander children have priority of access to four-year old kindergarten positions.	Coordinator Maternal and Child Health and Family Support* and Coordinator of Early Childhood Services.	Annual review June 2021 July 2022	IAEF Goal 2 IAEF Strategy 2.2.	• Equality and equity
	2. Promote early start kindergarten and make available reserved places to accommodate Aboriginal and Torres Strait Islander children who require education and care.	Coordinator Maternal and Child Health and Family Support* and Coordinator of Early Childhood Services.	Annual review June 2021 July 2022	IAEF Goal 2 IAEF Strategy 2.2.	• Equality and equity

	3. Promote collaboration between early years professionals (MCH, educators, playgroup facilitators, allied health) to support Aboriginal and Torres Strait Islander children to access services that address the family's health, wellbeing, learning and development goals.	Coordinator Maternal and Child Health and Family Support* and Coordinator of Early Childhood Services.	Ongoing – report in July 2021 and July 2022	IAEF Goal 2 IAEF Strategy 2.2.	• Equality and equity
	4. Continue to deliver maternal child health services in partnership with Banyule Community Health Service to address the maternal and child health needs of Aboriginal and Torres Strait Islander families.	Coordinator Maternal and Child Health and Family Support.	Ongoing – report in July 2021 and July 2022	IAEF Goal 2 IAEF Strategy 2.2.	• Equality and equity
	5. Continue to work in partnership with Banyule Community Health Service and Mercy Hospital to deliver a supported playgroup for Aboriginal and Torres Strait Islander families and make best use of parenting resources (smalltalk) most relevant to these families.	Coordinator Maternal and Child Health and Family Support.	Ongoing – report in July 2021 and July 2022	IAEF Goal 2 IAEF Strategy 2.2.	• Race relations • Equality and equity
	6. Work with relevant stakeholders to develop a toolkit that supports Banyule early childhood services to identify and include Aboriginal and Torres Strait Islander books in their services.	Coordinator Maternal and Child Health and Family Support*, Coordinator Early years.	June 2021	IAEF Goal 2 IAEF Strategy 2.2.	• Unity • Historical acceptanc • Race relations
1.5. Increase access, inclusion and opportunities for	1. Continue a research project into Council's social procurement practices to review and update procurement practices and remove barriers to procuring goods and services from Aboriginal and Torres Strait Islander businesses.	Strategic Procurement Coordinator*, Community and Social Planning Coordinator.	June 2021	IAEF Goal 3 IAEF Strategy 3.1.	• Equality and equity

Aboriginal and Torres Strait Islander suppliers.	2. Support the development and adoption of a Sustainable Procurement Strategy that includes Aboriginal and Torres Strait Islander procurement actions and targets.	Strategic Procurement Coordinator*, Community and Social Planning Coordinator, Aboriginal Community and Social Planner.	June 2022	IAEF Goal 3 IAEF Strategy 3.1.	• Equality and equity
	3. Develop and communicate opportunities for procurement of goods and services from Aboriginal and Torres Strait Islander businesses and staff.	Strategic Procurement Coordinator*, Community and Social Planning Coordinator, Aboriginal Community and Social Planner.	Ongoing June 2021	IAEF Goal 3 IAEF Strategy 3.1.	• Equality and equity
	4. Host an Aboriginal and Torres Strait Islander supplier event to build and strengthen commercial relationships with Aboriginal and Torres Strait Islander businesses.	Social Enterprise and Local Jobs Coordinator*, Strategic Procurement Coordinator, Community and Social Planning Coordinator, Aboriginal Community and Social Planner.	Sept 2022	IAEF Goal 3 IAEF Strategy 3.1.	• Equality and equity
	5. Council to research and build a business case to invest in Aboriginal and Torres Strait Islander supplier memberships.	Strategic Procurement Coordinator*, Social Enterprise and Local Jobs Coordinator.	Sept 2022	IAEF Goal 3 IAEF Strategy 3.1.	• Equality and equity
	6. Aboriginal and Torres Strait Islander supplier panel and directory to be established to support Council business units to access suppliers.	Community and Social Planning Coordinator, Aboriginal Community and Social Planner*, Strategic Procurement Coordinator.	Sept 2022	IAEF Goal 3 IAEF Strategy 3.1.	• Equality and equity

	7. Explore tailored social enterprise partnerships to create local employment and training opportunities for Aboriginal and Torres Strait Islander job seekers.	Social Enterprise and Local Jobs Coordinator*.	Sept 2022	IAEF Goal 3 IAEF Strategy 3.1.	• Equality and equity
1.6. Include and promote Aboriginal and Torres Strait Islander nominees in Banyule Awards	1. Identify Banyule Aboriginal and Torres Strait Islander residents, services and organisations making a positive contribution to the community and nominate them for Council and other local, state, national awards.	Aboriginal Community and Social Planner*, BATSIAC, Community and Social Planning Coordinator.	June 2021 June 2022	IAEF Goal 4 IAEF Strategy 4.2.	• Unity • Equality and equity

Governance | Our shared approach

Banyule Council in collaboration with BATSIAC will review and evaluate all elements of our RAP.

Action	Deliverable	Timeline	Responsibility
1. Continue to support the coordination of BATSIAC to ensure they can remain an effective RAP Working group (RWG) and can continue to drive governance of the RAP.	• Maintain Aboriginal and Torres Strait Islander representation on the RWG.	Review Feb 2021	Aboriginal Community and Social Planner
	• Continue to review Terms of Reference for the BATSIAC (RWG).	Review Nov 2020	BATSIAC, Community and Social Planning Coordinator.
	• BATSIAC to meet at least six times per year to drive and monitor RAP implementation.	Review Dec 2021	Aboriginal Community and Social Planner
2. Provide appropriate support for effective implementation of RAP commitments.	• Continue to define resource needs for RAP implementation.	Review July 2021	Community and Social Planning Coordinator, Aboriginal Community and Social Planner.
	• Continue to engage Council's senior leaders and other staff in the delivery of RAP commitments.	Review July 2021	Community and Social Planning Coordinator, Aboriginal Community and Social Planner.
	• Define and maintain appropriate systems to track, measure and report on RAP commitments.	Nov 2020 Review Mar 2021	Community and Social Planning Coordinator, Aboriginal Community and Social Planner.
	• Appoint and maintain an internal RAP Champion from senior management.	Nov 2020	Community and Social Planning Coordinator.

3. Build accountability and transparency through reporting RAP achievements, challenges and learnings both internally and externally.	• Council to complete and submit the annual RAP Impact Measurement Questionnaire to Reconciliation Australia.	30 Sept 2021 30 Sept 2022	Aboriginal Community and Social Planner.
	• Report RAP progress to all staff and senior leaders quarterly.	Dec 2020 Mar 2021 June 2021 Sept 2021 Dec 2021 Mar 2022 June 2022	Aboriginal Community and Social Planner, Community and Social Planning Coordinator.
	• Publicly report our RAP achievements, challenges and learnings, annually.	October 2021	Aboriginal Community and Social Planner, Community and Social Planning Coordinator.
	• Investigate participating in Reconciliation Australia's biennial Workplace RAP Barometer.	May 2022	Aboriginal Community and Social Planner, Community and Social Planning Coordinator.
4. Continue our reconciliation journey by developing our next RAP.	• Register via Reconciliation Australia's website to begin developing our next RAP.	Mar 2022	Community and Social Planning Coordinator.
5. Council in collaboration with BATSIAC to review and evaluate RAP progress against Council's internal and external strategic measurements.	• Conduct a quarterly review of RAP deliverables and measure progress against Council's Inclusion Access and Equity Framework (IAEF) goals and strategies.	Dec 2020 Mar 2021 June 2021 Sept 2021 Dec 2021 Mar 2022 June 2022	Aboriginal Community and Social Planner, Community and Social Planning Coordinator, BATSIAC.

	• Conduct annual review of progress made on RAP deliverables and measure against Reconciliation Australia's five critical dimensions.	Sept 2021 Sept 2022	Aboriginal Community and Social Planner, Community and Social Planning Coordinator, BATSIAC.
	• Conduct annual review of RAP outcomes to against Council Plan themes and strategies.	Sept 2021 Sept 2022	Aboriginal Community and Social Planner, Community and Social Planning Coordinator, BATSIAC.

Council contact for further RAP information:

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Appendix

Use of Terms

Banyule Council recognises the diversity of Aboriginal and Torres Strait Islander peoples living throughout Banyule and we respect the rights of Aboriginal and Torres Strait Islander peoples to define themselves.

In this document, we use the term **Traditional Owners and Custodians** in context with Banyule to reflect Aboriginal people who are descendants of the Wurundjeri Woi-wurrung nation.

Council also recognises there are many Traditional Owners and Custodians that live in Banyule, who are descendants of many other First Nations Peoples and language groups.

At times, the term **Aboriginal** is used in this booklet to include all people of Aboriginal and Torres Strait Islander descent.

First Nations Peoples refers to original peoples that for many thousands of centuries worked the land, sea and waterways and had their own specific names and languages prior to British colonisation of Australia.

Traditional Owner corporations
Reference to Traditional Owner Corporations within this document relates to the Wurundjeri Woi-wurrung Aboriginal Cultural Heritage Aboriginal Corporation.

Victorian Traditional Owner Corporations are comprised of Aboriginal people with cultural and traditional associations to their Countries. Traditional Owners have strong connections to Country across land, waters and sea, including cultural and natural resources. Traditional Owners are actively involved in caring for Country and managing and protecting Aboriginal Cultural Heritage. Banyule Council is committed to recognising Traditional Owners as the rightful decision-makers for their cultural heritage.

Registered Aboriginal Parties
One of the ways Aboriginal and Torres Strait Islander peoples express their ongoing connection to the land is through active involvement in the protection and management of cultural heritage places. Registered Aboriginal Parties are established under the *Aboriginal Heritage Act 2006,* which recognises Aboriginal people as the primary guardians and knowledge holders of Aboriginal cultural heritage. Registered Aboriginal Parties have significant statutory responsibilities.

Aboriginal Controlled Community Organisations

An Aboriginal Community Controlled Organisation is an incorporated Aboriginal organisation, initiated, based in and governed by, the local Aboriginal community to deliver holistic and culturally appropriate services to the Aboriginal community that controls it.

Local Aboriginal Networks

Local Aboriginal Networks are made up of Aboriginal people who work together to provide a voice for their community, promoting partnerships and collaborative action at a local level. Local Aboriginal Networks are supported by Aboriginal Victoria and provide a strong foundation to build on the strengths of Aboriginal people.

BATSIAC

BATSIAC is used throughout this document to refer to members of the Banyule Aboriginal and Torres Strait Islander Advisory Committee. BATSIAC includes residents, community leaders from Banyule's Aboriginal and Torres Strait Islander communities, local services and organisations. The collective aim of BATSIAC is to provide Council with advice and information on inclusion, access and equity issues facing the Aboriginal and Torres Strait Islander communities and to support the development and implementation of Council's Aboriginal and Torres Strait Islander strategies and reconciliation action plans.

DRAFT BANYULE RECONCILIATION ACTION PLAN
PUBLIC EXHIBITION SUMMARY INFORMATION

EXECUTIVE SUMMARY

1. The Draft Banyule Reconciliation Action Plan (RAP) Sept 2020 – Sept 2022 was placed on public exhibition for a four-week period between 20 May 2020 and 17 June 2020.

2. Throughout the public exhibition period the draft RAP, along with supporting contextual information was available for review on Shaping Banyule. The opportunity to participate in the final review process was widely promoted during Council's National Reconciliation Week activities and also via avenues such as 3KND Aboriginal radio station, social media feeds, BCC website, a promotional article in the Banner May edition, Reconciliation networks, Local Aboriginal Network (LAN) Brokers, local government partners, and Aboriginal community partner and service stakeholder networks.

3. Over **175 views** of the document occurred during the four-week period, demonstrating a strong community interest in Council's commitment to reconciliation and the approach Council is planning to undertake to advance reconciliation across its organisation and more broadly in Banyule.

4. Feedback received was overwhelming in support of Council making this commitment to strengthening relationships between Aboriginal and Torre Strait Islander people and non-Indigenous Australians, and to developing a working plan to carry Council forward on the reconciliation path.

5. Feedback received did not call for or indicate a need for alterations to the draft RAP. The points raised were mostly from staff and Banyule residents and community groups wanting to applaud Council for making this commitment and expressing interest in supporting Council's reconciliation projects.

Details of feedback received and how it will be accounted for within Banyule's Draft RAP is noted below.

REPORT

- Public exhibition of the final RAP draft was the last activity undertaken as part of Council's comprehensive RAP development process. The public exhibition period provided opportunity for all community stakeholders to review the document prior to consideration for adoption by Council. It is important to highlight extensive Aboriginal community engagement and consultation was conducted throughout all stages of the RAP development process to ensure Aboriginal community voice has been embedded into Council's RAP from the foundation stages of the draft to the finished version. Aboriginal community consultation and Council staff engagement has been critically important in informing and determining Council's RAP actions and deliverables.

- Whilst on public exhibition, the draft RAP and supporting contextual information was accessed and looked upon by **175 viewers.**

- Seven people made efforts to contribute comments. The nature of the contributions varied from congratulations and support, to a minor correction in reference to Yarra Plenty Regional Library (YPRL). Two comments also highlighted the importance of Banyule's cultural learning journey and staff cultural awareness training needs.

- Community feedback received does not necessitate alterations to the draft RAP, however it does provide some valuable points for consideration in relation to the development of Cultural awareness activities, the promotion of Cultural heritage, and strengthening Council's Aboriginal community partnerships.

- Details of the submissions and how we will account for the feedback is contained in the table below.

Supportive of RAP	Commentary Theme	Response/Action
Yes 100% (count 7)	Aboriginal cultural awareness training	To be actioned in implementation of a number of RAP deliverables.
	People and Culture need to support the development of cultural awareness training for all Council staff.	C&SP Team to meet with People and Culture to address RAP deliverables relevant to P&C.
	Naming of Banyule places	Increase opportunities and create more visibility off signage being addressed in RAP actions and deliverables.
	Investing in RAP is essential.	RAP budgeting – organisational need to make RAP a priority investment for the long term.
	Some questions raised about: Who are the non-Indigenous partners in Council's RAP? How is Council promoting Aboriginal culture – low visibility on Council's website?	Council non-Indigenous RAP partners are so broad, it would be difficult to list all stakeholders. Website content is being addressed as a RAP deliverable.
	Congratulations on use of local language (Woi-wurrung)	Comment only.
	Watsonia Neighbourhood House commends Council for developing a RAP and looks forward to working with Council to develop and support actions and deliverables. They also highlight the importance of a RAP and Council's critical role in influencing positive cultural change, addressing social inequities, promoting respect for Traditional Owners and truth-telling.	Support comments mostly, but Council's RAP responsibilities are highlighted. Engagement with this stakeholder and ongoing promotion of Council's RAP activities.

Funding Options Summary for Leased Facilities

	BAU	DO NOTHING	PAY BACK SCHEME
Description	Fund solar on leased facilities through Banyule's capital works program.	Do not invest in solar on solar on leased facilities.	Trial and implement a pay-back scheme, in which an optimised solar system is gradually paid back by the user via energy savings.
Benefit	• Demonstrates leadership in climate action; • Removes financial barrier for lessees; • Ensures no discrepancies between sporting clubs who are in oncosting arrangements and will receive solar at no cost.	• Funding can be utilised for alternative actions in Council's Corporate Emissions Reduction Plan, noting the priority target of carbon neutrality by 2028; • The Council's Community Energy Officer will play a vital role in highlighting alternative energy efficiency and solar funding opportunities.	• Council can re-invest funding from program into further action. • Continues to support climate leadership stance;
Risks	• No costs will be recovered from leased facilities. • Minor carbon abatement benefit to Council.	• Likely to be perceived as a gap in Banyule's climate leadership.	• Large establishment time for program set up, with additional resourcing required to support Finance and Environment teams. • Take up by building users is not assured.
Officer comments	• Subject to additional funding allocation, to occur via budget process.	• As above, unlikely to align with Council's commitment to climate leadership.	• Subject to resourcing of 12 months 0.6 Band 6 role, or within existing resources, with readjusted priorities. • Note this model is utilised at Moreland Council

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14/10/2019

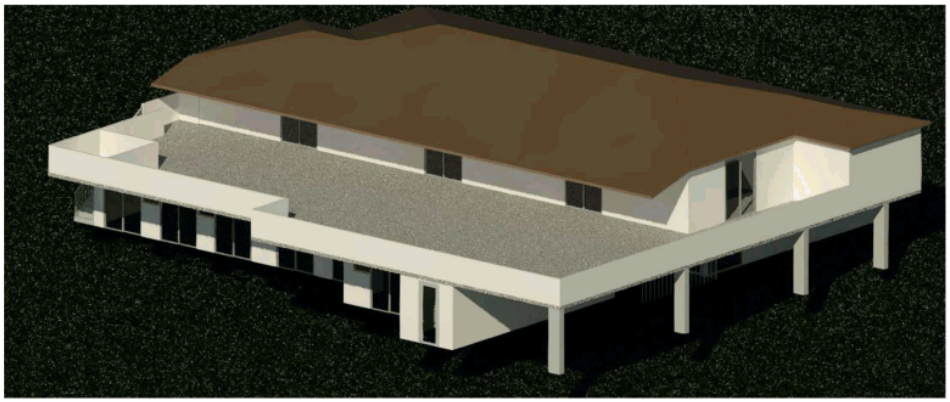
PROPOSED CHILDCARE FACILITY - LOT 2 ON PS332749L 2528m2

GOODSTART EARLY LEARNING CENTRE
21-25 BELLEVUE AVENUE, ROSANNA VIC

ST18079

ARCHITECTURAL DRAWING LIST:

PLAN DRAWINGS	
COVER SHEET	A001
NEIGHBOURHOOD CHARACTER STUDY	A002
NEIGHBOURHOOD DESIGN RESPONSE	A003
EXISTING SITE / DEMOLITION PLAN	A100
PROPOSED SITE PLAN	A101
PROPOSED GROUND FLOOR PLAN	A102
PROPOSED CAR PARKING PLAN	A103
PROPOSED FIRST FLOOR PLAN	A104
ROOF PLAN	A110
PROPOSED BUILDING SECTIONS	A201
BUILDING ELEVATIONS	A301
BUILDING ELEVATIONS	A302
PROPOSED SIGNAGE	A303
SHADOW DIAGRAM	A401



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Revision	Drn	Auth
A 18/07/19 FOR APPROVAL	XX	XX

Client:
GOODSTART EARLY LEARNING

Project:
UCA GOODSTART ROSANNA

Address:
21 - 25 BELLEVUE AVE, ROSANNA VIC

Drawing:
COVER SHEET

Project Leader: XX
Drawn By: XX
Scale: @ A1
Sheet Size: A1
Sheet No: A001
Revision: A

