



Ordinary Meeting of Council

Tuesday, 28 June 2016 at 7.00pm

Separately Circulated Appendices

APPENDICES

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ZONE LEGEND

	B1Z - COMMERCIAL 1		BUZ4 - PUBLIC USE - TRANSPORT
	R1Z - RESIDENTIAL 1		ROZ1 - ROAD - CATEGORY 1
	SUBJECT SITE - SITE BOUNDARY		

01	SUBJECT SITE - 47.49 & 51 ROSE STREET, ESSENDON, VIC 3040	14	DOUBLE STOREY DWELLING 32 FLOWER ST, BRICK	27	SINGLE STOREY DWELLING 15 FLOWER ST, BRICK	40	SINGLE STOREY DWELLING 122 BUCKLEY ST, BRICK FINISH	53	COMMERCIAL BUILDING 30-43 ROSE ST, SINGLE STOREY BRICK
02	ADJOINING COMMERCIAL BUILDING 53 ROSE ST, DOUBLE STOREY BRICK	15	SINGLE STOREY DWELLING 33 FLOWER ST, BRICK	28	DOUBLE STOREY DWELLING 16 FLOWER ST, WEATHERBOARD	41	SINGLE STOREY DWELLING 120 BUCKLEY ST, WEATHERBOARD	54	COMMERCIAL BUILDING 45 ROSE ST, SINGLE STOREY BRICK
03	COMMERCIAL BUILDING 57 ROSE ST, SINGLE STOREY BRICK	16	SINGLE STOREY DWELLING 30 FLOWER ST, BRICK	29	SINGLE STOREY DWELLING 11 FLOWER ST, BRICK	42	SINGLE STOREY DWELLING 118 BUCKLEY ST, BRICK FINISH	55	ESSENDON TOWN STATION
04	SINGLE STOREY DWELLING 59 ROSE ST, BRICK	17	SINGLE STOREY DWELLING 29 FLOWER ST, BRICK	30	SINGLE STOREY DWELLING 14 FLOWER ST, BRICK	43	SINGLE STOREY DWELLING 119A BUCKLEY ST, BRICK FINISH	56	COMMERCIAL BUILDING 20 RUSSELL ST, SINGLE STOREY BRICK
05	SINGLE STOREY DWELLING 45 ROSE ST, BRICK	18	SINGLE STOREY DWELLING 28 FLOWER ST, BRICK	31	DOUBLE STOREY DWELLING (UNIT) 7 FLOWER ST, BRICK	44	COMMERCIAL BUILDING 112-118 BUCKLEY ST, SINGLE STOREY	57	CAR PARK
06	COMMERCIAL BUILDING 47 ROSE ST, SINGLE STOREY RENDER	19	SINGLE STOREY DWELLING 27 FLOWER ST, WEATHERBOARD	32	SINGLE STOREY DWELLING 12 FLOWER ST, WEATHERBOARD	45	"BEAUTY ON ROSE" 112-118 BUCKLEY ST, DOUBLE STOREY	58	0.85 KM TO : ESSENDON CRICKET GROUND
07	COMMERCIAL BUILDING 49 ROSE ST, SINGLE STOREY BRICK	20	SINGLE STOREY DWELLING 26 FLOWER ST, BRICK	33	SINGLE STOREY DWELLING 5 FLOWER ST, BRICK	46	COMMERCIAL BUILDING 1-3 ROSE ST, DOUBLE STOREY BRICK	59	0.9 KM TO : CLIFF ALISON PARK
08	"THE BELMORE APARTMENT" 73-75 ROSE ST, DOUBLE STOREY	21	DOUBLE STOREY DWELLING 25 FLOWER ST, WEATHERBOARD	34	SINGLE STOREY DWELLING 10 FLOWER ST, WEATHERBOARD	47	"DENTIST" 11 ROSE ST, SINGLE STOREY BRICK	60	1.2 KM TO : LINCOLN PARK
09	"DENTIST" 81 ROSE ST, SINGLE STOREY RENDER	22	"DENTIST" 24 ROSE ST, SINGLE STOREY RENDER	35	DOUBLE STOREY DWELLING 3 FLOWER ST, BRICK	48	COMMERCIAL BUILDING 15 ROSE ST, DOUBLE STOREY BRICK	61	3.5 KM TO : WILLEMIA SHOPPING CENTRE
10	COMMERCIAL BUILDING 43-47 ROSE ST, SINGLE STOREY BRICK	23	SINGLE STOREY DWELLING 23 FLOWER ST, WEATHERBOARD	36	SINGLE STOREY DWELLING 8 FLOWER ST, WEATHERBOARD	49	COMMERCIAL BUILDING 17-19 ROSE ST, DOUBLE STOREY BRICK	62	0.27 KM TO : SCHOOL
11	ESSENDON CHRISTIAN CHURCH 89-91 ROSE ST, DOUBLE STOREY	24	SINGLE STOREY DWELLING 22 FLOWER ST, BRICK	37	SINGLE STOREY DWELLING 1 FLOWER ST, BRICK	50	COMMERCIAL BUILDING 21-24 ROSE ST, SINGLE STOREY	63	2.5 KM TO : WHARFING ROAD
12	COMMERCIAL BUILDING 83-94 ROSE ST, SINGLE STOREY	25	SINGLE STOREY DWELLING 19 FLOWER ST, BRICK	38	SINGLE STOREY DWELLING 6 FLOWER ST, WEATHERBOARD	51	COMMERCIAL BUILDING 27-31 ROSE ST, SINGLE STOREY BRICK	64	0.5 KM TO : CBD
13	VACANT LAND 87 ROSE STREET	26	SINGLE STOREY DWELLING 18-20 FLOWER ST, WEATHERBOARD	39	SINGLE STOREY DWELLING 4 FLOWER ST, BRICK	52	COMMERCIAL BUILDING 33-37 ROSE ST, DOUBLE STOREY BRICK	65	0.04 KM TO : ESSENDON TOWN STATION