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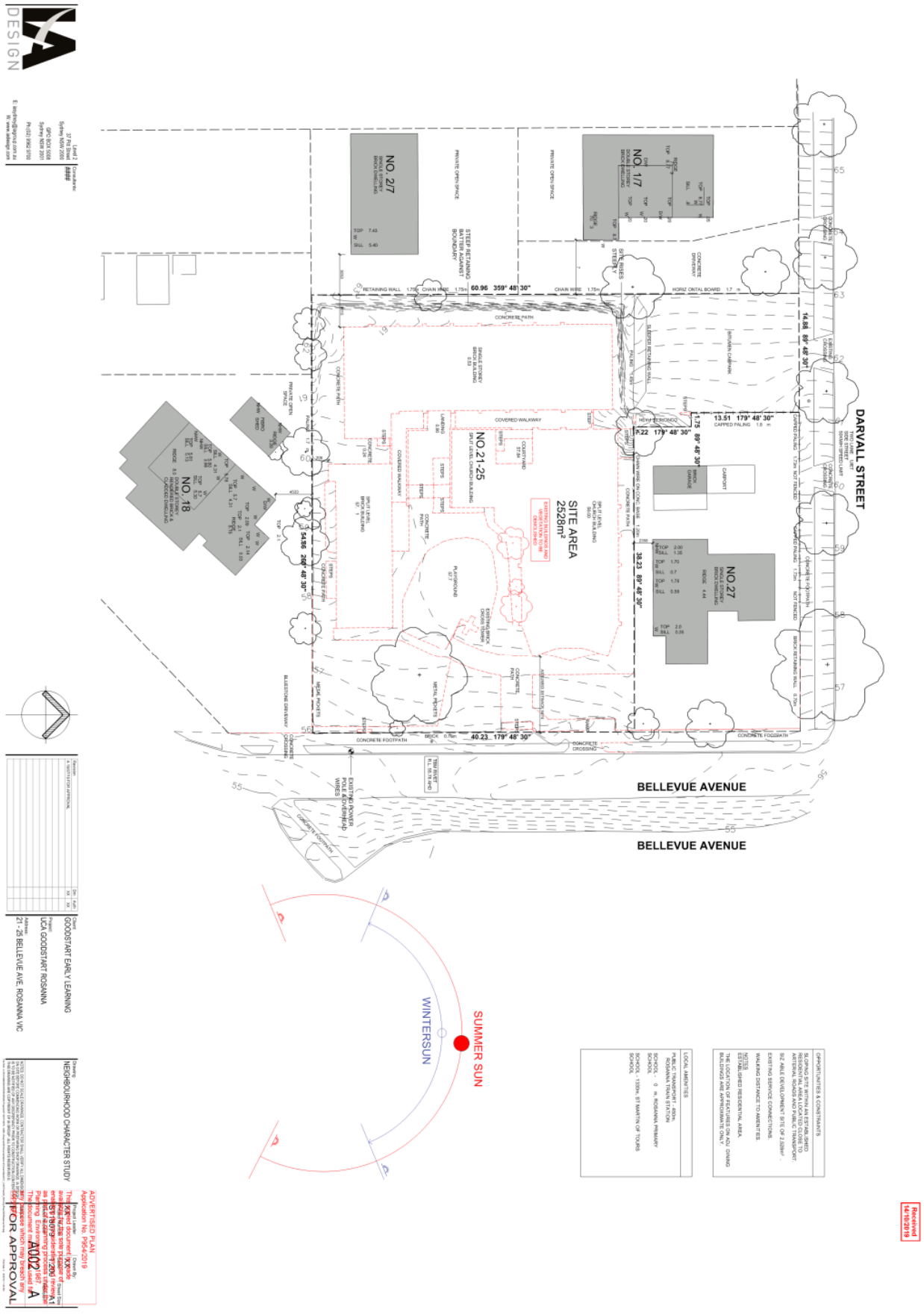
DESIGN
NO. 2/7
NO. 1/7
NO. 18
NO.21-25
SITE AREA
2528m²
NO.27
DARVALL STREET
BELLEVUE AVENUE
BELLEVUE AVENUE
WINTERSUN
SUMMER SUN
GOODSTART EARLY LEARNING
UCA GOODSTART ROSANNA
21 - 25 BELLEVUE AVE, ROSANNA VIC
NEIGHBOURHOOD CHARACTER STUDY
A002
A
FOR APPROVAL
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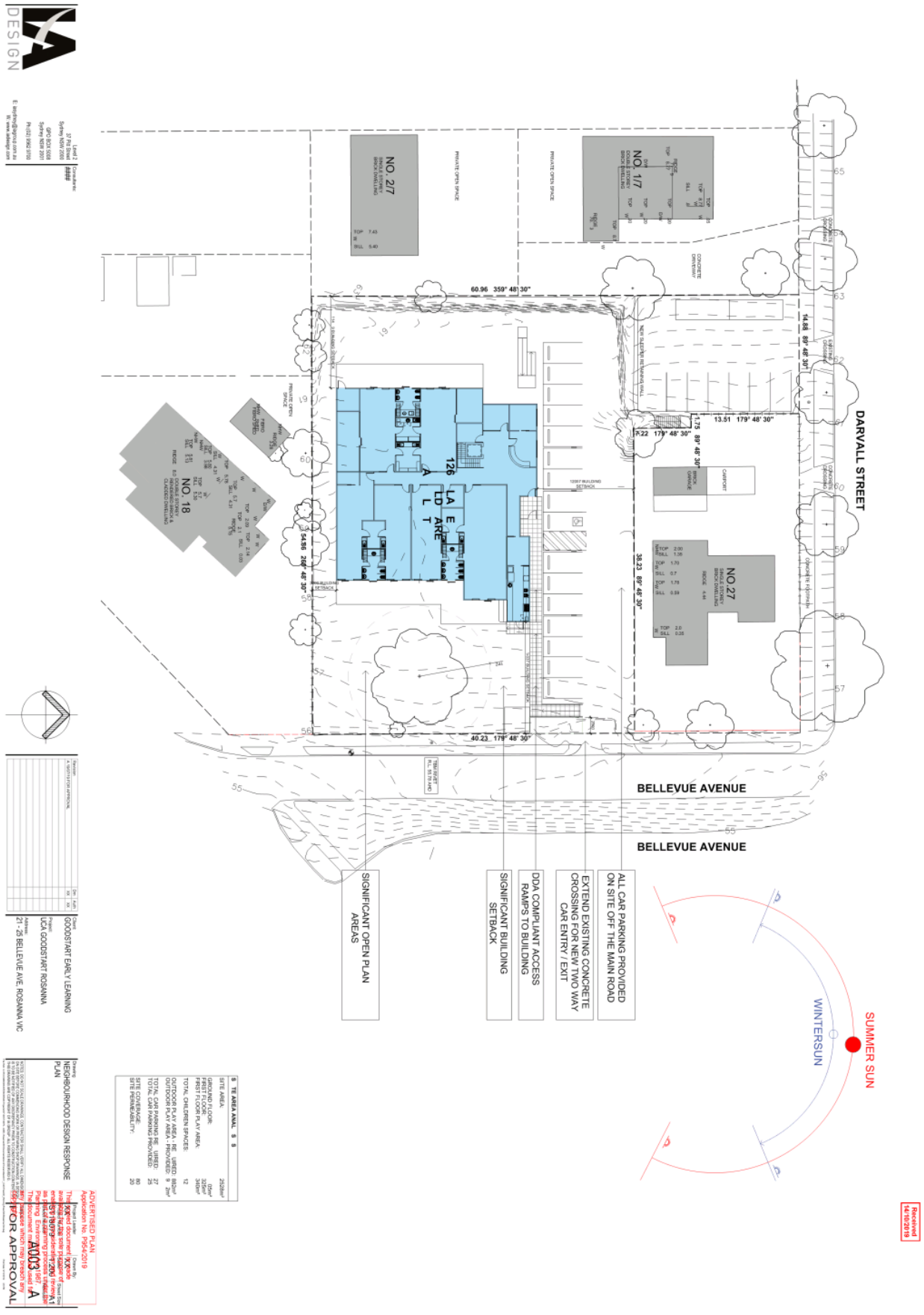
14/10/2019


DARVALL STREET
BELLEVUE AVENUE
BELLEVUE AVENUE
NO. 2/7
NO. 1/7
NO. 18
NO.27
126
LANDSCAPED AREA
SIGNIFICANT OPEN PLAN AREAS
SIGNIFICANT BUILDING SETBACK
DDA COMPLIANT ACCESS RAMPS TO BUILDING
EXTEND EXISTING CONCRETE CROSSING FOR NEW TWO WAY CAR ENTRY / EXIT
ALL CAR PARKING PROVIDED ON SITE OFF THE MAIN ROAD
SUMMER SUN
WINTERSUN
DESIGN
GOODSTART EARLY LEARNING
UCA GOODSTART ROSANNA
21 - 25 BELLEVUE AVE ROSANNA VIC
NEIGHBOURHOOD DESIGN RESPONSE PLAN
ADVERTISED PLAN
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FOR APPROVAL
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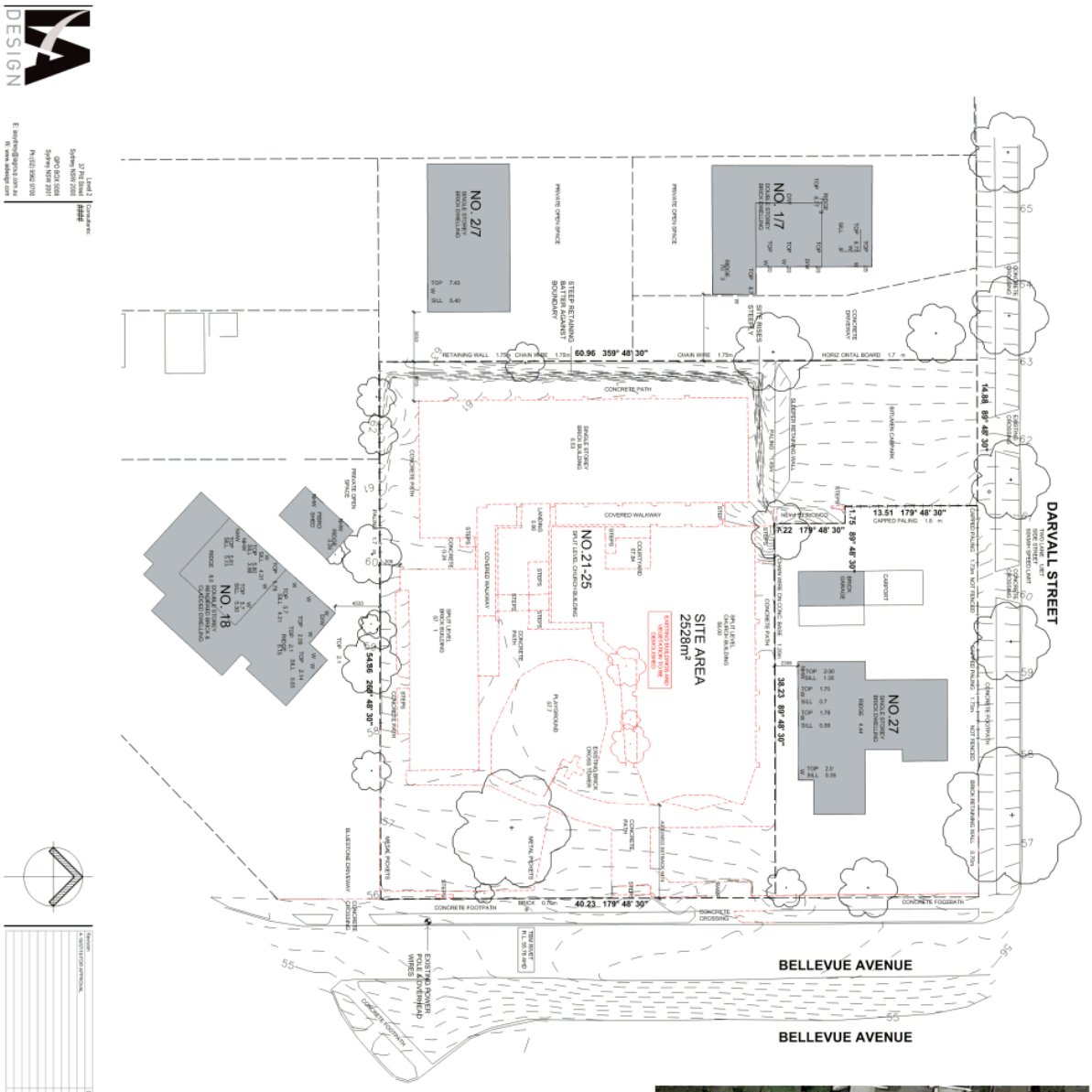

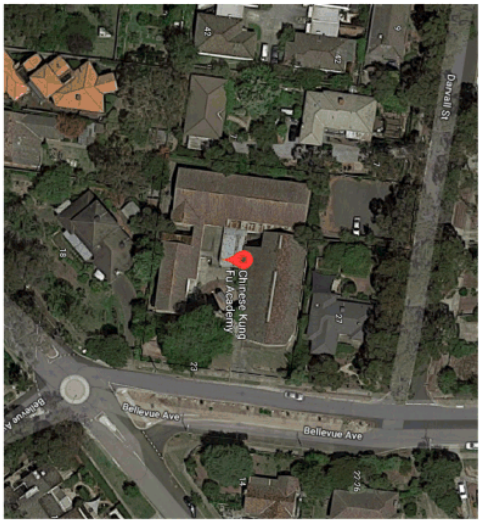

DESIGN

Drawing: EXISTING SITE / DEMOLITION PLAN

Project: UCA GOODSTART ROSANNA

Address: 21 - 25 BELLEVUE AVE, ROSANNA VIC

Client: GOODSTART EARLY LEARNING

Drawing No. A100 Issue A

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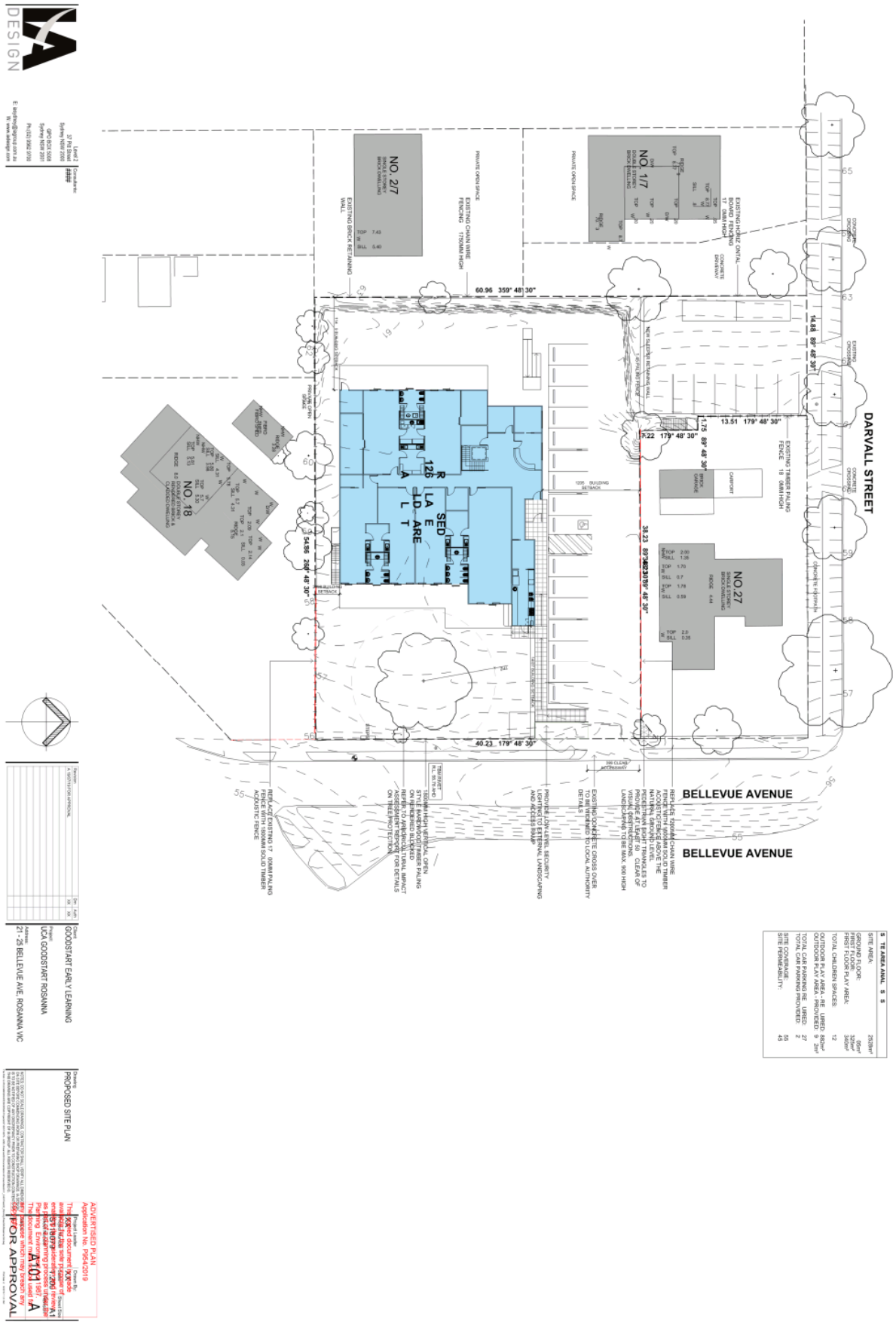
DESIGN
DARVALL STREET
BELLEVUE AVENUE
BELLEVUE AVENUE
NO. 27
NO. 1/7
NO. 18
NO.27
PROPOSED CHILDREN'S LEARNING CENTRE
EXISTING TIMBER PALING FENCE 1.8 0MM HIGH
EXISTING CHAIN WIRE FENCING 1.2500MM HIGH
EXISTING BRICK RETAINING WALL
EXISTING HORIZ CONTAL BOARDED PALING FENCE 1.8 0MM HIGH
CONCRETE DRIVEWAY
BRICK GARAGE
CARPORT
PRIVATE OPEN SPACE
60.96 359° 48' 30"
14.88 89° 48' 30"
13.51 179° 48' 30"
1.75 89° 48' 30"
2.22 179° 48' 30"
38.23 89° 48' 30"
54.56 269° 48' 30"
40.23 179° 48' 30"
REPLACE EXISTING 1.8 0MM PALING FENCE WITH 1650MM SOLID TIMBER ACOUSTIC FENCE
PROVIDE LOW LEVEL SECURITY LIGHTING TO EXTERNAL LANDSCAPING AND ACCESS RAMP
EXISTING DOUBLE CROSS OVER TO BE REVERSED TO LOCAL AUTHORITY DETAILS
REPLACE WITH 900MM CHAIN WIRE FENCE WITH 900MM SOLID TIMBER ACOUSTIC PALING ABOVE AT NATURAL GROUND LEVEL THE PEDESTRIAN SIGHT TRIANGLES TO PROVIDE UNOBSTRUCTED VISUAL CONSTRUCTIONS. CLEAR OF LANDSCAPING TO BE MAX. 900 HIGH
REPLACE EXISTING 1.7 0MM PALING FENCE WITH 1650MM SOLID TIMBER ACOUSTIC FENCE
SITE AREA 2328m²
GROUND FLOOR 996m²
FIRST FLOOR 332m²
TOTAL FLOOR AREA 340m²
TOTAL CHILDREN SPACES 12
OUTDOOR PLAY AREA - RE UIRED 80m²
OUTDOOR PLAY AREA - PROVIDED 9 20m²
TOTAL CAR PARKING REQUIRED 2 27
TOTAL CAR PARKING PROVIDED 2 27
SITE COVERAGE 55
SITE PERMEABILITY 45
GOODSTART EARLY LEARNING
UCK GOODSTART ROSANNA
21 - 25 BELLEVUE AVE, ROSANNA VIC
PROPOSED SITE PLAN
A101
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ADVERTISED PLAN
Application No. PSC4/2019
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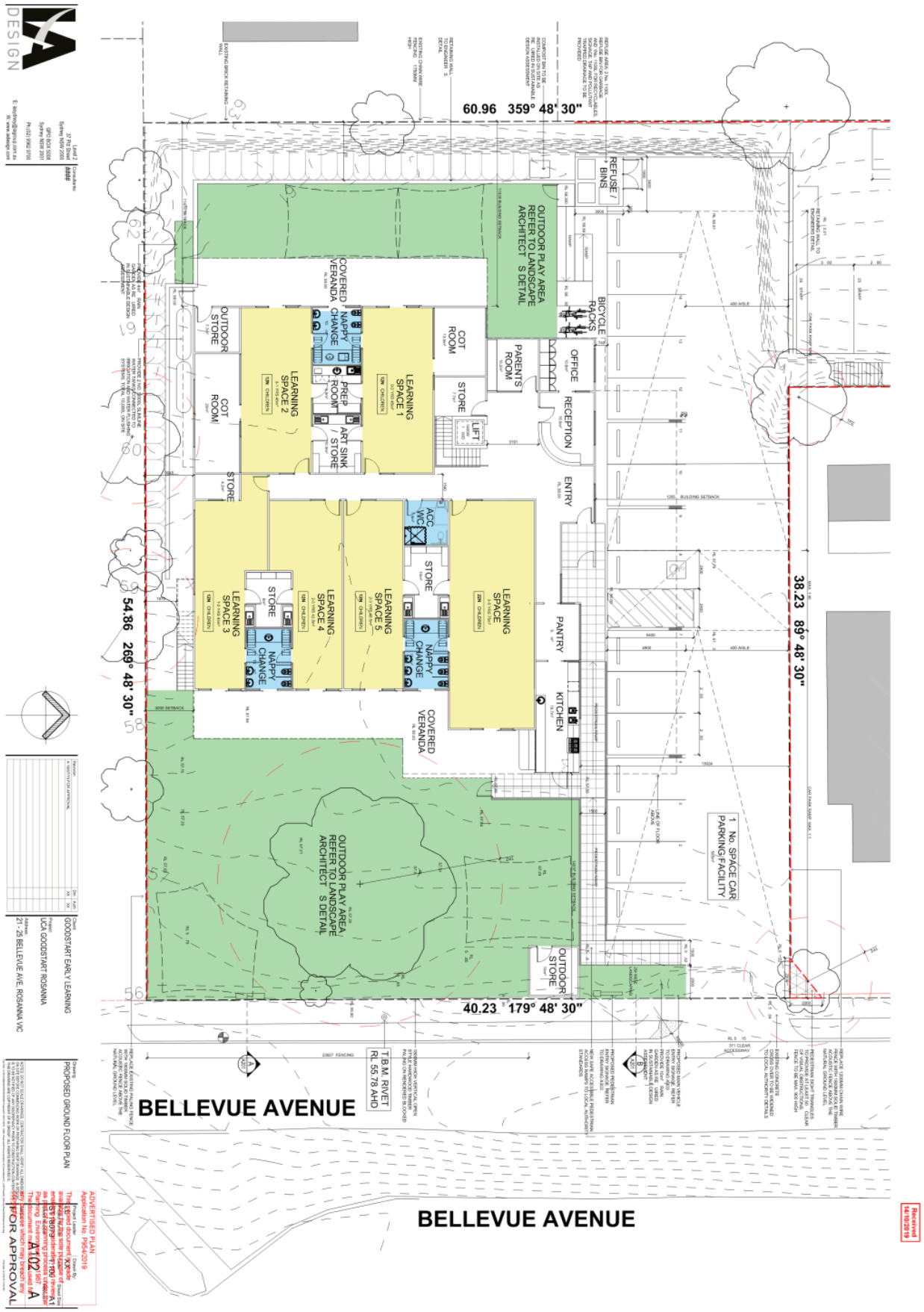

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PROPOSED GROUND FLOOR PLAN

A102

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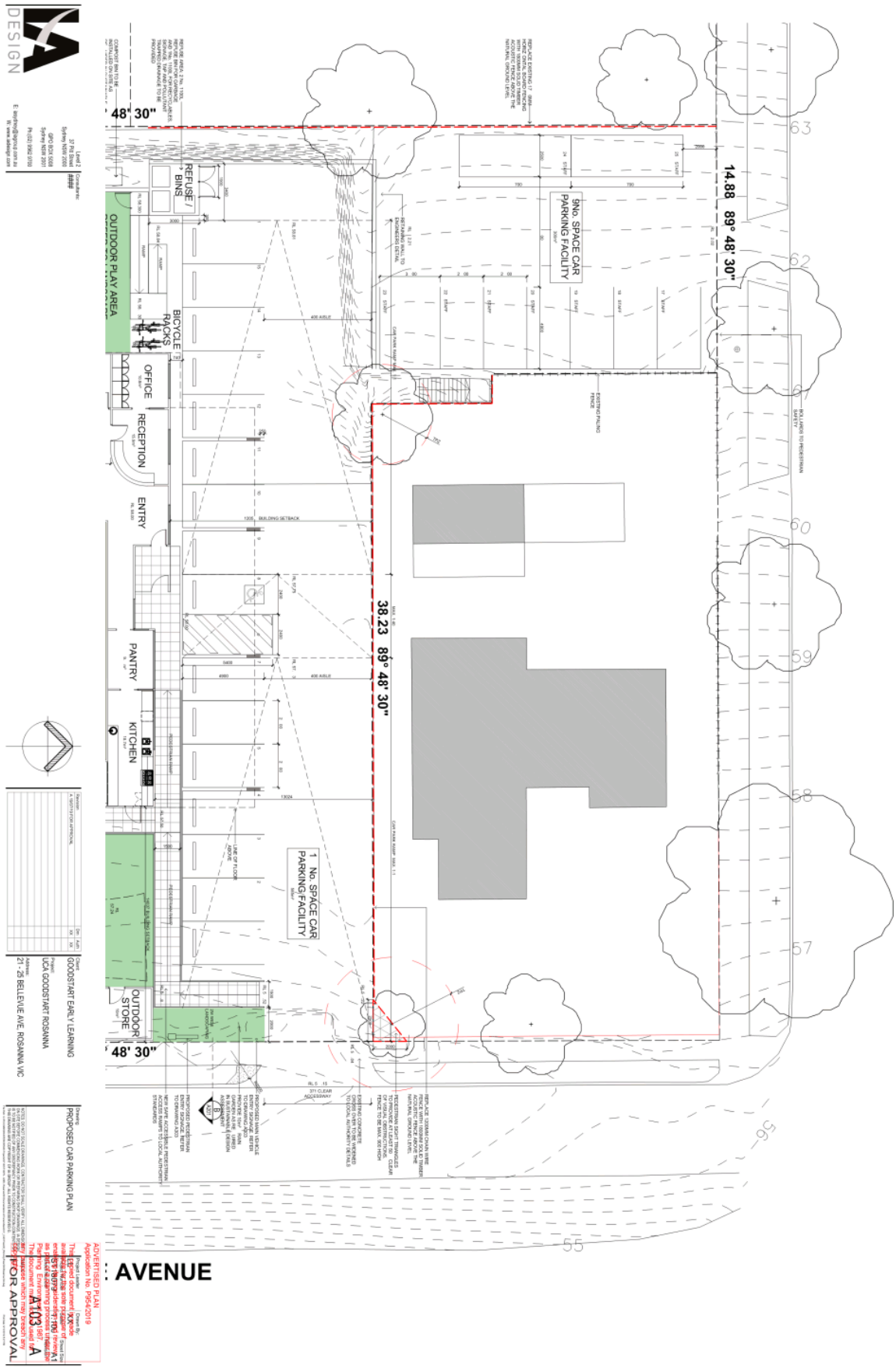
48' 30"
14.88
89° 48' 30"
38.23
89° 48' 30"
48' 30"
REFUSE BINS
OUTDOOR PLAY AREA
BICYCLE RACKS
OFFICE
RECEPTION
ENTRY
PANTRY
KITCHEN
OUTDOOR STORE
9No. SPACE CAR PARKING FACILITY
1 No. SPACE CAR PARKING FACILITY
EXISTING PALING FENCE
63
62
61
60
59
58
57
55
AVENUE
GOODSTART EARLY LEARNING
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PROPOSED CAR PARKING PLAN
A103
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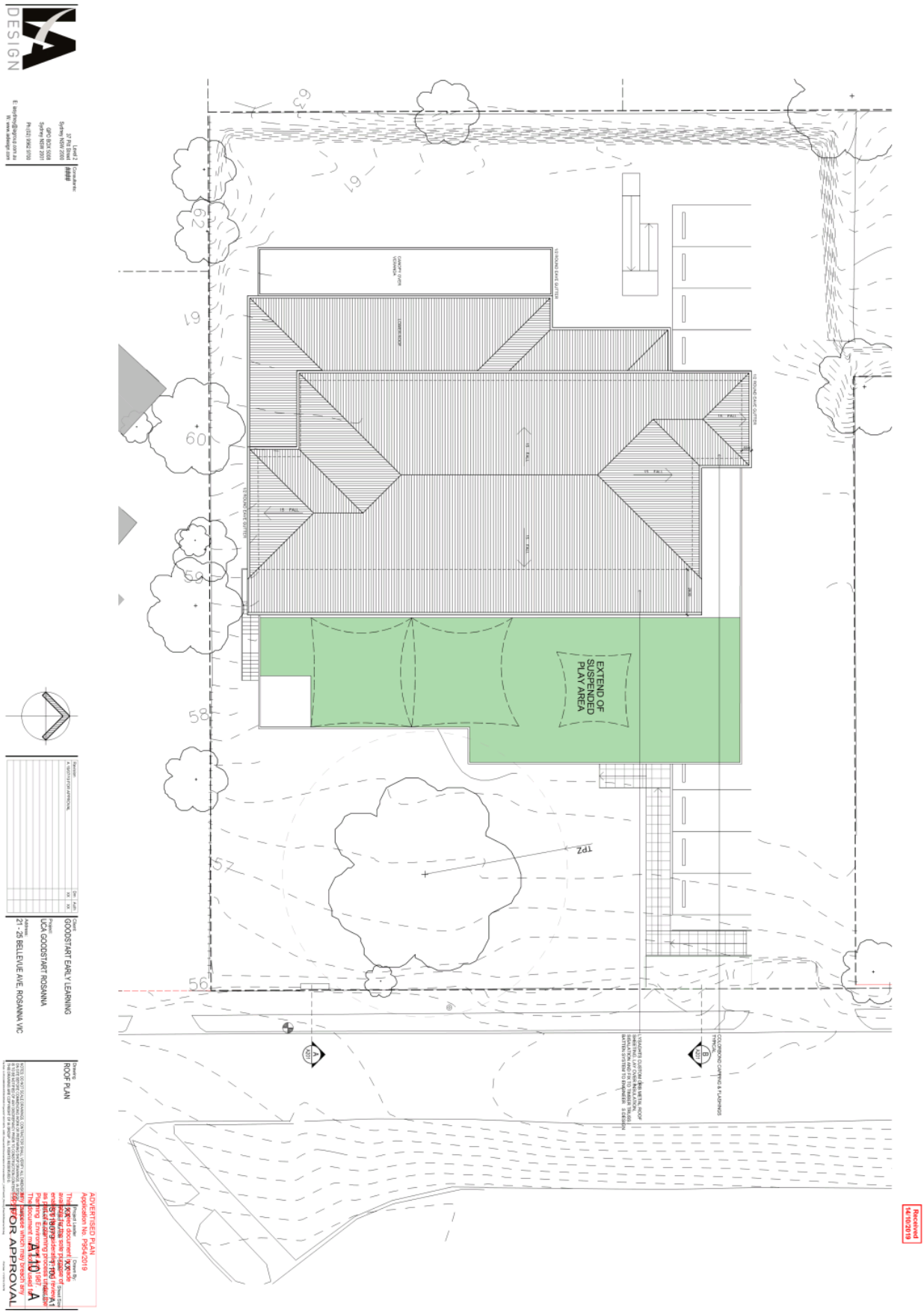
DESIGN
PROGRAM ROOM
STAFF ROOM
LIFT
STORE
STAFF WC
DRYING AREA
LAUNDRY
PLANT
LEARNING SPACE 8
LEARNING SPACE 7
NAPPY CHANGE
COVERED VERANDA
UPPER LEVEL OUTDOOR PLAY AREA
OUTDOOR STORE
7060 BUILDING SETBACK
ROOF LINE ABOVE
LINE OF FLOOR BELOW
FIRE EXIT GATE
1200MM HIGH SOLID WALL WITH 10MM GLAZ ED PANELS
1200MM HIGH SOLID WALL WITH 10MM GLAZ ED PANELS ABOVE
12d1
3.379 BUILDING SETBACK
A 0001
B 0001


EXTEND OF SUSPENDED PLAY AREA
ROOF PLAN
GOODSTART EARLY LEARNING
UCA GOODSTART ROSANNA
21 - 25 BELLEVUE AVE ROSANNA VIC
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DESIGN
SECTION
SECTION
BOUNDARY LINE
BOUNDARY LINE
BOUNDARY LINE
GOODSTART EARLY LEARNING
UCX GOODSTART ROSANNA
21 - 25 BELLEVUE AVE ROSANNA VIC
PROPOSED BUILDING SECTIONS
A201
A
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ADJ. OINING
SINGLE STOREY
BRICK DWELLING
BOUNDARY LINE
SOUTH ELEVATION
SCALE 1:100
BELLEVUE AVENUE
EAST ELEVATION BELLEVUE AVE
SCALE 1:100
FRONT FENCE ELEVATION
SCALE 1:50
COLORBOND FENCE
METAL SLATS FENCE
TIMBER SLATS FENCE
DESIGN
GOODSTART EARLY LEARNING
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BUILDING ELEVATIONS
ADVERTISED PLAN
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Drawing:
BUILDING ELEVATIONS
Drawing No.
A302
Issue
A
FOR APPROVAL
ADVERTISED PLAN
Application No. PSC4/2019
Date:
Received
14/10/2019
DARVALL STREET
EXISTING ASPHALT CAR PARK
ADJ. OINING SINGLE STOREY BRICK DWELLING
ADJ. OINING DOUBLE STOREY RENDERED BRICK & CLADDED DWELLING
BOUNDARY LINE
BOUNDARY LINE BEYOND
A NORTH ELEVATION
SCALE 1:100
B WEST ELEVATION
SCALE 1:100

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Revision
ISSUED FOR APPROVAL
No. Date
01 14.10.19

Client:
GOODSTART EARLY LEARNING

Project:
UCA GOODSTART ROSANNA

Address:
21 - 25 BELLEVUE AVE ROSANNA VIC

Drawing:
PROPOSED SIGNAGE

Drawing No.
A302

Issue
A

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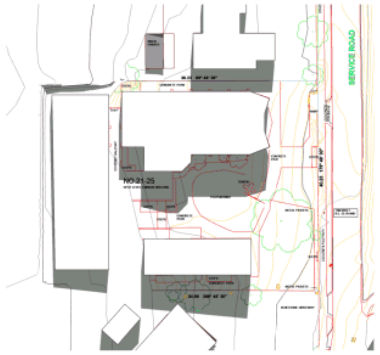
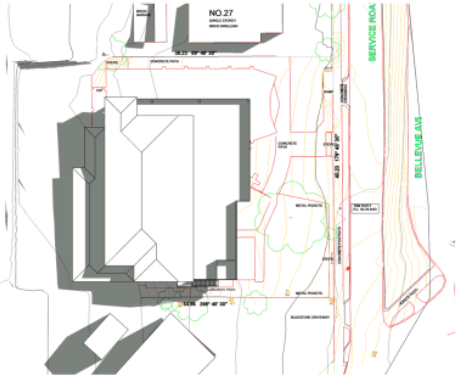
A EXISTING SHADOW DIAGRAM - 9AM SEPTEMBER E UINOX
SCALE : NTS



B EXISTING SHADOW DIAGRAM - 12PM SEPTEMBER E UINOX
SCALE : NTS

C EXISTING SHADOW DIAGRAM - 3PM SEPTEMBER E UINOX
SCALE : NTS



A PROPOSED SHADOW DIAGRAM - 9AM SEPTEMBER E UINOX
SCALE : NTS

B PROPOSED SHADOW DIAGRAM - 12PM SEPTEMBER E UINOX
SCALE : NTS

C PROPOSED SHADOW DIAGRAM - 3PM SEPTEMBER E UINOX
SCALE : NTS

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Revision	Drn	Auth
A 19/07/19 FOR APPROVAL	XX	XX

Client:
GOODSTART EARLY LEARNING

Project:
UCA GOODSTART ROSANNA

Address:
21 - 25 BELLEVUE AVE, ROSANNA VIC

Drawing:
SHADOW DIAGRAM

Project Leader: XX
Drawn By: XX
Sheet Size: A1
Scale: 1:1
Sheet No: A401
Issue: A

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PROPOSED EARLY LEARNING CENTRE

21-25 Bellevue Avenue, Rosanna

Develo ment A lication

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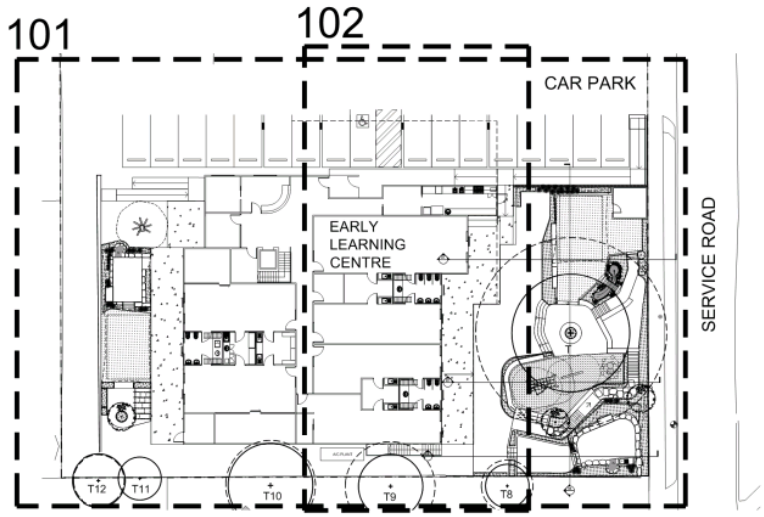
14/10/2019

Drawing Schedule

Drawing Number	Drawing Title	Scale	
000	Landsca e Coversheet	N/A	
101	Landsca e Plan 1 - Ground Floor	As indicated	A1
102	Landsca e Plan 2 - Ground Floor	As indicated	A1
103	Landsca e Plan - First Floor	As indicated	A1
501	Landsca e Details 1	N/A	
502	Landsca e Details 2	N/A	
503	Landsca e Details 3	N/A	
01	Landsca e Sections	As indicated	A1
02	Landsca e Sections	As indicated	A1



INDICATIVE PLANT SCHEDULE

	Botanic Name	Common Name	Mature Size (h x w) (m)	Pot Size
TREES				
Co	*Cyclonia oblonga*	Valencia Orange	4 x 3.5	200L
MLG	*Magnolia 'Little Gem'*	Dwarf Magnolia	5 x 2.5	200L
SHRUBS AND ACCENTS				
Ae	*Aspidistra elatior*	Cast Iron Plant	0.6 x 0.6	200mm
CBJ	*Callistemon viminalis 'Better John'*	Callistemon	0.6 x 1.2	200mm
CCI	*Casuarina 'Cousin It'*	Cousin It	.15 x 1	200mm
Cf	*Cordyline fruticosa*	Cabbage Palm	3 x 0.6	200mm
CRS	*Cordyline 'Red Sensation'*	Red Sensation	2x 0.6	200mm
NF	*Nandina 'Fire Power'*	Heavenly Bamboo 'Fire Power'	0.5 x 0.5	200mm
Ov	*Origanum Vulgare*	Oregano	0.3 x 0.3	200mm
Ro	*Rosmarinus officinalis*	Pincushion Plant	0.5 x 0.3	200mm
So	*Salvia officinalis*	Common Sage	0.75 x 0.5	200mm
Ts	*Thymus spp*	Thyme	0.3 x 0.3	300mm
Wf	*Westringia fruticosa 'Zena'*	Coastal Westringia	1.5 x1.5	200mm
GROUNDCOVERS AND GRASSES				
DLJ	*Dianella 'caerulea'*	Dianella 'Little Jess'	0.4 x 0.4	150mm
DSS	*Dianella 'Silver Streak'*	Dianella	0.5 x 0.5	150mm
Dr	*Dichondra repens*	Kidney Weed	0.15 x Spreading	150mm
DSF	*Dichondra 'Silver Falls'*	Dichondra	0.15 x Spreading	150mm
Fn	*Ficinia Nodosa*	Knobby Club Rush	0.8 x 0.8	150mm
JAG	*Juniper 'All Gold'*	All Gold	0.3 x 2	150mm
LI	*Liriope Isabella*	Isabella	0.4 x 0.5	150mm
LLC	*Lomandra 'Little Con'*	Mat Rush	0.4 x 0.7	150mm
Tj	*Trachelospermum jasminoides*	Star Jasmine	.15 x 2	150mm

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LEGEND

Issue	Revision Descri tion	Drawn	Check	Date
C	UPDATED DA SUBMISSION	PR	NM	13.08.2019
B	DA SUBMISSION FOR QSEL REVIEW	PR	NM	30.07.2019
A	DA SUBMISSION FOR QSEL REVIEW	PR	NM	25.07.2019

A1

Key Plan:

SITE IMAGE

Landsca e Architects
Level 1 3-5 Ba ter Red Street
Red ern NSW 201
Australia
Tel: 1 2 8332 5 08
Fa: 1 2 9 98 2877
www.sitemage.com.au

Client:
GOODSTART EARLY LEARNING

Project:
Goodstart Early Learning Centre
21-25 Bellevue Avenue,
Rosanna

Drawing Name:
Coversheet

ADVERTISED PLAN
Application No. P954/2019

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DEVELOPMENT APPLICATION

Scale:

J ob Number
SS18-39

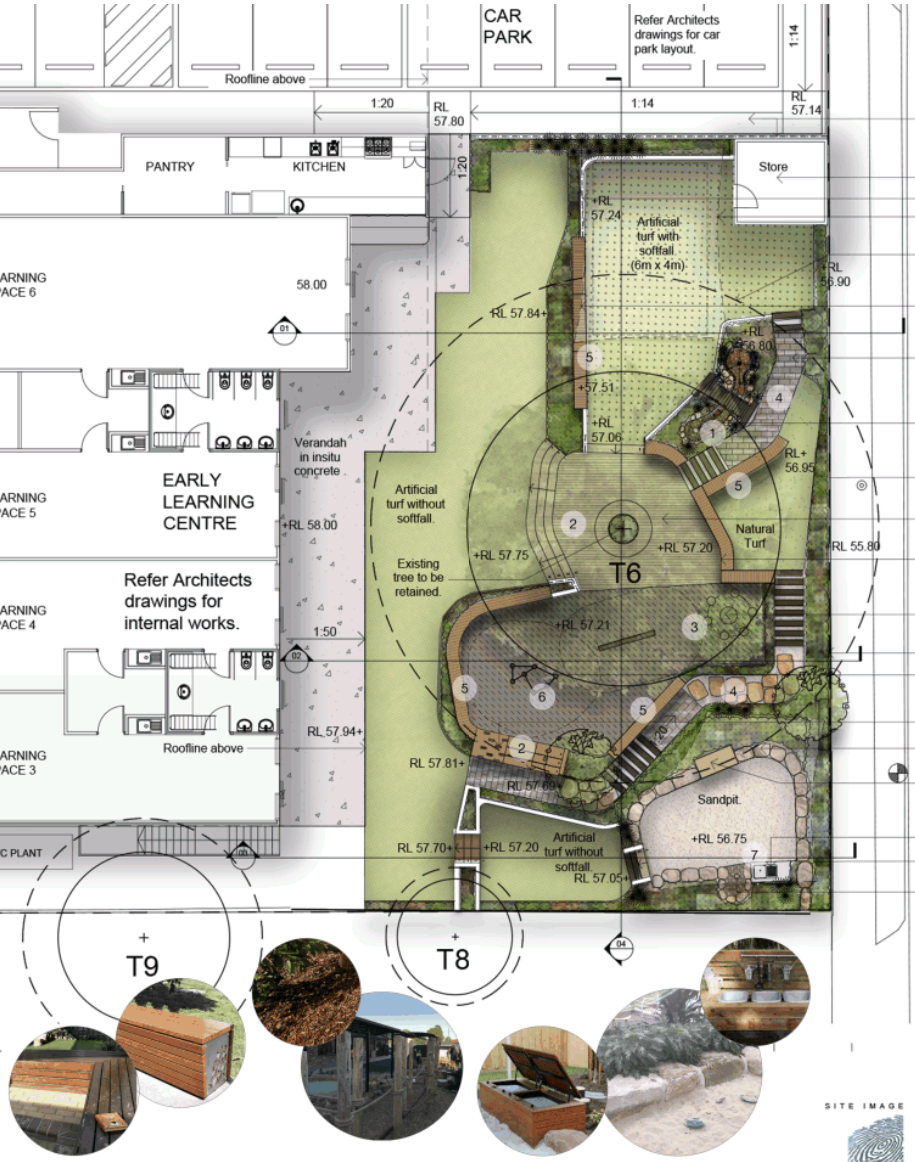
Issue
000 C

1. Dry creek bed with mortared river-stone pebbles/boulders in natural planted setting log stump bubbler water source & natural timber bridge.

2. Timber decking around existing tree . Steps to decking incorporated with climbing panels for play . Decking around tree trunk to incorporate planting at base of tree to avoid finger entrapment.

3. Yarning circle with timber logs and loose pebbles.

4. Sensory path in brick paving,sandstone steppers and timber steppers.



NOTE:

ALL PROPOSED LANDSCAPE ELEMENTS TO BE 1000MM MIN AWAY FROM BOUNDARY FENCE

Received 14/10/2019

- Proposed access ramp with handrails.
- Storage shed.
- Balustrade for level change.
- Shade sail to artificial turf with softfall area for mobile play equipment.
- TPZ of existing tree.
- Raised timber seating for educators.
- Sensory path in brick paving and timber sleepers.
- Dry creek bed with log stump bubbler and bridge for water play activities.
- 1800 fencing over existing 700mm high boundary wall.
- Timber decking around existing tree for group activities.
- Raised timber seating for educators.
- Yarning circle with timber logs and loose rocks.
- 700mm high brick wall at boundary to be retained.
- Logs and rope climb and balance beam in softfall bark for active play and climbing activities.
- Rock climbing panel for level change.
- Sandstone boulders and planting along sandpit edge.
- Storage box for sand pit to approved GSEL Design standards.Sandpit covers to be supplied by Landscape contractor.
- Mud kitchen with tap.
- Shade sails to sandpit.
- Tap for waterplay integrated with sandpit .

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Issue	Revision Description	Drawn	Check	Date
C	UPDATED DA SUBMISSION	PR	NM	13.08.2019
B	DA SUBMISSION FOR GSEL REVIEW	PR	NM	30.07.2019
A	DA SUBMISSION FOR GSEL REVIEW	PR	NM	25.07.2019

A1

5. Raised timber seating around softfall bark for educators to facilitate supervision.

6. Low height balance net in softfall bark. Concrete edging to softfall bark.

7. Sandpit with sandstone boulders and planting surrounds. Storage boxes for sandpit covers and mud kitchen and water source to sandpit for interpretive play opportunities.

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Client: GOODSTART EARLY LEARNING

Project: Goodstart Early Learning Centre
21-25 Bellevue Avenue,
Rosanna

Drawing Name: Landscape Plan
Ground Floor

Scale: 1:75 @ A1

Job Number: SS18-3966

Drawing Number: 101 Issue: C

APPROVED PLAN
Application No. P954/2019
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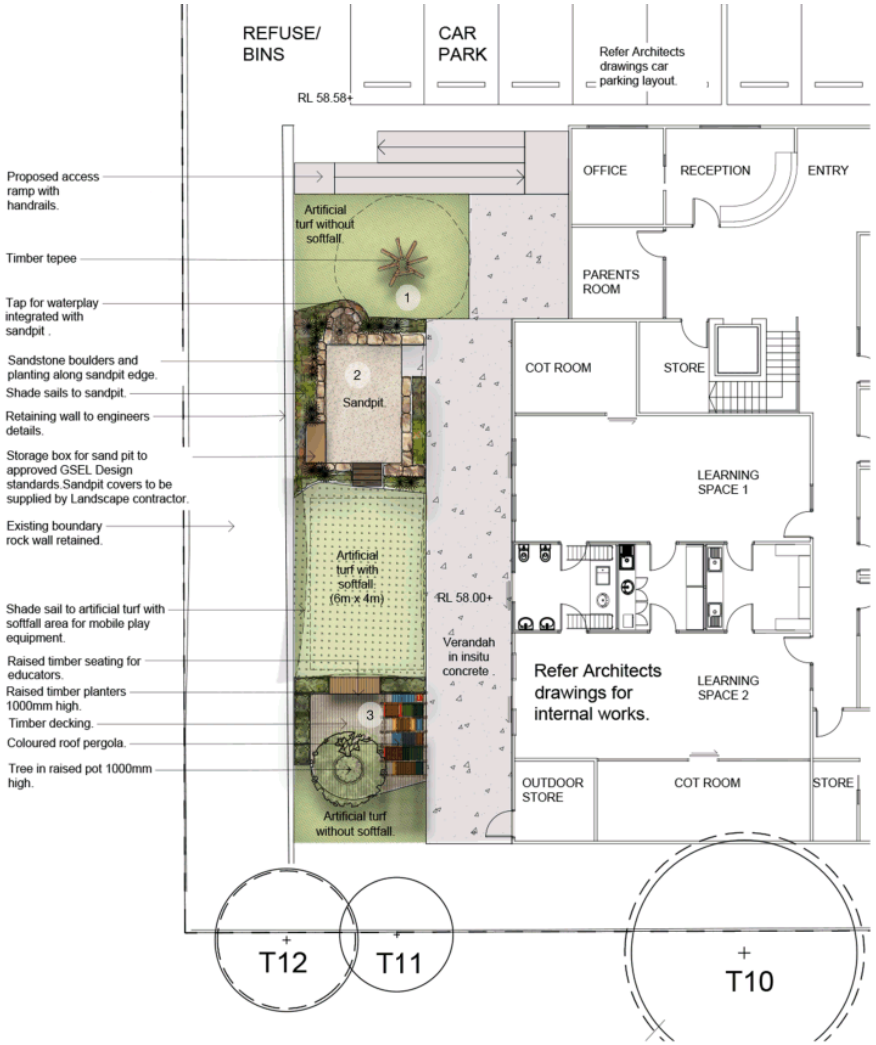
DEVELOPMENT APPLICATION

1. Natural timber tepee in artificial turf. for passive recreation.

2. Sandpit with sandstone boulders and planting surrounds. Storage boxes for sandpit covers and mud kitchen and water source to sandpit for interpretive play opportunities.

3. Timber decking with raised timber planter surrounds and coloured roof pergola. Raised timber seating incorporated for educators.



Received 14/10/2019

NOTE:

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A1

LEGEND

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Key Plan:

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GOODSTART EARLY LEARNING

Project:
Goodstart Early Learning Centre
21-25 Bellevue Avenue,
Rosanna

Drawing Name:
Landscape Plan
Ground Floor

Scale:

Job Number:
SS18-3966

Issue:
102 C

ADVERTISED PLAN
Application No. P954/2019

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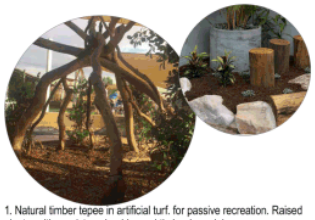
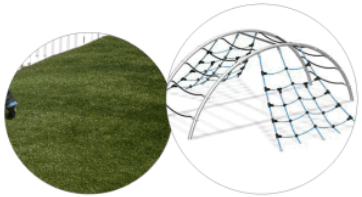
DEVELOPMENT APPLICATION



1. Natural timber tepee in artificial turf. for passive recreation. Raised planter with sandstone boulder and timber log edging.

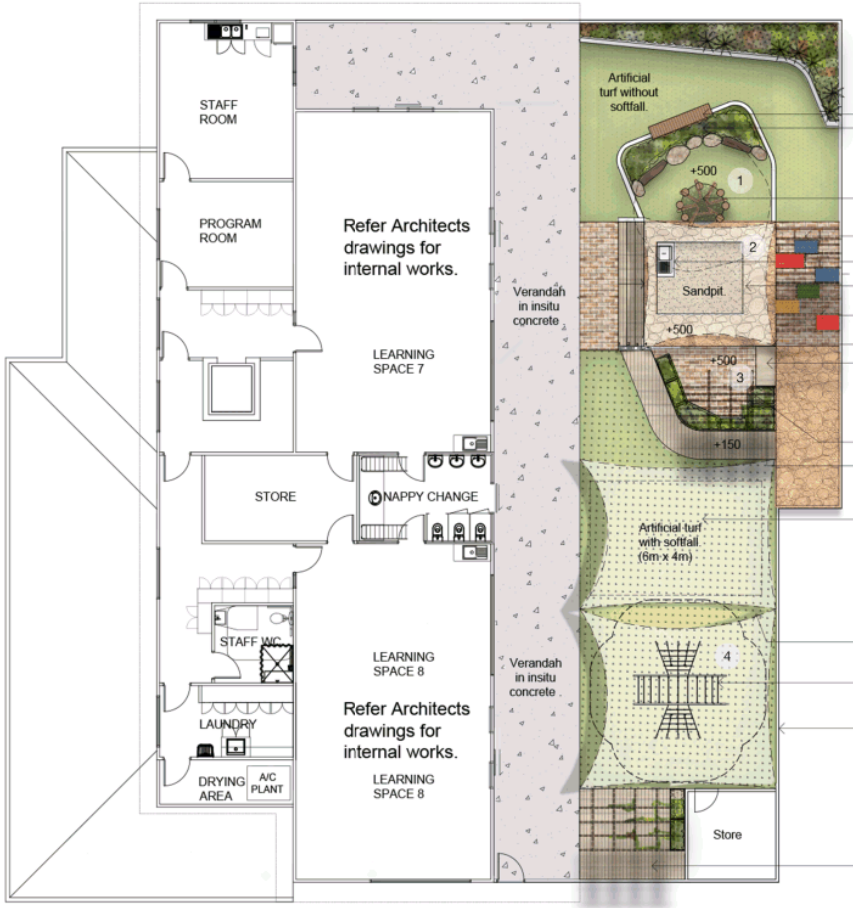
2. Raised sandpit with sandstone paving steps and timber decking steps and colured roof pergola over sensory path.

3. Raised timber planters for herb/vegetable garden and timber tepee tunnel.



4. Climbing net (1.2m high) over artificial turf with softfall.

5. Decking with pergola and planters for climbers.



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A	DA SUBMISSION FOR GSEL REVIEW	PR	NM	25.07.2019

A1

Key Plan:

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www.siteimage.com.au

Client:
GOODSTART EARLY LEARNING

Project:
Goodstart Early Learning Centre
21-25 Bellevue Avenue,
Rosanna

Drawing Name:
Landscape Plan
Level 1

Scale:

Job Number:
SS18-3966

Issue:
103 C

DEVELOPMENT APPLICATION

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Application No. P954/2019
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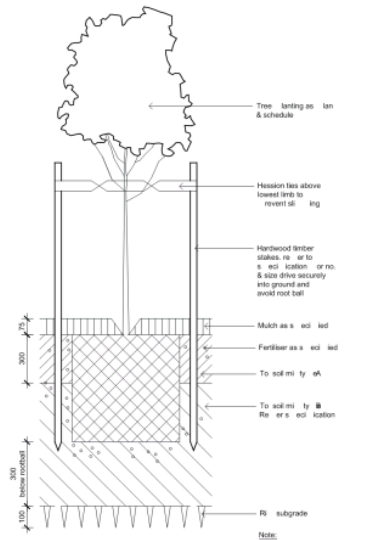
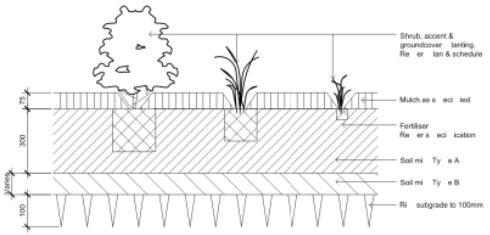
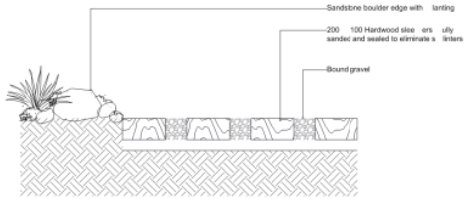


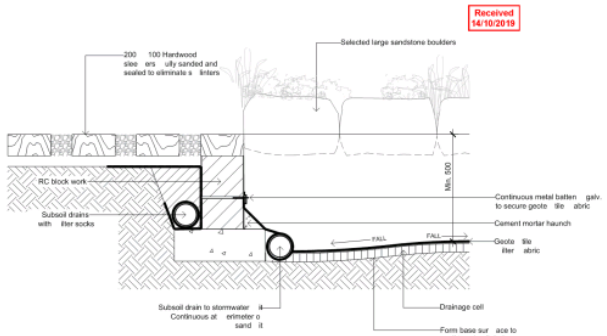
01 501 Detail 75-200L Tree Planting on Grade 1:10



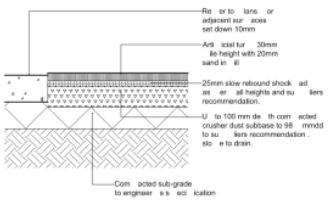
02 501 Shrub, accent and groundcover lanting on grade 1:10



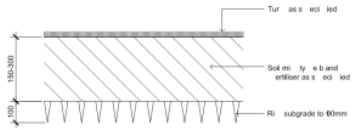
04 501 Timber slee ers 1:10



03 501 Section - Ground Floor Sand it 1:10



05 501 ARTIFICIAL TURF DETAIL ON GRADE SCALE 1:10



0 501 Section - Natural tur 1:10

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LEGEND

Key Plan:

Issue	Revision Descri tion	Drawn	Check	Date
A	DA SUBMISSION FOR GSEL REVIEW	PR	NM	25.07.2019

A1

SITE IMAGE
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www.sitei mage.com.au

Client:
GOODSTART EARLY LEARNING

Project:
Goodstart Early Learning Centre
21-25 Bellevue Avenue,
Rosanna

Drawing Name:
Landsca e Details 1

DEVELOPMENT APPLICATION

Scale: AS SHOWN
J ob Number: SS18-39
Issue: 501 A

ADVERTISED PLAN
Application No. P954/2019
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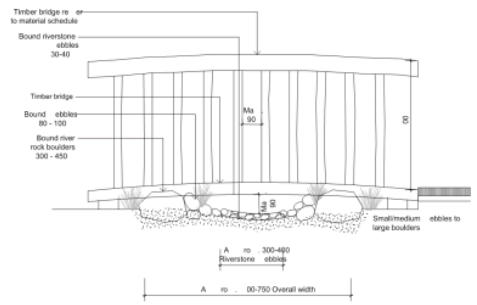
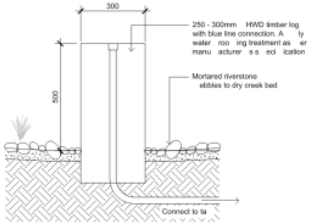
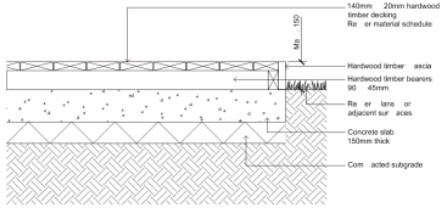


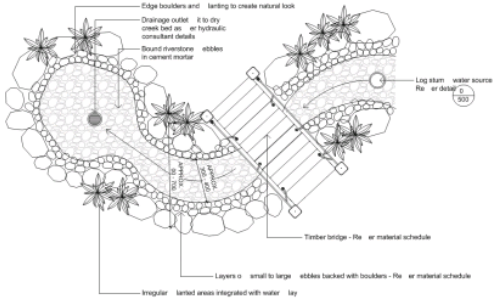
01 / 502 Elevation - Dry Creek Bed Bridge
1:10



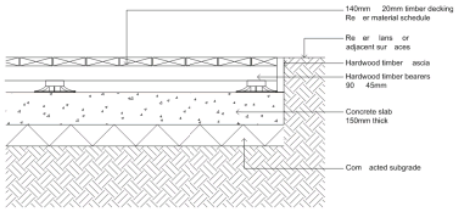
02 / 502 Section - Log stum bubbler/ O tion 2
1:10



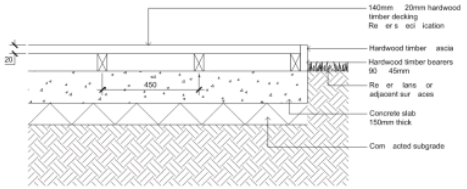
03 / 502 Section - Raised timber deck
1:10



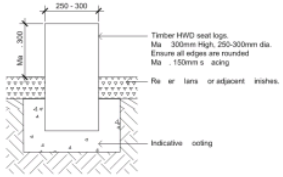
04 / 502 Plan - Dry Creek Bed
1:20



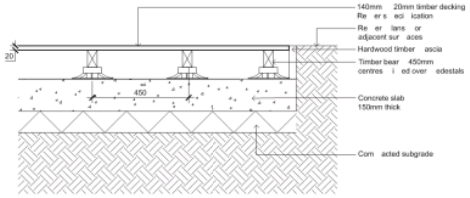
05 / 502 Section - In Ground Timber Deck
1:10



0 / 502 Section - Raised timber deck
1:10



07 / 502 Section - Timber logs
1:10



08 / 502 Section - In Ground Timber Deck
1:10

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LEGEND

Key Plan:

A1

Issue	Revision Descri tion	Drawn	Check	Date
A	DA SUBMISSION FOR GSEL REVIEW	PR	NM	25.07.2019

SITE IMAGE
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www.siteimage.com.au

Client: GOODSTART EARLY LEARNING

Project: Goodstart Early Learning Centre
21-25 Bellevue Avenue,
Rosanna

Drawing Name: Landsca e Details 2

DEVELOPMENT APPLICATION

Scale: AS SHOWN

J ob Number: SS18-39

Issue: 502 A

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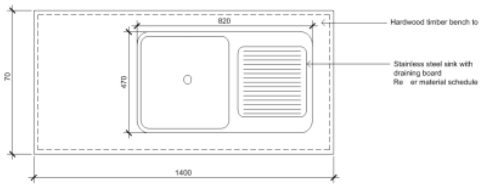
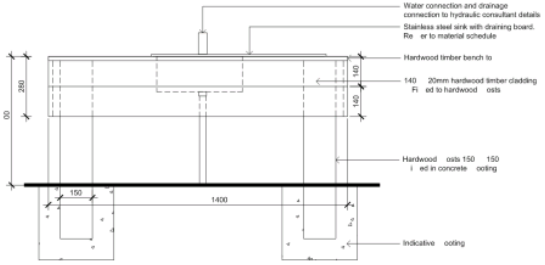
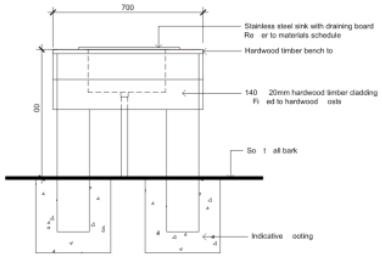


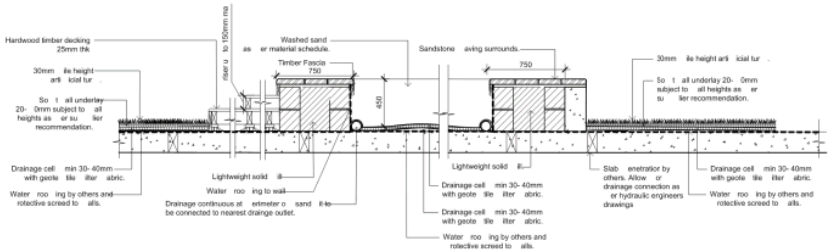
01 / 503 Mud kitchen
1:10
Plan



02 / 503 Mud Kitchen
1:10
Elevation



03 / 503 Mud Kitchen
1:10
Elevation



04 / 503 Ty ical Detail o Level 1 Sand Pit
1:20

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A1

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www.siteimage.com.au

Client:
GOODSTART EARLY LEARNING

Project:
Goodstart Early Learning Centre
21-25 Bellevue Avenue,
Rosanna

Drawing Name:
Landsca e Details 3

Scale:
AS SHOWN

J ob Number:
SS18-39

Issue:
503 A

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NOT FOR CONSTRUCTION
01 Section 1 601 1:30
02 Section 2 601 1:30
58.00 VERANDAH
57.84
57.60 SEAT
57.15
58.60
Artificial turf without soffall
1:3 planting embankment
Raised bench seat
1100 Balustrade
Artificial turf with soffall
Concrete edge
Dry creek bed
Existing brick wall and footpath
1:20 Sensory Path
Boundary fence
700
1800
58.00
57.81
57.66
57.21
57.20
Log and rope climb
Max 1200mm
Balance Beam
Soffall Bark
Existing brick wall and footpath
Boundary Fence
SITE IMAGE
GOODSTART EARLY LEARNING
Goodstart Early Learning Centre
21-25 Bellevue Avenue,
Rosanna
Landscape Sections
DEVELOPMENT APPLICATION
SS18-3966
601
C
Application No. P964/2019
Received 14/10/2019

NOT FOR CONSTRUCTION
03 602 1:50 Section 1
04 602 1:50 Section 2
Artificial turf without softfall
Boundary fence
Retaining wall
Sensory
Raised bench seat
Softfall Bark
Existing tree
In ground timber deck
Balustrade for access ramp
Artificial turf with softfall
Stairs
Existing brick wall and footpath
Boundary Fence
57.70
57.20
57.05
56.75
57.35
57.24
57.84
1800
700
1100
LEGEND
Key Plan
SITE IMAGE
Client:
GOODSTART EARLY LEARNING
Project:
Goodstart Early Learning Centre
21-25 Bellevue Avenue,
Rosanna
Drawing Name:
Landscape Sections A1
DEVELOPMENT APPLICATION
Scale:
Job Number:
SS18-3966
Issue:
A
Sheet:
602
Received
14/10/2019
Application No: P954/2019
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Community Vision Council Plan Project
Engagement Activity Plan Summary 17 August 2020

1. **Engagement Purpose:** To undertake a comprehensive and meaningful engagement program that empowers and enables community and Council to work together to plan for our future and how we would like to get there.

2. **Engagement Objectives:**

Objective 1	To deliver a multi-staged, deliberative engagement program to inform the development of the Banyule Community Vision 2021-2031, Council Plan 2021-2025, Financial Plan 2021-2031, Budget and Revenue & Rating Strategy
Objective 2	To establish an evidence base that can be utilised to identify and document; a vision statement, strategic objectives/outcome domains, key directions, priority actions and the resources required to sustainably work towards achievement of Banyule's future vision.
Objective 3	To build and strengthen community and stakeholder relations and capacity to shape their local municipality, now and into the future.
Objective 4	To fulfil Local Government Act 2020 requirements regarding development and adoption of identified strategic and financial planning documents

3. **Stakeholders:**

Engagement activity is designed to enable participation by a representative sample of Banyule's community. Activity that provides opportunity for whole of population participation will be provided along with opportunities targeted towards specific cohorts.

Input from both internal and external stakeholders is imperative and opportunities will be provided designed to reach:

Internal	Councillors (current and new) Executive Management Team Banyule Leadership Team All staff

External	Children & young people Adults & older adults CALD & ATSI Traders & Retails Associations Leisure and sporting clubs Religious groups Special interest groups Schools Service Providers Advisory Committees

4. Engagement Streams:

Design Engagement - Consulting to inform project and engagement program

Project Design Scope, logic and governance
(Internal)

Engagement Design Defining deliberative engagement and our approach
(Internal & External)

Product Engagement – Consulting to inform product

Stage 1 Our Future Together – What we want, why and how we are going to get there (Internal & External)

Stage 2 Checking Back In – What you told us, how we heard you & exploring any gaps
(Internal & External)

Stage 3 Public Exhibition - Budget and Revenue and Rating Strategy
(Internal & External)

Stage 4 Public Exhibition - Community Vision, Council Plan and Financial Plan
(Internal & External)

5. Engagement Methodology Summary

A diversity of methodologies will be utilised, with content for activity within each methodology tailored to the targeted audience/s. Methodology selection is designed to reach both a wide audience (e.g. on-line survey) and also enable deeper conversations (e.g. summits and workshops).

Methodologies shall include:

Methodology	Summits	Workshops	Online Surveys	Phone Surveys
	Interviews	Briefings and discussion groups	Information Sessions	Pop ups
	Meetings	Drawing Competition	Video submissions	

6. Engagement Activity:

Stage	Target	Focus	Method	Output
Design Engagement Nov '19 - Jan '20	External Stakeholders	How would you like to be engaged in Council planning processes?	Place-based pop ups x 2 and surveys hard and online -Council & Chatterbox	Identification of communities preferred approaches and methodologies
Design Engagement	Internal Stakeholders CEO, EMT, PCG,	1. Planning and direction setting	Briefings (online & in person) - Council	Agreement on scope, logic and governance Creation of key stakeholder awareness,

Briefings June-Aug 2020	Councilllors, Health Planner & whole of org	2. Socialisation of CVIPP	Meetings (online) - Council Interviews (on-line) - Council (resource material shared on Intranet)	understanding and connection to CVIPP
Stage	**Target**	**Focus**	**Method**	**Output**
Design Engagement Design Parameter Briefing & Discussion Group July - August 2020	Internal Stakeholders EMT, PCG, Councillors	1. Defining deliberative engagement, our approach and community remit. 2. Councillors preferred engagement approach	1. Briefing & Discussion Group x 3 (on-line) – Council 2. Briefing & Discussion Group x 1 (on-line) – Council	1. Preferred engagement approach and shared understanding of deliberative engagement and level of community remit. 2. Engagement approach Councillors have indicated support of.
Design Engagement Council Meeting 7 Sept 2020	Councillors	Engagement Activity Plan sign off	Council Meeting Report - Council	Council resolution on an approved engagement approach

Design Engagement Briefing 8 - 18 Sept 2020 (Current) Nov 2020 (New)	Mayor	Role of Mayor in engagement activities	Meetings (on-line) - Council	Shared understanding on role of Mayor within engagement activities.
Stage	**Target**	**Focus**	**Method**	**Output**
Engagement Stage 1.0 23 Nov – 21 Dec 2020 (3 weeks)	Internal & External Stakeholders	Our Future Together – What we want, why and how we are going to get there Exploring what community and stakeholder • Value • Aspire to • Want to protect • Want to improve • How we get there	**1. Advisory Committees Summit 1x1.5hrs** (on-line)- Capire *N.B. Sessions to include polling and prioritisation ranking* **2. Workshops x 6x1hr (on-line)**- Capire Internal – 1. BLN+, 2. Councillors External – 3. Community x 2, 4. Service System, 5. Young people *N.B. Workshops to include*	Information required to draft in scope documents. Key elements: • Vision Statement • Outcome Domains • Key Directions • Priority Actions • Systemic Partners • Indicators

		• What role do we each play	*polling and prioritisation ranking* **3. Interviews** (online)- Council 1. Health Planner, 2. City Futures Coordinator, 3. Priority Action Owners **4. Surveys**- Council & Capire Online – 1. Shaping Banyule (external), 2. BRIAN (internal) - Council Phone Survey (external)- Capire *N.B. Shaping Banyule surveys to utilise a range of tools from quick polls to on line forums.* **5. Visual Representation** - Council 1. Kids drawing competition, 2. Video submissions via 'Gather' tool on Shaping Banyule	• Resourcing • Budget Provision of opportunity for community & stakeholders to drive and own the development process.
Engagement	Internal & External	Checking Back In – What you told us, how we heard you &	**1. Advisory Committees Summit 1x1.5hrs** (on-line)-	Information required to:

Stage 2 15 March-2 April 2021 (3 weeks)	Stakeholders	exploring any gaps • What you told us in Stage 1 • How we used that information • Have we got it right? • Are there any gaps? If so what and let's discuss.	Capire **2. Workshops x 2x1hr (on-line)**- Capire Internal – 1. BLN+, 2. Councillors External – 3. Community, 4. Service System, 5. Young People **3. Interviews** (in person)- Council Priority Action Owners **4. Pop Ups x 5 (in activity centres)** – Capire **5. Surveys** -Council & Capire Online – 1. Shaping Banyule (external), 2. BRIAN (internal) - Council Phone Survey (external)- Capire	Refine: • Vision Statement • Outcome Domains • Key Directions • Priority Actions • Systemic Partners • Indicators • Resourcing • Budget Provision of opportunity for community & stakeholders to maintain influence and ownership throughout development process.
Engagement Stage 3 Early April- Early May 2021	Internal & External Stakeholders	Public Exhibition of draft Budget and Revenue and Rating Strategy • Opportunity for feedback on draft documents	**4. Surveys** -Council Online – Shaping Banyule	Information required for submissions hearing and amendments to draft documents prior to being put to Council for adoption. Provision of opportunity for community & stakeholders to maintain influence and

(4 weeks)				ownership throughout development process.
Engagement Stage 4 6 July – 3 Aug 2021 (4 weeks)	Internal & External Stakeholders	Public Exhibition of draft Community Vision, Council Plan and Financial Plan • Opportunity for feedback on draft documents	**4. Surveys** -Council Online – Shaping Banyule	Amendments to draft documents prior to being put to Council for adoption Provision of opportunity for community & stakeholders to maintain influence and ownership throughout development process.

Total: 14 weeks active whole of population Product Engagement (excluding Design Engagement activity)

7. Communication Channels:

Extensive communication will be undertaken throughout the 18 months of this project, there will be communication that is for whole of population and targeted communication. Channels shall include:

Channel	Mail outs- hard and soft	Facebook	Twitter	BCC Website	BRIAN
	Banner	Banter	Hold Message	Bus shelter posters	Postcards
	Weekly	EMT Live	Briefings	Screensavers	Promo Video

Banyule
CITY COUNCIL

DRAFT FRAUD AND CORRUPTION CONTROL POLICY

September 2020

(Forward Review Date: September 2022)

Endorsed by Council XX xxxx 2020

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1. Introduction to Fraud and Corruption Control at Banyule

1.1. Purpose

The Fraud and Corruption Control Policy provides Councillors, council staff and contractors with a better practice approach to fraud detection and prevention.

The Policy is based on the standards outlined in AS 8001-2008 and is built around the three key themes of:

- Prevention
- Detection
- Response

The Policy defines management and employee responsibilities to implement robust practices to effectively prevent, detect and respond to fraud and corruption of any description.

Employees will find the Policy contains information that promotes increased knowledge of reporting obligations and procedures and most importantly, how to deal with fraud and other corrupt behaviour in their daily duties.

Fraud and corruption in Local Government can lead to increase costs, reduction in economic growth, diminished trust in councils and can jeopardise the delivery of programs and services. As such, it is important that Council develops, implements and maintains strong integrity frameworks and continuously improves its capacity to identify and prevent instances of fraud and corrupt conduct.

1.2. Objectives of Fraud and Corruption Control

- Develop and support a culture of awareness where employees have an understanding of expected behaviour and a willingness to report any incidents of suspected fraud and corruption
- Provide a strategic framework that ensures Council employees understand their responsibilities in the prevention, detection and reporting of fraud and corruption
- Reduce the opportunities for the occurrence of fraud and corruption by improving the effectiveness of Banyule City Council's fraud and corruption control framework
- Provide a practical set of procedures and guidelines which enable staff to appropriately deal with incidents of fraud and corruption
- Establish an ongoing program of employee fraud and corruption awareness through regular training programs and inclusion in the recruitment and induction process
- Ensure that the principles of natural justice are applied to all investigations of fraud and corruption
- Target potential fraud and corruption activities through fraud and corruption risk assessments, control measures and appropriate mitigation strategies.

1.3. Scope

This policy applies to all Council employees, Councillors, contractors and other service providers at Banyule City Council. All levels of management and employees are responsible for the prevention and detection of fraud and corruption and for the implementation and operation of controls that minimise fraudulent and corrupt activity within their areas of responsibility.

The principles behind this policy are based on the Australian Standard AS 8001:2008 'Fraud and Corruption Control'.

Banyule is bound by the laws of the State of Victoria, which includes the *Crimes Act 1958*. It is an extensive piece of legislation and should also be considered with this policy to gain an appreciation that fraud may take a number of forms. The most common interpretation of fraud is that it concerns the deliberate diversion of funds for unauthorised use, but there are other fraudulent activities that may not involve funds directly.

Examples of fraud and corruption covered by the Crimes Act and this policy includes; obtaining property by deception, false accounting, falsification of documents, and computer offenses (access, data, storage, communication, impairment and modification). The *Crimes Act 1958* defines these fraudulent offences in considerable detail. In particular it provides extensive coverage to offences involving the use of, or access to, a computer or computer network.

There are no winners when a fraud, theft, instance of corruption, or malicious use of Council resources occurs. This policy refers to all of these as 'fraud' for simplicity.

1.4. Context

This Policy should be read in conjunction with the relevant Council documents and legislation, as listed in the References section at the end of this document.

Council will not tolerate fraud and corruption in any form and is committed to:

- Preventing fraud and corruption in the workplace
- Ensuring immediate and appropriate investigation procedures are implemented in the case that fraud is suspected
- Referring cases of suspected fraud to the authorities following due investigation
- Applying appropriate disciplinary penalties should fraud occur
- The recovery of any loss suffered through fraudulent activity.

To minimise the occurrence and impact of fraud and corruption, Banyule has a Fraud and Corruption Plan and this Policy is a very important component of this Plan.

Source: Victorian Auditor-General's Office.

Other components of the Fraud and Corruption Control Plan include:

- Banyule's values are set out in "Working Together Working Better" issued to each member of staff on taking up employment with the Council. Council's core values are Respect, Integrity, Responsibility, Initiative and Inclusion.
- Section 95 of the Local Government Act, 1989 requires staff to comply with the following principles in their work:
  a) acting impartially;
  b) acting with integrity, including by avoiding conflicts of interest;
  c) accepting accountability for results;
  d) providing responsive service
- Council's Codes of Conduct for staff and councillors sets out expected standards of behaviour.
- Council's Public Interest Disclosures Procedure sets out the process for reporting suspected improper conduct and provides protection for those making such a report.
- The management of fraud and corruption risks is a key part of Council's overall risk management plan as described in the *Risk Management Policy and Guidelines.*
- Details regarding identified fraud and corruption risks are maintained in a Fraud and Corruption Risk Register which is reviewed regularly.

2. Policy

2.1 Policy Statement

Banyule City Council requires all Council employees, Councillors, contractors and other service providers at all times to act honestly and with integrity and to safeguard the public resources for which they are responsible. Banyule City Council is committed to protecting all of its assets and transactions from any attempt to gain illegal benefits, financial or otherwise.

Council will take all reasonable steps to protect those who assist Council by providing information about suspected fraud. This will include confidentiality of identity and protection from harassment.

2.2 Examples of Fraud and Corruption

2.2.1 Fraud

Fraud can be defined as any dishonest activity causing actual or having the potential to cause financial loss (or reputational damage) to any person or organisation including theft of property (money or otherwise) by employees or persons external to the Council and where deception is used at the time, immediately before or immediately following the activity.

This may include the deliberate falsification, concealment, destruction or use of falsified documentation used or intended for use for a normal business purpose or the improper use of information or position for personal financial benefit (both tangible and intangible, such as information and intellectual property)

Examples of fraud include but are not limited to:

- Theft of plant and equipment by employees
- Theft of inventory
- False invoicing (involving a staff member of the entity or a person external to the entity creating a fictitious invoice claiming payment for goods or services not delivered or exaggerating the value of goods delivered or services provided).
- Theft of funds other than by way of false invoicing
- Theft of cash usually involving some form of concealment
- Accounts receivable fraud (misappropriation or misdirection of remittances received by an entity from a debtor)
- Credit card fraud involving the unauthorised use of a credit card issued to another person.
- Theft or misuse of intellectual property or other confidential information.
- Release or use of misleading or inaccurate information for the purpose of deceiving, misleading or to hide wrong doing. Misuse of position by senior executives or directors in order to gain some form of financial advantage.

2.2.2 Corruption

Corruption can be defined as any dishonest activity in which a Banyule City Council executive, employee, Councillor or contractor of an organisation acts contrary to the interest of the Council and abuses his/her position of trust in order to achieve some personal gain or advantage for themselves or for another person or organisation.

This includes soliciting, or accepting a payment, benefit or reward for anything done by virtue of employment with the Council without written approval from an executive of Council. This is unacceptable to Banyule City Council as it may cause loss (financial, reputational or otherwise) within the organisation as well as the community. Failing to declare gifts, favours, hospitality, or conflicts of interest in accordance with the relevant policy is also considered as improper.

Examples of Corrupt conduct may include:

- Payment or receipt of secret commissions (bribes), which may be paid in money or in some other form of value to the receiver (e.g. building projects completed at an employee's private residence) and may relate to either specific or general decisions/actions by the receiver.
- Release of confidential information other than for a proper business purpose in exchange for some form of benefit or advantage accruing to the employee releasing the information.
- Collusive tendering (the act of multiple tenderers for a particular contract colluding in preparation of their bids).
- Payment or solicitation of donations for an improper political purpose.
- A serious conflict/s of interest involving a senior executive of council acting in his or her own self-interest rather that the interests of Council.
- Manipulation of the procurement process by favouring one tenderer over others or selectively providing information to some tenderers. This frequently involves allowing tenderers to resubmit a 'non-complying' tender after being provided with the details of other bids.
- Gifts or entertainment intended to achieve a specific or generic commercial outcome in the short or long term – an essential element rendering conduct of this type corrupt would be that it is in breach of Councils values, behavioural code or gifts policy, or that it was done without the appropriate transparency.
- Bribery in order to secure a contract for the supply of goods or services, and/or secret commissions to secure a contract.

2.3 Responsibilities for Fraud and Corruption Control

The prevention, control and minimisation of fraud and corruption at Banyule City Council is ultimately the responsibility of Council.

Council has responsibility in terms of fraud control and it is important that Councillors, council staff and contractors are aware of what these responsibilities are. A prerequisite for everyone – managers, staff and contractors, executive and Councillors is that all Council policies and procedures are complied with including this fraud and corruption policy.

Where appropriate, Council considers the recruitment and/or use of specialist resources (internal and external) with the requisite skills and experiences to assist in fraud control processes and risk management.

2.3.1 Councillors, Executive Officer (CEO) and Directors (Executive Management Team (EMT))

Councillors must comply with the Code of Conduct for Councillors; promote a genuine commitment to fraud control within Council and ensure the highest standards of integrity and ethical leadership are maintained.

The CEO has a responsibility under s57 of the IBAC Act to report corrupt conduct to the IBAC as soon as practicable after forming a reasonable suspicion that corrupt conduct may have occurred or may be occurring.

The CEO and Directors are responsible for monitoring the corporate implementation and performance of the Policy which includes promoting an environment where fraud and corruption are not tolerated.

As a key factor in fraud prevention, senior management must exhibit to employees and customers a genuine and strong commitment to fraud and corruption control.

Council's statement of attitude towards fraud and corruption is that it will not tolerate fraud and corruption in any form and is committed to:

- Preventing fraud and corruption in the workplace
- Ensuring immediate and appropriate investigation procedures are implemented in the case that fraud and corruption is suspected
- Referring cases of suspected fraud and corruption to the authorities following due investigation
- Applying appropriate disciplinary penalties should fraud and corruption occur
- The recovery of any loss suffered through fraudulent activity.

2.3.2 Audit and Risk Committee

The Audit and Risk Committee has an independent role to play in assessing the internal controls of the Council and the adequacy of the financial and performance reports.

This Committee is responsible for adopting the internal audit plan and reviewing all internal and external audit reports. On behalf of Council, it has the role of over-seeing risk management activities relating to fraud and corruption minimisation, and the effectiveness of fraud prevention.

2.3.3 Managers

Managers are required to abide by this policy. They are required to manage risk, control costs, monitor and improve systems, institute proper controls and foster an ethical environment, as well as:

- Continuously promoting ethical behaviour by their actions and advice
- Identifying high risk fraud and corruption areas
- Developing/modifying local practices to reduce fraud and corruption risks
- Assessing the cost benefit of introducing anti-fraud and corruption measures
- Monitoring continued operation of controls to prevent fraud and corruption
- Reporting suspected fraud and corruption
- Follow procedures once fraud or corruption has been alleged or identified

2.3.4 Employees, Contractors and Other Service Providers

Employees, contractors and other service providers must:

- Comply with all internal control requirements, policies and procedures
- Be aware of the signs or actions which may indicate improper conduct, fraud and/or corruption
- Report any and all suspected acts of fraud, corruption and improper conduct
- Assist with any enquiries and investigations pertaining to fraud, corruption or improper conduct; and
- Make and keep public records in accordance with legislation, privacy standards and other guidelines and procedures.

2.3.5 Director Corporate Services

The Director Corporate Services is responsible for overseeing the implementation of this Policy on behalf of the Executive Management Team and maintaining a register of fraud and corruption incidents. This includes but is not limited to:

- Ensure minimum appropriate preliminary investigation is undertaken
- Ensure appropriate corrective actions are assigned to operational Managers for implementation
- Ensure a secure file is held

2.3.6 Manager Finance and Procurement

The Manager Finance and Procurement has responsibility for implementing the Policy and ensuring it is reviewed and updated on a regular basis. Consideration of fraud and corruption is part of Council's overall program of risk management, and the occurrence of fraud can have a direct or indirect relationship with Council's finances. Overall responsibility for implementing and overseeing the Fraud and Corruption Control Policy therefore forms part of the role of the Manager Finance and Procurement.

This role includes:

- Coordinating fraud and corruption control activities within Council as part of the overall risk management function
- Being the first point of contact for managers and employees within the organisation regarding different elements of this policy
- Communicating with Executive Management Team and the Audit and Risk Committee regarding implementation of the policy
- Reviewing Internal controls following discovery of fraud
- Leading and participating in corrective actions and enhancements to strengthen internal controls.

2.3.7 Manager Human Resources

This policy is committed to ensuring that the rights of all parties are protected and that any investigation is conducted in the spirit of natural justice. For this reason the Manager Human Resources will be responsible in:

- Ensuring that appropriate Fraud and Corruption Control training is undertaken across the Council and is included in the mandatory corporate training program
- Establishing and implementing pre-employment assessment controls and induction training
- Provide specialist Human Resource advice to ensure natural justice principles are applied

2.3.8 Manager Governance and Communications

The Manager Governance and Communications is responsible for assisting the Director Corporate Services, and Manager Finance and Procurement, in implementing the Policy.

The Manager Governance and Communications also fulfils the role of Public Interest Disclosure Coordinator for the purposes of Public Interest Disclosures made under the *Public Interest Disclosure Act 2012.*

2.3.9 Risk Management Coordinator

The Risk Management Coordinator is responsible for ensuring that the Organisation's fraud and corruption risks are periodically assessed and recorded in Council's risk register, including:

- The monitoring and implementation of agreed risk treatment plans
- Maintaining and monitoring the adequacy of fidelity guarantee insurance and other insurance related policies dealing with fraudulent or improper conduct.

2.3.10 Internal Auditor

The Internal Auditor is responsible for considering fraud and corruption risks in preparing the internal audit plan and testing controls that are designed to mitigate fraud and corruption risks during audit assignments.

The Internal Auditor reports on the findings of internal audit reviews and makes recommendations to management and the Audit and Risk Committee.

3. Prevention

A key strategy in managing the risk of fraud and corruption is the implementation and maintenance of a sound ethical culture as Council recognises that it needs to have a range of internal controls and procedures in place to minimise its exposure to fraud and corruption risks.

The key strategies to prevent, or reduce the likelihood of, fraud and corruption are:

3.1 A sound ethical culture

The City's ethical expectations of its employees, Councillors and those it works with, are set out in *"Working Together Working Better"*, documenting the five values.

These values guide staff in placing customers first as well as guiding the way staff work.

Banyule has adopted *Codes of Conduct* for both staff and Councillors that guide Council officials in carrying out their duties honestly and with integrity.

All staff who commence employment with Council are required to sign an acknowledgement that they have read and understood the Code of Conduct and agree to abide by it.

Similarly, Councillors are required by s76C of the *Local Government Act 1989* to sign a declaration stating that they will abide by the Councillor Code of Conduct.

3.2 Senior management commitment to Fraud and Corruption Control

Senior management members at Council are expected to demonstrate their commitment to the principles set out in *"Working Together Working Better"*.

This commitment includes leading initiatives to implement effective fraud and corruption control measures, and to ensure that all managers, staff, Councillors, contractors and other service providers within their control act honestly and with integrity at all times, will safeguard the public resources for which they are responsible and will abide by this policy.

Senior managers set the Council's key values, and demonstrate that they personally live those values.

3.3 Fraud and Corruption Risk assessment

Banyule City Council has an active and effective risk assessment and recording process in place. This includes the systematic identification and evaluation of fraud and corruption risks across the organisation.

Responsibility for managing these risks rests with line management who are the "risk owners". Council's fraud risk register is reviewed and updated annually, or as circumstances require.

A key outcome of the fraud and corruption risk assessment process is the identification of additional anti-fraud and anti-corruption risk treatments.

Council ensures that these risk treatments are assigned to an appropriate officer with an agreed due date. Implementation of agreed risk treatments is then monitored through to completion by the Risk Management Co-ordinator.

3.4 Making Management and Staff aware of Fraud and Corruption Risks

Council conducts staff and management (includes CEO and Directors) education courses which reference ethics, fraud and corruption risks and relevant control measures.

These include induction sessions and mandatory ethical decision making training for all staff, Management, Directors and CEO every 2 years

3.5 Internal Controls

Council has various internal controls in place that are designed to mitigate fraud and corruption risks.

These include policies, codes, procedures, and security systems, access controls, monitoring and reporting systems, employment screening, training and awareness and segregation of duties where appropriate.

Council managers and staff are accountable for ensuring that internal controls within their allocated areas of responsibility are implemented and working effectively.

3.6 Insurance

Council will maintain appropriate insurance policies designed to reduce the financial impacts of any instances of fraud and corruption.

This may include Crime/Fidelity Guarantee insurance, as well as Councillor and Officers' Liability insurance.

Additionally, losses of assets due to theft or similar causes are also covered by Property/ISR and Fleet policies.

The nature and quantity of insurance will be reviewed annually as part of Council's annual insurance renewal process.

3.7 Fraud and Corruption Control planning

This Policy demonstrates Banyule City Council's commitment to both fraud and corruption control planning, and to implementing necessary actions to make prevention and awareness part of the Council's business and operating culture, on an ongoing and continuous basis.

Actions to improve Council's fraud and corruption control plan are recorded in the Fraud Risk Register and effectively comprise the *Fraud and Corruption Control Action Plan*.

4. Detection

Whilst preventative controls should reduce the likelihood of fraud and corruption occurring, the likelihood can never be reduced to zero.

It is therefore important that there are controls and systems in place to detect fraud or corruption as soon as possible after it has occurred.

The key strategies for detecting fraud are as follows:

4.1 Management Reports

The information in our organisation is available to update, enrich and enhance effectiveness.

Council generates various financial system reports for review and analysis by management that are designed to detect unusual and possibly fraudulent behaviour.

The enterprise system 'Authority' provides information about employees, suppliers, financial accounting and customer information. The Organisational Planning tools 'Interplan' and 'Magiq' are used to monitor individual projects, risk, and budgets (capital, initiatives and operating income and expenditure across the organisation).

Council uses CAATs wherever possible to provide reports of unusual or exceptional conditions for which subsequent investigations may point to the existence of fraud situations or to the existence of extensive error conditions.

Senior Staff at Banyule acknowledge that they are responsible for risk mitigation and good governance. Knowing the database, undertaking information analysis, maintaining internal controls, and ensuring quality reports and coverage are essential to ensuring effective management.

Examples of effective management reporting and analysis include:

- Payroll reporting each pay-run – amount paid, overtime payments, EFT
- Section 186 (LGA) reporting each quarter
- Monthly financial management reports (budget v actual and forecasts)
- Capital status and asset utilisation each month
- Local Government Performance Reporting – KPIs
- Key Management Indicators – Quarterly
- Risk Reporting – Quarterly
- Annual Business Planning – Quarterly
- Audit reporting of financial system access and master file changes

4.2 Internal Audit

Council's internal audit function reviews internal controls in areas selected for examination by Council's management team and the Audit and Risk Committee after considering business risk priorities.

These reviews include an examination of controls in place to mitigate against fraud and corruption risks.

Council with the assistance of Internal Audit will, wherever possible, utilise Computer Assisted Audit Techniques (CAAT) to monitor and detect possible fraudulent transactions.

4.3 External Audit

Banyule Council's financial statements are audited annually by the Victorian Auditor Generals' Office (VAGO).

VAGO are not responsible for preventing or detecting fraud. However, VAGO are required to consider the risk of material misstatement due to fraud when performing their audit and if usual or suspicious financial transactions are detected to bring these to management's attention.

4.4 Job Rotation and Leave

Having someone other than the person who normally carries out a particular function do the work for a period of time can assist in detecting fraudulent transactions.

Council supports job rotation, secondments and job sharing as a normal part of its operations.

4.5 Reporting of Suspected Fraud and Corruption

Employees, staff, contractors and Councillors are encouraged to report known or suspected incidents of improper conduct or detrimental action. This is regardless of whether such conduct or action has taken place, is suspected will take place, or is still occurring.

Suspected fraud or corruption can be reported in line with the public interest disclosures act (see CD15487 Public Interest Disclosure Procedures). To be a public interest disclosure, it must only be disclosed to an authorised officer for disclosure purposes. For a Banyule employee, there are a number of different avenues of reporting which will constitute a public interest disclosure and bring all the associated protection.

- the CEO of Banyule;
- the Public Interest Disclosure Officer (Governance Co-ordinator);
- the Public Interest Disclosure Coordinator (Manager Governance & Communications);
- to the direct or indirect manager of the discloser, if the discloser is an employee of Banyule
- to the direct or indirect manager of the person to whom the disclosure relates, if that person is an employee of Banyule; or
- Directly to the Independent Broad-based Anticorruption Commission (https://www.ibac.vic.gov.au/reporting-corruption/how-to-make-a-complaint)
- Directly to the ombudsman (https://www.ombudsman.vic.gov.au/complaints/)

Reports made under the Public Interest Disclosure Act provides the discloser with statutory protections from reprisal, ensures anonymity and imposes upon the organisation responsibilities to ensure the matter is reported to an external agency and investigated.

4.6 Public Interest Disclosures

Council has adopted a *Public Interest Disclosures Procedure* in accordance with the requirements of the *Public Interest Disclosures Act* and guidelines issued by the IBAC.

When made in accordance with Council's public interest disclosure procedures, reports of suspected fraud or corruption will be protected under the *Public Interest Disclosures Act 2012*.

These procedures encourage staff and other officials to report suspected corrupt and/or improper conduct and the process for doing so. No staff member will suffer adverse consequences for reporting in good faith suspicions of conduct which may be in breach of this Policy

Council ensures that these procedures are communicated to, and understood by, staff and, where relevant, others acting on Council's behalf.

4.7 Internal Reporting of Fraud/Corruption Investigations

As set out in the Public Interest Disclosure Act, a report made under the act must be kept in strict confidentiality, other than the exemptions set out under section 54 of the act. As such, the Audit and Risk Committee will be advised only that an impending investigation is to be commenced or is underway. Specific details of the individual case will not be disclosed to ensure confidentiality is maintained over the information in order that any future investigation not be impeded or compromised.

At the conclusion of an investigation or should IBAC deem a reported issue to not constitute a public interest disclosure, then a report will be provided to the Audit and Risk Committee to keep them suitably informed of the details. Any report can be either verbal and/or written. If written it will be written in such a way to ensure that the associated protections including confidentiality of the person/s who made the reports are maintained regardless of the outcome of the investigation.

It is important that disclosure is handled with great sensitivity and confidentiality to ensure that the disclosure and the subject of the disclosure are not revealed which may compromise any future investigation and pose a risk to the discloser. The Audit and Risk Committee will be provided with a general update of the number of Mandatory Notifications and Public Interest Disclosures at each Committee meeting, as appropriate.

The Councillor representatives at the Audit and Risk Committee may decide to share this general information at a Councillor Briefing if it can be done whilst ensuring that confidentiality is maintained.

5. Response

If fraud and/or corruption is suspected or has occurred, it is important for Council to have appropriate strategies and procedures in place to respond to such instances. Key procedures and protocols for responding to instances of fraud and corruption are:

5.1 Investigation

The CEO must, as soon as practicable after forming a reasonable suspicion that corrupt conduct may have occurred or may be occurring, report the matter to the IBAC as required by s57 of the *IBAC Act*.

Where the matter is reported is specified to not be a public interest disclosure report, or Council is required by an external agency to conduct its own investigation, the CEO will appoint an appropriate investigator.

The CEO may consider the following options:

- An independent external qualified fraud examiner, preferably with experience in local government;
- A Banyule manager from an area not involved in the matter (e.g. where technical skills are required);
- An independent consultant with relevant technical skills and experience;
- Council's current internal auditors (if they have the necessary skills and competencies); or
- A team of one or more of those listed above.

Investigations will be conducted in accordance with relevant policies and guidelines and in a manner that ensures confidentiality.

For all non-public interest disclosure investigations, the Audit and Risk Committee will be made aware through a report by the appointed investigator, including when a review is in progress and how the investigation is being managed. Specific details of the review will be provided by the appointed investigator in a manner that will ensure confidentiality is retained and will not influence the investigation.

The independent investigator and Audit and Risk Committee will determine when and how Councillors are to be informed.

In the event that it is the CEO who is under investigation, responsibility to inform IBAC will revert to the Public Interest Disclosure Coordinator as nominated under the Banyule Public Interest Disclosure Procedures. The Public Interest Disclosure Coordinator will in turn inform the Audit and Risk Committee and Councillors as appropriate.

5.2 Disciplinary Action

Should fraud and/or corruption be proven to have been committed by a Council employee, Council will take appropriate disciplinary action in accordance with Human Resources 5196 Disciplinary Policy and Procedures.

In the case of a Councillor being proved to have committed fraud or corruption, Council will take action in accordance with relevant legislative requirements and the Councillors' *Code of Conduct*.

In addition to any disciplinary action, Council may also take or request legal action against any Council officer or Councillor found to have engaged in fraudulent or corrupt activities.

5.3 Recovery of Funds

Council will undertake action to recover any financial loss arising from fraudulent or corrupt activity where the likely benefits of such recovery are expected to exceed the cost of the recovery action.

This may include making a claim on Council's insurance policies, debt recovery action against the parties involved, seeking court orders in any criminal prosecution, or other

Where a crime, including fraud and/or corruption has occurred, the Audit Committee, Manager Finance and Procurement, Risk Management Co-ordinator, relevant managers (or any combination of these), will undertake a review of the internal control environment to determine whether improvements can be made to reduce the likelihood of future fraud and/or corruption events.

5.4 External Reporting

Council's *Public Interest Disclosures Procedure* sets out the requirements for Council to assess and refer reports of corrupt conduct received via public interest and non-public interest disclosures.

As also noted above in 5.1 the CEO must, as soon as practicable after forming a reasonable suspicion that corrupt conduct may have occurred or may be occurring, report the matter to the IBAC as required by s57 of the *IBAC Act*.

The CEO may also report fraud to the Police after considering the monetary value of the fraud and whether it:

- Involves non-financial benefit or advantage that results in a significant loss to the Council;
- Undermines confidence in a program or system;
- Is part of a conspiracy or involves collusion
- Is part of a pattern of activity or is linked with previous patterns of activity (either of an individual or an organisation)
- Is linked to multiple offences

- Involves bribery or other forms of corruption
- Involves the inappropriate or unjustified use of a Corporate Credit Card or
- Involves disclosure of sensitive or classified information
- Has received, or is likely to receive, adverse media or Agency attention.

5.5 Recording of Incidents

The Director Corporate Services maintains a register in which details of all reported fraud and corruption events are recorded. The register also details what action Council proposed and ultimately took in response to the particular event.

The register will be reported to the Audit Committee every 6 months.

Other information may be retained, with appropriate confidentiality, within a personnel file or similar, restricted-access documentation.

6. Review Period

This Fraud and Corruption Control Policy will be reviewed and amended at appropriate intervals. At a minimum, this Policy will be reviewed once every two years.

The next review of the policy is due to be completed by September 2022.

7. References

7.1 Legislation

- Independent Broad-Based Anti-Corruption Commission Act, 2011 - Ombudsman Act, 1973
- Crimes Act, 1958
- Public Interest Disclosures Act, 2012
- Local Government Act, 1989
- Victorian Charter of Human Rights and Responsibilities Act 2006

7.2 Standards

- AS 8001-2008 Fraud and Corruption Control

7.3 Council Policies and Procedures

- CD 15753 Code of Conduct for Staff
- CD 06716 Code of Conduct for Councillors
- CD 15487 Public Interest Disclosures Procedure
- CD 5106 Risk Management Policy and Guidelines
- Fraud and Corruption Risk Register

8. Definitions

8.1 A Control

Defined as an existing process, device, practice or other action that acts to minimise negative risks or enhance positive opportunities.

8.2 Conflict of Interest

Defined as an interest, pecuniary or otherwise, that may unduly influence decisions, conflict with proper performance of duties, or is incompatible with impartial fulfilment of public or professional duties.

8.3 Fraud

Defined by *the Australian Standard: AS8001-2008 Fraud and Corruption Control as Dishonest* activity causing actual or potential financial loss to any person or entity including theft of monies or other property by Council officers or persons external to the entity and whether or not deception is used at the time, immediately before or immediately following the activity.

This also includes the deliberate falsification, concealment, destruction or use of falsified documentation used or intended for use for a normal business purpose or the improper use of information or position.

8.4 Corruption

Defined in s4 of the Independent Broad-Based Anti-Corruption Commission Act, 2011 as conduct:

(a) of any person that adversely affects the honest performance by a public officer or public body of his or her or its functions as a public officer or public body; or

(b) of a public officer or public body that constitutes or involves the dishonest performance of his or her or its functions as a public officer or public body; or

(c) of a public officer or public body that constitutes or involves knowingly or recklessly breaching public trust; or

(d) of a public officer or a public body that involves the misuse of information or material acquired in the course of the performance of his or her or its functions as a public officer or public body, whether or not for the benefit of the public officer or public body or any other person; or

(da) of a person (the first person) intended to adversely affect the effective performance or exercise by a public officer or public body of the functions or powers of the public officer or public body and result in the first person or an associate of the first person obtaining -

(i) a licence, permit, approval, authority or other entitlement under any Act or subordinate instrument; or

(ii) an appointment to a statutory office or as a member of the board of any public body under any Act or subordinate instrument; or

(iii) a financial benefit or real or personal property; or

(iv) any other direct or indirect monetary or proprietary gain -
that they would not have otherwise obtained; or

(e) that could constitute a conspiracy or an attempt to engage in any conduct referred to in paragraph (a), (b), (c), (d) or (da) -

being conduct that would constitute a relevant offence.

8.5 Improper Conduct

Defined in s4 of the *Public Interest Disclosures Act 2012* as:

(1) (a) corrupt conduct; or

(b) conduct specified in subsection (2) that is not corrupt conduct but that, if proved, would constitute -

(i) a criminal offence; or

(ii) reasonable grounds for dismissing or dispensing with, or otherwise terminating, the services of the officer who was, or is, engaged in that conduct.

(2) For the purposes of subsection (1)(b), specified conduct is conduct -

(a) of any person that adversely affects the honest performance by a public officer or public body of his or her or its functions as a public officer or public body; or

(b) of a public officer or public body that constitutes or involves the dishonest performance of his or her or its functions as a public officer or public body; or

(c) of a public officer or public body that constitutes or involves knowingly or recklessly breaching public trust; or

(d) of a public officer or public body that involves the misuse of information or material acquired in the course of the performance of his or her or its functions as a public officer or public body, whether or not for the benefit of the public officer or public body or any other person; or

(da) of a person (the first person) intended to adversely affect the effective performance or exercise by a public officer or public body of the functions or powers of the public officer or public body and result in the first person or an associate of the first person obtaining -

(i) a licence, permit, approval, authority or other entitlement under any Act or subordinate instrument; or

(ii) an appointment to a statutory office or as a member of the board of any public body under any Act or subordinate instrument; or

(iii) a financial benefit or real or personal property; or

(iv) any other direct or indirect monetary or proprietary gain -
that they would not have otherwise obtained; or

(e) that could constitute a conspiracy or an attempt to engage in any conduct referred to in paragraph (a), (b), (c), (d) or (da); or

(f) of a public officer or public body in his or her capacity as a public officer or its capacity as a public body that—

(i) involves substantial mismanagement of public resources; or

(ii) involves substantial risk to public health or safety; or

(ii) involves substantial risk to the environment.

The Crimes Act 1958 details the legal definition of crime, including fraud and corruption related offences and should be referred to in gain a greater appreciation and understanding of specific offences.

RISK MANAGEMENT POLICY

RM8 /CD number			
Policy owner	People and Culture		
Adoption date		**Scheduled review date:**	

POLICY STATEMENT

Risk is the chance that things do not go to plan. Banyule City Council is committed to taking an integrated, common sense approach to risk management in order to make the most of opportunities and take informed decisions with a view to achieving our strategic objectives.
Council's overall aim is to embed a culture of risk management throughout the organisation, both at a corporate level and within operational and service delivery areas.

PURPOSE AND OBJECTIVES

This policy covers all parts of Banyule City Council's activities to ensure:

- Banyule City Council ("Council") maintains a Risk Management Framework ("Framework") detailing its approach to risk management and to provide a consistent methodology to assess, prioritise and manage risk.
- Risk management is an essential element of corporate governance and will be integrated into Council planning, reporting and decision making.
- Council creates and maintains a risk management environment that enables Council to deliver high quality services and meet strategic and operational objectives.
- Council demonstrates the application of the risk management process of identifying, analysing, evaluating and treating risk, as detailed in the Risk Management Standard ISO 31000.

SCOPE

This Policy applies to all Council Employees (including casual's, interns and apprentices), contractors, labour hire, agency staff, volunteers, and students on work-placement.
Council embraces a responsible approach to risk management as a risk-aware organisation, and not a risk adverse one. Risk is inherent in the strategy and operations of Council and our approach to managing risk is implemented as part of the day to day operations. Identifying and managing the material risks that may impact the achievement of our key strategic objectives:

- Support and strengthen the health and wellbeing of the Council community.
- Protect and care for the natural environment.
- Maintain and enhance our public spaces, buildings and infrastructure.
- Engage meaningfully and advocate for the broader interest of the community.
- Manage our resources wisely to achieve Council's strategic objectives.

In addition to linking with Council's strategic objectives and overall Council Plan, risk management integrates specifically with other planning and reporting systems.

POLICY

Council is committed to taking an integrated and coordinated approach to considering and responding to all risks that affect the achievement of Council's strategic and operational objectives.

The overall purpose of this policy is to outline Council's commitment to increase risk maturity to deliver informed operational and strategic decision making. This policy and accompanying framework outlines Council's overall method to the identification, analysis, treatment, monitoring and reporting of risk.

PRINCIPLES

All levels of Council shall commit to incorporating the following principles from the ISO standard. This policy is based on the principles that risk management at Council will:

- Create and protect value;
- Be an integral part of Council's organisational processes;
- Be part of the decision-making process;
- Explicitly address uncertainty by providing a framework in which risk can be assessed;
- Be systematic, structured and timely;
- Be based on the best available information;
- Be tailored to Council's internal and external environments;
- Take into account Council's human and cultural factors;
- Be a transparent and inclusive process;
- Be dynamic, iterative and responsive to change; and
- Continually improve.

ROLES AND RESPONSIBILITES

Council adopts both a top-down and bottom-up risk approach in which all levels of Council have an obligation to identify and consider risk in order to apply this to their day to day activities and decision making. This approach ensures robust risk management across the organisation and connects senior management with the rest of the organisation on risk matters.

The roles and responsibilities of Council staff is provided in detail within the Framework.

RELATED DOCUMENTS

- Council Plan
- Risk Management Framework

LEGISLATION/REGULATIONS REFERENCE DOCUMENTS

- ISO 31000:2018 Risk Management
- Local Government Act 1989

REVIEW OF POLICY

This Policy and Framework document will be reviewed as required, at least every two years, or more frequently if there are changes to legislation or to internal processes that impact on this document.

Internal Use Only:	
Responsible Manager:	
Approval:	

Banyule
CITY COUNCIL

Banyule City Council Risk Management Framework	
Version	2.1
Author	Melissa Sammut
Date of 2nd Draft	11/05/2020

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Glossary of terms and definitions		
Term	**Definition**	**Ref.**
Control	Measure that maintains and/or modifies risk	
Corporate Governance	Set of activities and policies that control the way in which Council is directed and controlled	
Current risk	Existing level of risk considering the controls in place, frequently referred to as "residual risk"	
Enterprise Risk Management	Integrated and coordinated approach to all the risks faced by Council	
Event	Occurrence or change of a particular set of circumstances	
Impact	Outcome of an event effecting objectives	
Likelihood	The chance of something happening	
Operational Risk	Risk(s) capable of impacting the operations of Council	
Project Risk	Risk that could cause doubt about the ability to deliver a project on time, within budget and to quality	
Risk Assessment	The overall process of risk identification, risk analysis and risk evaluation	
Risk Appetite	The amount and type of risk Council is willing to pursue or retain in pursuit of its strategic objectives	
Risk Architecture	Set of activities that support the risk management process	
Risk Culture	The term describing the values, beliefs, knowledge and understanding about risk shared by Council.	
Risk Management Policy	Statement of the overall intentions and direction of Council related to risk management	
Risk Management	Coordinated activities to direct and control an organisation with regard to risk	
Risk	The effect of uncertainty on objectives	
Risk Matrix	Presentation of risk information on a grid or graph, often used to illustrate information from the risk register	
Risk Register	Record of the significant risks faced by Council, the controls currently in place, additional controls that are required and responsibility for control activities	
Risk Response	Implementation of actions to respond to risks, including (for hazard risks) decisions whether to tolerate, treat, transfer or terminate	
Stakeholder	Person or organisation that can affect, be affected by, or perceive themselves to be affected by a decision	
Strategic Risk	Long-term risk concerned with where Council wants to go, how it plans to get there and how it can ensure survival	
Target Risk	The ultimate level of risk that is desired by Council when planned additional controls have been implemented	
Treatment	The process of selecting and implementing options to address risk	

1. Risk Management Framework

Banyule City Council ("**Council**") strives to make Banyule a better place for all those who live, work, play and do business here. Whilst the sector faces challenges, Council works to make the most of the opportunities the future holds whilst taking appropriate account of the potential events that could impact our ability to achieve our objectives.

Council is committed to taking an integrated, common sense approach to risk management with a view to achieving our strategic objectives. Council's overall aim is to embed a culture of risk management throughout the organisation, both at a corporate level and within operational and service delivery areas. Council has in place this framework which demonstrates our approach to the identification, analysis, management and reporting risk to support the delivery of our strategic objectives:

1) People: Support and strengthen the health and wellbeing of the Council community
2) Planet: Protect and care for the natural environment
3) Place: Maintain and enhance our public spaces, buildings and infrastructure
4) Participation: Engage meaningfully and advocate for the broader interest of the community
5) Performance: Manage our resources wisely to achieve Council's strategic objectives

1.1. Purpose

This Risk Management Framework (**"Framework"**) outlines Council's approach to managing risk throughout the organisation. The Framework aims to:

- Support effective decision making
- Ensure a consistent and effective approach to risk management while allowing for innovation and development
- Foster and encourage a risk-aware culture where risk management is seen as a tool to support decision-making rather than a corrective measure
- Enable the provision of greater assurance to stakeholders that risks have been identified and that appropriate steps have been taken to manage risk to an appropriate level

This Framework is integrated with Council's management systems and processes, planning, performance reporting, training and key business decisions to implement an Enterprise Risk Management (**"ERM"**) approach.

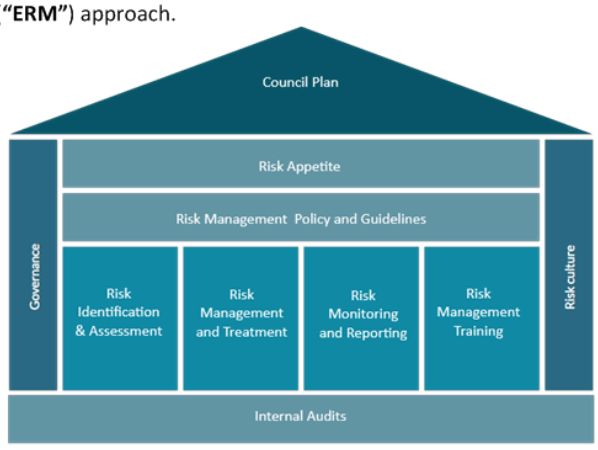


Figure 1: Council Risk Management Framework

1.2. What is risk?

Risk is the effect of uncertainty on objectives - potential events that can have a positive or negative effect on our ability to achieve our strategic objectives and priorities. Risk is the chance that things do not go to plan.

Risk is measured as a combination of the **likelihood** of a perceived threat or opportunity occurring and the magnitude of its **impact** on objectives, either positive, negative or a deviation from the expected. Council recognises that risk may have positive or negative outcomes and therefore may relate to opportunity, loss or simply the presence of uncertainty.

1.3. Risk Management Principles

The main principle of risk management is that it delivers value to Council. Council's Risk Management Policy outlines the principles that underpin our approach to risk management. These principles and outcomes are outlined below:

Figure 2: Council Risk Management Principles and Outcomes

2. Organisational context

Local Government is complex and multi-faceted. In order to equip ourselves to deliver the range of services and infrastructure for the diverse communities we represent, Council continuously examines the internal and external context in which we are operating.

This activity is strengthened by commitment from the Council and Executive to deliver a customised risk management process that enables effective risk assessment and appropriate risk treatment.

Risk activity at Council is aligned to our Strategic goals and supports us in our pursuit of these. It is a dynamic and iterative process that adapts with the organisation in order to drive informed decision making and seize opportunities.

2.1. Risk Culture

Council aims to cultivate a risk culture that enables and rewards individuals and groups for taking the right risks in an informed manner. This culture is underpinned by the following components:

Leadership: A distinct and consistent tone from the Council and senior management in respect of risk taking and avoidance.

Involvement: Appropriate risk taking behaviours are rewarded and encouraged with sufficient diversity of perspectives, values and beliefs to ensure the status quo is consistently and rigorously challenged.

Learning: Risk Management skills and knowledge are valued, encouraged and developed, with a properly resourced risk management function.

Accountability: A common acceptance of the importance of the continuous management of risk, including clear accountability for and ownership of specific risks and risk areas.

Communication: Alignment of risk culture with colleague engagement and people strategy. No process or activity too large, complex or obscure for the risks to be readily understood.

- **Risk language**
  Everyone in Council has a role in applying an effective risk management process and common language is needed. This framework sets out the common risk terminology adopted by Council, a full breakdown of which is provided in the Glossary of Terms and Definitions on page 3 of this document.

3. Risk Registers

Council's risk registers are a snapshot of the risk management activities taking place across the organisation. They are a tool that assist in recording the risk appetite, defining risk management context and providing the basis for management decisions through risk oversight and reporting. Within Council's Risk Management Information System, four risk registers are utilised:

3.1. Strategic, operational, project and service unit risks

Council categorises and records a hierarchy of risks in risk registers as follows:

Strategic – Strategic Risks are linked to Council's strategic objectives. The strategic risk register will be approved by the Audit and Risk Committee (**"ARC"**) and reviewed by the Executive Management Team (**"EMT"**) and Council.

Operational – Operational risks are linked to maintaining appropriate levels of business services and relationships with stakeholders. These operational risks will be developed by the relevant senior leader(s) for that particular business area of operation and reviewed by the Senior Management Team (**"SMT"**). Operational risks, as deemed "significant" by the SMT will be provided to the EMT and thence ARC to consider as part of their quarterly risk consideration.

Project – Project risks are considered as part of any key project, as defined by the organisation, or new business proposal. The management of these risks will initially be handled by the project team and will be reported to the SMT as required. Project risks are

measured differently from Strategic and Operational risk. As they are "short term" risks, likelihood is measured over the lifecycle of the project and impact is measured against time, budget and expected benefit.

Service Unit Risk Assessment ("SURA") – SURAs are linked to department-specific risk assessments. These risk assessments generally relate to operational delivery and health and safety compliance. Generally, SURAs are used to express potential hazards that could occur as part of the day to day operations of the team.

These definitions are provided as a guide. In some instances, a series of operational risks can in combination affect the strategic risks. In other cases, the risk of a project not delivering can impact a strategic or operational risk.

3.2. Risk Escalation

Risk management at Council is dynamic, iterative, and responsive to change. This implies that risk management operates at the speed of the organisation and is based on the most up to date and relevant information. In order to ensure that Council's risk consideration remains agile and in line with the decisions and activities of the organisation, it may be necessary to escalate risks (i.e. move from operational to strategic – and vice versa). Council adopts a structured risk escalation methodology based on periodic and structured risk consideration:

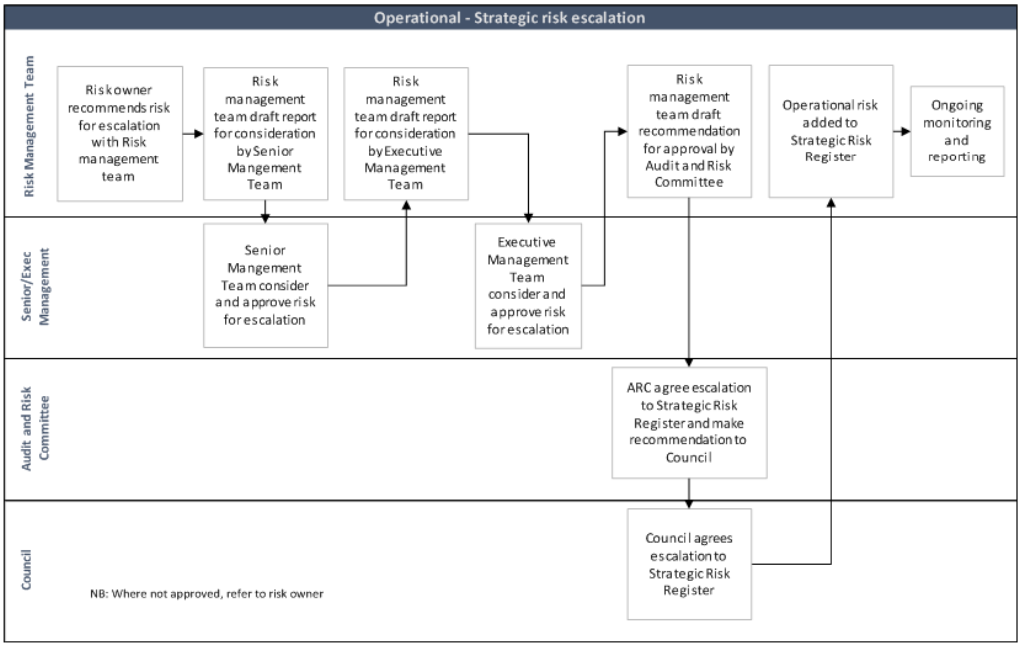


Figure 3: Operational risk escalation process

4. Risk Appetite

Council defines risk appetite as "the amount of risks that Council is willing to seek or accept in the pursuit of our strategic objectives". In determining its risk appetite on an ongoing basis, Council considers:

- Internal and external context impacting key strategic and operational matters;
- 4-year Council plan and budget;

- Significant matters that have been reserved for the EMT and Council;
- Reports of the internal and external auditors; and
- Risk target guidelines relating to Council's key risks

4.1. Statement

Council has agreed a set of risk appetite statements that address key risk areas and specific business operations. Each risk appetite statement provides guidance on the nature and extent of risk the group is prepared to take. Risk appetite is assessed in terms of "willingness to accept risk" and is defined as per:

Assessment	Description
High risk appetite (4)	Council is willing to accept a large negative impact in order to pursue our strategic objectives. Council will take a more aggressive approach to taking risk.
Moderate risk appetite (3)	Council is willing to accept some negative impact in pursuit of our strategic objectives. Council will seek to take risk in key areas.
Modest risk appetite (2)	Council takes a measured approach to pursuit of strategic objectives against potential negative impacts. Council will take a balanced and informed approach to taking risk.
Low risk appetite (1)	Council is willing to accept a small negative impact in pursuit of our strategic objectives. Council will take a cautious approach towards taking risk.

Table 1: Risk appetite statement descriptors

Where a risk is deemed to be outside of appetite, additional controls will be applied to reduce risk exposure. Appetite statements will be trailed over the next 12 months.

Principal risks and uncertainties

Council has identified eight principal risk categories, and each has been assigned a qualitative risk appetite statement supplemented by various principal risk metrics:

Table 2: Council principle risk appetites

8

i. **Ethical leadership and corporate governance**: Ethical leadership is used to shape the code of conduct for Council and the principles of corporate governance by which Council is directed and controlled. Council will not deviate from our ethical leadership and corporate governance arrangements in pursuit of our strategic objectives.

ii. **Reputation and community relationships**: Local Government is a highly scrutinised sector and as such Council will accept only modest negative impact on reputation with any of its key stakeholders, including minor negative media coverage. We do accept that some strategic projects outside of Council control may attract negative national media attention.

iii. **Financial**: In the pursuit of our objectives, Council is willing to accept, in some circumstances, risks that may result in some financial loss or exposure. Council has a low appetite for irresponsible use of Council resources and unnecessary liabilities. Activities that could result in an impact to our reportable financial parameters will only be undertaken in exceptional circumstances (see section 4.3 of this report).

iv. **IT and Digital transformation**: Digital transformation changes are required to adapt to changes in regulatory environment and in the conduct of Council activities. Council expects the digital transformation changes to be aligned to its vision and objectives and has moderate appetite for excellence through technology. However, it is essential that Council's systems continue to operate efficiently and effectively therefore a modest approach is applied overall.

v. **Regulatory Compliance:** Council seeks to comply with relevant statutory requirements to the best of our endeavours. We will achieve this through strong institutional governance and management which will shape Council's culture for compliance and ethical conduct. We have a low risk appetite for misconduct, fraud, harassment or other non-compliance behaviour that undermines the integrity of Council. We have a low risk appetite for compliance with external regulation which is informed using a risk-based approach.

vi. **Strategic initiatives and investments:** In order to achieve its objectives, Council is willing to take or accept a moderate to high level of risk in pursuit of our strategic priorities. There is low willingness to accept risks which have no alignment with our strategic direction or tarnish Council's credibility, role in the community or our values. In order to achieve our environmental objectives to protect and preserve the environment, Council is willing to trial technologies and initiatives not typically adopted within the sector.

vii. **Health and wellbeing**: Council has low appetite for safety risk exposure that could result in mental or physical injury or loss of life to public, contractors and/or employees. Due to the inherent nature of the work conducted by Council, it is not possible to eliminate exposure to injury/loss of life entirely.

viii. **Environment**: Council has a strong interest in protecting and preserving the environment and therefore have a low risk appetite for activities which will significantly degrade the environment. Council aims to lead the way in innovation that will protect and preserve the environment for future generations. This innovation, sometimes in technologies untested previously, is reflected in Council's appetite for "strategic initiatives and investments".

4.2. The Financial Risk Appetite

Banyule, like all councils, must report annually against a set of financial parameters as set by the Victorian Auditor General's Officer ("*VAGO*"). These parameters assist Council in setting the boundaries within which we are comfortable to operate in order to deliver our financial plan. VAGO provide a risk assessment criterion for financial sustainability criteria (see **Appendix B**). Council's aim is to be deemed by VAGO as at low risk of financial sustainability concerns. In order to achieve this, Council's appetite for each criterion is outlined below:

Indicator	Risk appetite
Underlying result	Low: More than zero *Generating surpluses consistently.* Measures Council's ability to generate surpluses in the ordinary course of business, excluding transactions that are not controlled by Council.
Liquidity	Low: More than 1.5 *No immediate issues with repaying short-term liabilities as they fall due.* Measures Council's ability to pay existing liabilities in the next 12 months.
Indebtedness	Low: 40% or less *No concern over the ability to repay debt from own-source revenue.* A comparison of Council's debt to its own-source revenue. This reflects Council's ability to repay debt with cash generated through operational activities.
Self-financing	Low: 20% or more *Generating enough cash from operations to fund assets.* Indicator that Council is generating sufficient income from its own operations to fund its capital investments.
Capital replacement	Medium: More than 1.0 -1.5 *May indicate spending on asset renewal is insufficient.* A long-term indicator to reflect whether Council is sufficiently maintaining its asset level to help deliver services to the community.
Renewal gap	Medium: 0.5 – 1.0 *May indicate insufficient spending on renewal of existing assets.* Council's average renewal gap should be above 1.0 to ensure we are investing money to renew and refresh existing assets at a similar or higher rate than they are depreciating. Individual years can fall below 1 as long as it is offset by an increased renewal expenditure in other years.

Table 3: Financial risk appetite against VAGO Principles

4.3. Operational risk appetite

For operational risks, Council's risk appetite will form the ongoing risk consideration and management process. Our approach to determining the action(s) and treatment(s) for operational risks is generally defined as follows:

Risk Level (Current)	Minimum Action Required	Minimum treatment required
Green	Implementation of simple and cost-effective controls required to maintain low level of risk	Tolerate
Yellow	Implementation of effective controls required to manage risk	Tolerate/Treat
Amber	Rigorous Management attention required. Implementation of controls to reduce the level of risk to as low as possible.	Treat/Transfer
Red	Senior Management attention required. Risk must be eliminated or controlled to reduce level of risk.	Terminate/Treat/Transfer

Table 4: Operational Risk action and treatment guidelines

5. Risk Management Methodology

Council has aligned our risk management methodology to the ISO31000 (2018) risk management guidelines, particularly in relation to the ongoing process of assessing, treating, recording and reporting risk. Council's risk management strategy aligns with our mission, vision and values by linking back to our strategic objectives. The risk management process (see figure below) at Council is a set of iterative steps that are undertaken in a considered and coordinated manner.

Figure 4: Council Risk Management Process

5.1. Risk Management Process

- **Scope, context and criteria**

  As part of our ongoing consideration of risk, the first step in the process is consistently revisited through the ongoing scrutiny undertaken by the organisation. As the operational context of Council changes (either internally through strategy revisions or externally through regulatory changes), our risk management activity will adapt.

- **Risk Assessment**

  Risk is assessed based on the best available information. Council conducts risk assessment systematically, iteratively and collaboratively, drawing on the knowledge and views of key stakeholders across the organisation.

- **Risk Identification**

  The purpose of risk identification is to find, recognise and describe risks that might help or prevent Council from achieving our strategic objectives. At Council, risks are identified whether or not they are caused by factors within our control, this is to ensure that appropriate consideration is given to potential outcomes.

- **Risk Analysis**

  The purpose of risk analysis is to comprehend the type of risk and its characteristics in order to determine the level of risk faced by Council. Whilst risk analysis can be undertaken with varying degrees of detail and complexity, Council uses the combination of likelihood and impact to prioritise the risks.

5.1..1. Control Effectiveness

There is a direct correlation between the effectiveness of controls and Council's exposure to risk. In order to have a truly holistic performance framework, our control environment must be continually assessed for effectiveness rather than assuming effectiveness. A control summary proforma is provided in Appendix C of this framework to assist risk and control owners in assessing controls for effectiveness.

- **Control category**

Control category is derived from two things:

1. The impact of the risk (see section 5.1.4.2); and
2. The criticality of the control

When determining the criticality of a control, Council adopts the following description relative to the risk:

Criticality	Descriptor
5	The control is critical to the management and reduction of the risk. If this control is ineffective or partially effective, the likelihood and/or impact of the risk will increase significantly (i.e. increases likelihood or impact by 3 or more levels)
4	The control is very important to the management and reduction of the risk. If this control is ineffective or partially effective, the likelihood and/or impact of the risk will increase (i.e. increases likelihood or impact by 2 levels)
3	The control is important to the management and reduction of the risk. If this control is ineffective or partially effective, the likelihood and/or impact of the risk will increase (i.e. increases likelihood or impact by 1 level)
2	The control has some impact on the management and reduction of the risk. Depending on the criticality of the other controls, an analysis should be undertaken to determine the necessity of this control.
1	The control has little to no impact on the management and reduction of the risk. It is unlikely this control is required

- **Effectiveness measures**

To be able to determine if a control is effective in both design and implementation, performance measures need to be identified for each control. Whilst the

performance measures for each control will be determined individually (as with any key performance indicator), effectiveness is defined as per:

Effective	The control is always fully effective and will significantly reduce the likelihood and/or impact of the risk.
Mostly effective	The control does have effect in terms of reducing the likelihood and or impact of the risk with further maturity required.
Partially effective	The control will have some effect in terms of reducing the likelihood and or impact of the risk.
Not effective	Not effective at all in mitigating the risk (will not have any effect in terms of reducing the likelihood and/or impact of the risk.
Not yet assessed	

By determining and quantifying control effectiveness, the likelihood of a risk materialising is better able to be quantified (see section 5.1.4.1) and actions associated with controls better applied and measured.

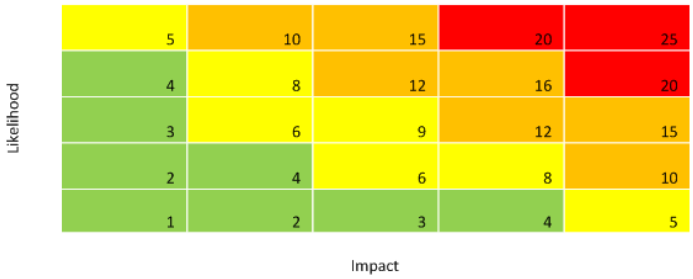
- **Control type**

All Controls can be categorised into the following types:

Control type	Description
Preventative	Controls designed to prevent incidents from occurring
Detective	Controls designed to alert when incidents occur
Corrective	Controls that lessen the impact when adverse incidents occur

5.1..2. Likelihood/Impact Matrix

The combination of likelihood and impact helps to determine which risks need detailed risk response plans and management focus. This is demonstrated as a 5x5 matrix. The likelihood of the risk occurring, and its impact can be plotted using the criteria matrices (see below) by multiplying the numbers associated to each criterion of likelihood and impact:



- **Likelihood**

A risk score is calculated by assigning it a likelihood which also includes a timeframe. Likelihood is measured on a scale of 1-5 as follows:

Likelihood	Quantification	% Likelihood	Descriptor
Almost Certain	0-12 months	95%-99%	Less than 10% of the critical controls associated with the risk are rated as either effective or mostly effective. Without control improvement, it is almost certain that the risk will eventuate.
Likely	1-3 years	65%-94%	10-30% of the critical controls associated with the risk are rated as either effective or mostly effective. Without control improvement, it is more likely that not that the risk will eventuate
Possible	4-6 years	35%-64%	30-70% of the critical controls associated with the risk are rated as either effective or mostly effective and, if there is no improvement the risk may eventuate
Unlikely	7-10 years	5%-34%	70 – 90% of the critical controls associated with the risk are rated as either effective or mostly effective. The strength of this control environment means that it is more than likely that the risk eventuating would be caused by external factors not known to Council.
Rare	Beyond 10 years	<5%	90% or more of the critical controls associated with the risk are rated as either effective or mostly effective. The strength of this control environment means that, if this risk eventuates, it is most likely as a result of external circumstances outside of the control of Council.

Table 5: Likelihood descriptors

- **Impact**

Impact score is calculated by assigning an effect of a risk event. Council utilises an impact matrix to assist in determining the potential outcome that the organisation is willing to accept:

	Insignificant	Minor	Moderate	Major	Catastrophic
Financial	<$10,000	$10,001 - $100,000	$100,001 - $999,999	$1m – $9.9m	>$10m
Safety and Wellbeing	First aid only – no medical treatment required	Mental/physical Injury or illness requiring medical attention. Incapacitation from normal activities for a continuous period of less than 7 days	Mental/physical Injury or illness requiring medical attention. Incapacitation from normal activities for a continuous period of greater than 7 days	Severe permanent mental/physical disability	Fatality
Natural Environment/ Sustainability	Single occurrence resulting in environmental harm with no ongoing affect.	Repeated occurrences (no more than twice) which cause environmental harm with no ongoing affect	Single or repeated occurrences which cause ongoing environmental harm which can be remediated in <2 years.	Single or repeated occurrences which cause ongoing environmental harm which can be remediated in 2 – 5 years	Single or repeated occurrences which cause ongoing environmental harm which cannot be remediated in under 5 years
Reputation	Complaint by several un-associated members of the general community. Minor social impacts on local reputation	Complaint by a group from the community, which is escalated to the public arena **OR** Minor adverse local media attention	Serious attention/concern from the public, state media or stakeholders which will be overcome within < 3 months. Ongoing social issues.	Significant attention/concern from the public, national media or stakeholders which will take longer than 3 months to overcome. Ongoing serious social issues.	Ministerial intervention/ appointment of commissioner
Legal/Regulatory	A minor legal/regulatory issue	Multiple minor breaches	Minor breach which results in legal remedy/fine	Major breach resulting in legal remedy/fine and disruption to services	Significant breach resulting in legal remedy/fine and significant long-term disruption to services
Business Disruption/Service Delivery	Inability to deliver non-essential services for a period of <3 days	Inability to deliver non-essential services for a period of >3 days but <1 week	Inability to deliver essential services for a period of <3 days **OR** Inability to deliver non-essential services for a period >1 week	Inability to deliver essential services for a period of >3 days but <1 week **OR** Inability to deliver critical service for a period of <3 days	Inability to deliver essential services for a period of >1 week **OR** Inability to deliver critical service for a period of >3 days

Table 6: Impact descriptors

5.2. Risk Evaluation

Council adopts two risk profiles when scoring risk, considering:

Current risk – This is the level of risk exposure after controls and mitigations have been applied to reduce the likelihood and/or impact of the risk

Target risk – This is the risk appetite, demonstrating the exposure we are willing to face in pursuit of our strategic objectives. If the target is less than the current risk score, then action will need to be applied to reduce the current risk score to target level.

The purpose of risk evaluation is to support decision making. Risk evaluation involves comparing the results of the risk analysis with the established risk criteria to determine where additional action is required. This can lead to a decision to:

- Do nothing further
- Consider risk treatment options (see section 5.3)
- Undertake further analysis
- Maintain existing controls
- Reconsider objectives

In a reporting context, Council consider **Current risk** and review as per the below:

Risk Level (Current)	Control Response	Management Response	Review
Green	▪ No major concern. ▪ Can be managed by routine risk controls and procedures.	▪ No major concern. ▪ Significant management effort should not be directed towards these risks.	Annually
Yellow	▪ No major concern. ▪ Can be managed by routine risk controls and procedures.	▪ No major concern. ▪ Officer management and effort should be directed towards these risks.	Annually
Amber	▪ Management control responsibility must be specified. ▪ Further management measures may be considered.	▪ Needs regular monitoring. ▪ Risk should be monitored in conjunction with a review of existing risk controls.	6 Monthly
Red	▪ May prevent achievement of objectives. ▪ Risk controls require detailed planning and decision-making by CEO and Risk Committee.	▪ Needs regular management. ▪ Risk treatment plans must be established and implemented.	3 Monthly

Table 7: Risk review guidelines (by 'Current' rating)

5.3. Risk Treatment

The purpose of risk treatment is to select and implement the response to address risk in order to achieve its target profile. Selecting the most appropriate risk treatment option(s) involves balancing the potential benefits derived in relation to the achievement of the objectives against costs, effort or disadvantages of implementation. When selecting risk treatment options, the organisation considers the following options:

- **Tolerating** the risk or accepting some or all of the impacts of a particular risk (i.e. live with the risk as it is).
- **Treating** the risk to constrain it to a particular level (i.e. reduce the likelihood and/or impact of the event).
- **Transferring** the risk to another party, avoiding or sharing the risk. This could be done by outsourcing or other contractual arrangements with a third party e.g. joint ventures or taking out insurance against the risk (i.e. spread or share the risk).
- **Terminating** the risk (i.e. avoiding the risk altogether or terminating the activity giving rise to the risk).

When seeking to establish the target level of risk, the concept adopted by Council is to reduce the risk to the level that is 'as low as reasonably practicable'. It is not necessary to manage risk to the point where it is eliminated, but to the point where the cost of additional controls would exceed the benefits.

5.4. Risk Lifecycle

To ensure that risk management at Council remains dynamic, iterative and responsive to change, ongoing monitoring and review of the risk management process and its outcomes is a planned part of the risk management process. Risk is considered by council both formally and informally. Informal risk consideration is driven by the Risk Management Function through periodic meetings with risk owners, although it should be noted that it is the responsibility of all risk owners to apply to their day to day activity and decision making. Formal risk consideration takes place at structured meetings and is the methodology by which Council articulates our application of risk management within formal discussion and decision making (see section 6 of this Framework).

5.5. Risk Interdependencies

Risks do not exist in isolation but often as a chain of causes and potential impacts. Risks tend to arise in an ad hoc manner and there is often interconnectivity between risks which can result in a domino effect with different risks impacting on each other. Our risk management information system and reporting tools demonstrates the link between risks so that this can be considered holistically.

6. Risk Management Architecture

6.1 Structure of Risk Oversight

In order to comply with these requirements, Council implements a mixture of Groups and Committees with a formal requirement to consider risk. These Groups and Committees form the corporate governance structure of Council with accountability for overseeing risk (more information on the roles and responsibilities is provided in section 6.3 of this Framework).

6.2 Reporting

Council's risk management process and outcomes are documented and reported through the appropriate mechanisms:

Risk Profile	Reporting Group	Review timescale
Strategic Risk	EMT	Quarterly
	ARC	Quarterly
	Council	Bi-yearly
Operational Risk	SMT	Quarterly
	EMT	Quarterly
	ARC	Ad Hoc
Project Risk	Project team	Ad Hoc
	SMT	Ad Hoc
SURA	Operational teams	Annually & Ad Hoc

Table 8: Risk reporting timescales

The purpose of ongoing reporting, monitoring and reviewing is to support the improvement of the quality and effectiveness of the risk management process. It aims to:

- Communicate risk management activities and outcomes across Council;
- Provide information on and support decision making;
- Improve risk management activities; and,
- Assist interaction with stakeholders, including those with responsibility and accountability for risk management activities

Reporting is an integral part of Council's corporate governance arrangements and enhances the quality of dialogue with internal and external stakeholders and support senior and executive management in meeting their responsibilities.

Council takes a structured approach to reporting on risk. Council's risk management function works with risk owners to ensure that risks are monitored and updated. This information forms the basis of reporting to the SMT (for consideration of operational risk) and the EMT (for consideration of Strategic risk). The discussion undertaken by the SMT and EMT is then provided to the ARC who scrutinise risk and provide assurance on risk management activity to the Council.

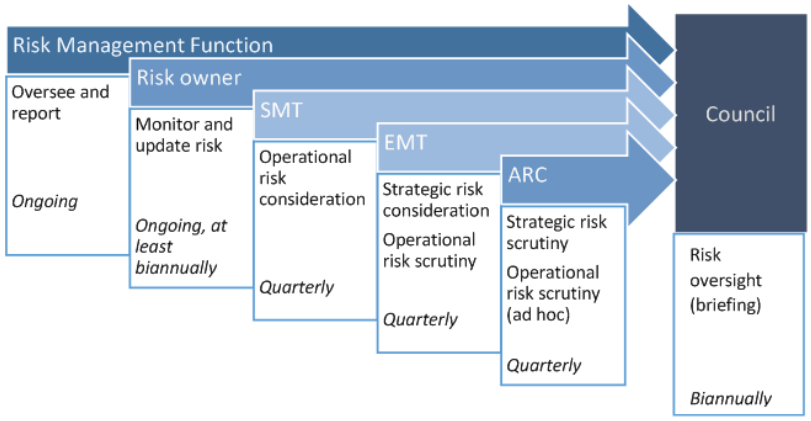


Figure 5: Risk Communication Plan

For each of the key risks areas, the group risk appetite is taken into account when determining the nature and extent of the key control mechanisms in place and the level of assurance required. The Council and its committees received regular reports from key functions such as safety, compliance, finance, internal audit and HR along with operational reports.

6.3 Roles and responsibilities

Whilst it is the responsibility of the Council and Executive Management to ensure that risk management is integrated into all organisational activities, it is the responsibility of all operational employees to ensure that risk is considered and communicated as part of day to day operations. Risk is managed in every part of Council's structure and the key functions of each role is summarised as per:

Activities	Council	Audit and Risk Comm.	EMT	SMT	Risk Mgmt. Function	Management	Risk owner	Employees	Internal Audit
Risk culture	•	•	•	•	•	•	•	•	
Risk appetite setting	•	•	•						
Risk policy and risk framework	•	•	•		•				
Maintain and monitor risk action plan			•	•	•		•		
Training/awareness					•	•			
Risk assessment/evaluation					•	•	•		
Monitoring	•	•	•	•	•	•	•	•	
Reporting				•	•		•		
Assurance									•
Treatment			•	•			•		

Figure 6: Risk Management roles and responsibilities

Specific roles and responsibilities of Council's structure is provided in detail:

6.3.1 Council

- Approve the Risk Management Policy and note the Framework
- Be satisfied that risks are managed appropriately
- Appoint the Audit & Risk Committee
- Identify the principal risks facing Council
- Assess risks against the business model and strategy
- Ensure Risk culture is embedded throughout the organization
- Keep under review the risk profile of Council
- Oversee measures to manage or mitigate key risks
- Undertake ongoing monitoring and review of risk management
- Communicate necessary risk information to and from Council

6.3.2 Audit and Risk Committee

- Oversee the Framework and review the mechanisms in place to comply
- Make recommendations to the Council on the effectiveness of risk management activity
- Monitor risk systems and processes via Council's risk profile and consider the profile when developing Council's Internal Audit programme
- Assess the effectiveness of Council's risk management activity
- Communicate necessary risk information to and from Council

6.3.3 Executive Management Team

- Determine the strategic approach to risk
- Drive the risk culture for the organisation, including the provision of executive leadership in the management of strategic, operational and project risk
- Oversee and monitor the operational and strategic risk registers
- Make recommendations to the EMT and ARC on the escalation of operational risks
- Communicate necessary risk information to and from EMT and ARC

6.3.4 Senior Management Team

- Determine the operational approach to risk
- Drive the risk culture for the organisation, including the provision of executive leadership in the management of strategic, operational and project risk
- Oversee and monitor the strategic and operational risk registers
- Understand the most significant risks and consider the implications of poor decisions
- Make recommendations to the Audit and Risk Committee on the escalation and de-escalation of strategic risks
- Communicate necessary risk information to and from Council and ARC
- Endorse the Risk Management Policy for approval by Council, approve the Risk Management Framework and monitor implementation

6.3.5 Risk Management Function

- Lead the development, implementation and review of the Risk Management Policy, Framework and general risk management practice within Council
- Ensure Council has the appropriate culture, capability, processes and systems to deliver on this policy and framework
- Keep up to date with developments in specialist areas
- Compile risk information and prepare detailed reports for consideration by the SMT, EMT, ARC and Council

6.3.6 Management

- Ownership of risk management within department or as delegated by the EMT/SMT
- Champion risk management and appropriate risk management practice by employees, volunteers, contractors and service providers within department

6.3.7 Risk Owner

- Periodically monitor and update risk to reflect the most up to date information
- Assess and decide on risk treatment
- Undertake ongoing monitoring and review of control activity

6.3.8 Employees

- Applying risk management practices within their area of operation and ensuring management are aware of risks associated with council's operations
- Recommending or providing suitable plans to manage risks, obtain appropriate approval prior to action and reporting on risk management practices

6.3.9 Internal Audit

- Review management of key risks
- Evaluate the reporting of key risks
- Evaluate risk management processes
- Provide assurance that risks are correctly evaluated
- Provide assurance on the risk management processes

7 Assurance

An objective of risk management is not to remove risk altogether, but to manage the risk to an acceptable level. To ensure appropriate responsibility is allocated for the management, reporting and escalation of risk, Council operates an assurance model based on Governance, Risk and Compliance.

This approach is based on the separation of functions: Senior and Executive Management is responsible for overseeing governance within Council, Specialist risk functions are responsible for overseeing risk management activities and assurance on adequate compliance is provided by Internal and External Audit.

8 Risk Management Information System (Camms)

To enhance risk awareness and ensure improved risk performance, risk information is collated and shared throughout Council via Risk Management Information System, Cammsrisk (**"Camms"**). Camms supports Council's risk management framework as the central tool for recording details on Council's risk exposure, controls and action plans in order to support decision making and provide transparency on risk performance throughout Council.

9 Training

Council's internal risk management function will provide training on Council's risk management framework and approach, including the use of Camms. Training will be mandatory for those colleagues in the Banyule Leadership Network and any other relevant employee. The training will be open to all council colleagues with a view to upskilling on risk management.

10 12-month work plan

To assist in furthering risk maturity, a 12-month rolling work plan has been developed to track progress on the embedding of risk management activity at Council. This plan, provided in Appendix D of this document, includes KPIs and measures of success to assist Council in assessing risk performance and maturity.

11 Table of Appendices

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Appendix A	Risk Scoring Matrix
Appendix B	VAGO Financial sustainability risk assessment criteria
Appendix C	Control Assessment Proforma
Appendix D	12 Month work plan

Appendix A: Risk scoring matrix

Probability										
95%-99%	The event is expected to occur	Almost Certain	5	5	10	15	20	25
65%-94%	The event will probably occur	Likely	4	4	8	12	16	20
35%-64%	The event might occur at some time	Possible	3	3	6	9	12	15
5%-34%	The event could occur at some time but is improbable	Unlikely	2	2	4	6	8	10
<5%	The event may occur only in exceptional circumstances	Rare	1	1	2	3	4	5

	Insignificant (1)	Minor (2)	Moderate (3)	Major (4)	Catastrophic (5)
Financial impact	<$10,000	$10,001 - $100,000	$100,001 - $999,999	$1m – $9.9m	>$10m
Health, Safety and Wellbeing	First aid only – no medical treatment required	Mental/physical Injury or illness requiring medical attention. Incapacitation from normal activities for a continuous period of less than 7 days	Mental/physical Injury or illness requiring medical attention. Incapacitation from normal activities for a continuous period of greater than 7 days	Severe permanent mental/physical disability	Fatality
Natural Environment/ Sustainability	Single occurrence resulting in environmental harm with no ongoing affect.	Repeated occurrences which cause environmental harm with no ongoing affect	Single or repeated occurrences which cause ongoing environmental harm which can be remediated in <2 years.	Single or repeated occurrences which cause ongoing environmental harm which can be remediated in 2 – 5 years	Single or repeated occurrences which cause ongoing environmental harm which cannot be remediated in under 5 years
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Legal/Regulatory	A minor legal/regulatory issue	Multiple minor breaches	Minor breach which results in legal remedy/fine	Major breach resulting in legal remedy/fine and disruption to services	Significant breach resulting in legal remedy/fine and significant long-term disruption to services
Business Disruption/Service Delivery	Inability to deliver non-essential services for a period of <3 days	Inability to deliver non-essential services for a period of >3 days but <1 week	Inability to deliver essential services for a period of <3 days **OR** Inability to deliver non-essential services for a period >1 week	Inability to deliver essential services for a period of >3 days but <1 week **OR** Inability to deliver critical service for a period of <3 days	Inability to deliver essential services for a period of >1 week **OR** Inability to deliver critical service for a period of >3 days

Appendix B: VAGO Financial sustainability risk assessment criteria

Financial sustainability risk indicators—risk assessment criteria

Risk	Net result	Adjusted underlying result	Liquidity	Internal financing	Indebtedness	Capital replacement	Renewal gap
High	**Less than negative 10%** Insufficient revenue is being generated to fund operations and asset renewal.	**>Less than 0%** Insufficient surplus being generated to fund operations.	**Less than 0.75** Immediate sustainability issues with insufficient current assets to cover liabilities.	**Less than 75%** Limited cash generated from operations to fund new assets and asset renewal.	**More than 60%** Potentially long-term concern over ability to repay debt levels from own-source revenue.	**Less than 1.0** Spending on capital works has not kept pace with consumption of assets.	**Less than 0.5** Spending on existing assets has not kept pace with consumption of these assets.
Medium	**Negative 10%–0%** A risk of long-term run down to cash reserves and inability to fund asset renewals.	**0%–5%** Surplus being generated to fund operations.	**0.75–1.0** Need for caution with cash flow, as issues could arise with meeting obligations as they fall due.	**75–100%** May not be generating sufficient cash from operations to fund new assets.	**40–60%** Some concern over the ability to repay debt from own-source revenue.	**1.0–1.5** May indicate spending on asset renewal is insufficient.	**0.5–1.0** May indicate insufficient spending on renewal of existing assets.
Low	**More than 0%** Generating surpluses consistently.	**More than 5%** Generating strong surpluses to fund operations.	**More than 1.0** No immediate issues with repaying short-term liabilities as they fall due.	**More than 100%** Generating enough cash from operations to fund new assets.	**40% or less** No concern over the ability to repay debt from own-source revenue.	**More than 1.5** Low risk of insufficient spending on asset renewal.	**More than 1.0** Low risk of insufficient spending on asset base.

Appendix C: Control Assessment Proforma

Control Name	*When naming a control, it needs to be specific so there can be no confusion*	
Control Type	**Preventative**	*Select One*
	Detective	
	Corrective	
Control Owner	*The person accountable for the control*	
Legislative/Regulatory Requirements and processes the Control is Linked to – if applicable	*i.e. Health and Safety Act 2004, Local Government Act, Risk Management Policy, Manual handling policy etc*	
Risks control is linked to	**Risk Name**	
	*As an example; the control: **Background Checks on new Starters** will be linked to the following risks:* • *Inappropriate behaviour towards a client by a member of staff* • *Unauthorised release of confidential information* • *Fraudulent/corrupt act by an employee*	
Performance Measure/s	*To be able to determine if a control is effective in both design and implementation, performance measures need to be identified for each control. I.e. **Background Checks on new Starters**:* • *% of new starters that have had their backgrounds checked* • *# of issues/anomalies discovered where the issue/anomaly should have been identified during the background checking process*	
Effectiveness Measures	**Effective**	
	Mostly Effective	
	Partially Effective	
	Not Effective	
Frequency of Control Review	*The category of the control will determine the frequency of the control assessment*	
Results of Last Review	*This is where the results are recorded of the assurance/audit activities of the control*	
Control Effectiveness	*On the basis of the results above, and assessment of the control is made as either:* • *Effective* • *Mostly Effective* • *Partially Effective* • *Ineffective*	

Appendix D: 12-month work plan

Ref	Objective	KPI Measure and target	Accountability
	Strategic Risk Profile		
1.1	The Strategic Risk Profile is critically reviewed annually	100% of risk reviews conducted	Risk Team EMT/ARC
1.2	The Risk Management framework is reviewed annually	100% review conducted	Risk Team/EMT/ARC
1.3	The Strategic Risk Profile reports are to be provided to ARC every quarter	100% of reports provided to the appropriate committees within specified timeframes	Risk Team/EMT
1.4	The Strategic Risk Profile reports are to be provided to Council every 6 months	100% of reports provided to the appropriate committees within specified timeframes	Risk Team/EMT
1.5	The existing key controls for strategic risks to be maintained, as far as possible, as effective, with evidence to support the assessment.	100% of controls reviewed	Risk Owner/EMT
1.6	The Strategic risk profile is reviewed quarterly, and key controls scrutinised for effectiveness	100% quarterly risk reviews conducted.	EMT/RMC
	Operational Risk Profile		
2.1	The Operational Risk Profiles are reviewed quarterly as part of the business planning process.	100% quarterly risk reviews conducted.	SMT/RMC
2.2	The Operational Risk Profiles are maintained on the risk register in a specified format and critically reviewed as part of Business Planning	100% of organisation maintaining a risk register.	Risk Team/Risk Owner
2.3	The Risk Treatment actions are completed within specified timeframes	90% of treatment actions completed within specified timeframes.	Risk Owner
2.4	The existing controls for the risks with catastrophic or major impacts are to be maintained, as far as possible, as effective, with evidence to support the assessment.	90% of controls for risks are effective or mostly effective, with evidence to support the assessment.	Risk Owner/Control owner

Mr. Scott Walker
Director City Development
Banyule City Council
1 Flintoff Street
Greensborough, VIC 3088

Via Email

31 July 2020

PROBITY PRACTITIONER REPORT
BELLFIELD REDEVELOPMENT PROJECT
DELIVERY OF SOCIAL HOUSING

The process for selection of a preferred provider for the delivery of social housing as part of the Bellfield Redevelopment Project for Banyule City Council (Council) has been completed. The outcomes of the probity services provided are outlined below:

SCOPE

1. The scope of the review extended from the date the Expression of Interest (EOI) was issued up to the recommendation of a preferred provider in the Council Report.
2. The objective of the review was to ensure that the Expression of Interest (EOI) and Request for Proposal (RFP) processes were in accordance with the *Local Government Act (1989) Vic*, Council's Procurement Policy, Project Probity Plan, and generally accepted probity principles.
3. Our principal contact during this assignment was Ms Lucy Rasdell, Strategic Property Manager and in conducting our review, we have received documentation and relied on representations about the Expression of Interest and Request for Proposal processes from the Strategic Property Manager and her representatives.

PURPOSE OF REPORT

4. This report has been prepared solely for the purpose of providing assurance to Banyule City Council that the Expression of Interest and Request for Proposal processes were in accordance with the *Local Government Act (1989) (Vic)*, Council's Procurement Policy, the Project Probity Plan, and generally accepted probity principles. Our review has been conducted in accordance with these principles.
5. There are "inherent limitations" in any probity review process. It is possible that irregularities may occur and not be detected as evidence is gathered at particular points in the process, rather than continuously throughout the process.

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PROBITY TASKS UNDERTAKEN

6. We undertook the following probity tasks:

- Preparation of a probity plan
- Provision of a probity briefing outlining key probity principles to the Project Steering Committee and the Evaluation Panel
- Review of the Expression of Interest and Request for Proposal documents
- Review of the evaluation methodologies as detailed in the EOI and RFP Evaluation Plans
- Attendance at evaluation team meetings, for both the EOI and RFP processes, to determine a consensus score for each of the evaluation criteria in relation to each respondent
- Provision of probity advice where required
- Review of the Council Reports for the EOI and RFP processes
- Provision of this Probity Report

CONCLUSION

7. The decision to select a preferred provider for the delivery of social housing as part of the Bellfield Redevelopment Project is the sole responsibility of Banyule City Council.

8. In all material respects, the Expression of Interest and Request for Proposal processes have been undertaken in accordance with the respective evaluation plans, the *Local Government Act (1989) Vic*, Council's Procurement Policy, the Project Probity Plan, and generally accepted probity principles.

9. We are not aware of any material probity matters that would prevent the Evaluation Panel from recommending to Council the preferred provider for the delivery of social housing, as outlined in the Council Report.

If you wish to discuss any matters of the report, please contact me on (03) 96170200.

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