DATE	20/05/15	BY	TP 02
DATE	20/05/15	BY	TP 02

PROJECT	TOWN PLANNING APPLICATION	DATE	20/05/15
PROJECT	TOWN PLANNING APPLICATION	DATE	20/05/15

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ROSE STRET - EXISTING STREETScape - FOR HEIGHT COMPARISON ONLY (NOT TO SCALE)



ROSE STRET - PROPOSED STREETScape - FOR HEIGHT COMPARISON ONLY (NOT TO SCALE)

DATE: 20-05-15 TIME: 10:00 AM		DRAWN: JACOBSON CHECKED: JACOBSON		PROJECT: 47.49 & 51 ROSE STREET DESIGN RESPONSE STREETScape ELEVATION		DATE: 20-05-15 TIME: 10:00 AM TP 03		BILL JACOBS PTY LTD 1116 A HARRICK ROAD KEELOR PARK, VICTORIA 3004 TEL: 03 9371 4444 FAX: 03 9371 4422 EMAIL: info@billjacobs.com.au	
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EXISTING SITE PLAN

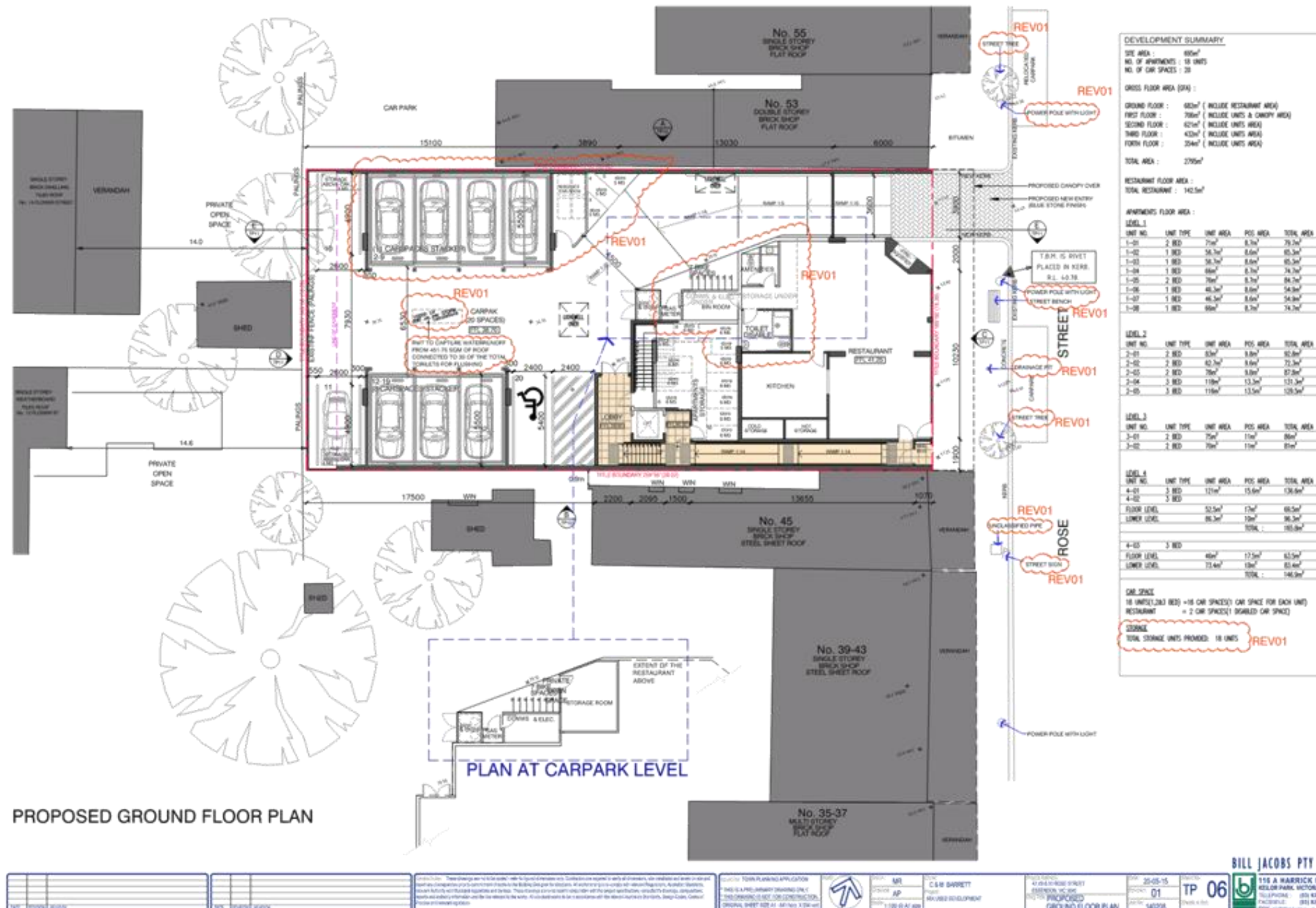


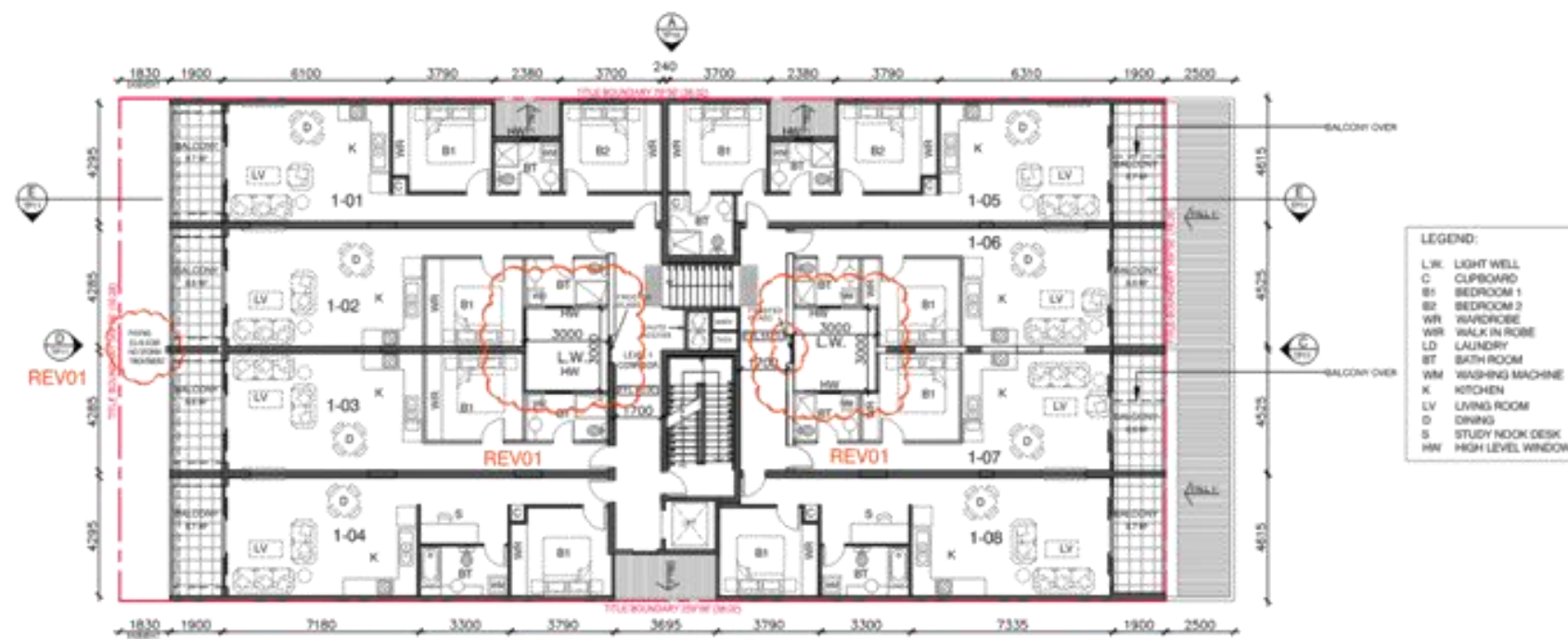
PROPOSED SITE PLAN

[illegible]



5  **155 A HARRICK ROAD**
KILLOM PARK, VICTORIA, 3254
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PROPOSED FIRST FLOOR PLAN



PROPOSED SECOND FLOOR PLAN

DEVELOPMENT SUMMARY

SITE AREA : 495m²
NO. OF APARTMENTS : 18 UNITS
NO. OF CAR SPACES : 38

GROSS FLOOR AREA (GFA) :

GROUND FLOOR : 682m² (INCLUDE RESTAURANT AREA)
FIRST FLOOR : 708m² (INCLUDE UNITS & CANOPY AREA)
SECOND FLOOR : 421m² (INCLUDE UNITS AREA)
THIRD FLOOR : 432m² (INCLUDE UNITS AREA)
FOURTH FLOOR : 354m² (INCLUDE UNITS AREA)

TOTAL AREA : 2795m²

RESTAURANT FLOOR AREA :

TOTAL RESTAURANT : 142.5m²

APARTMENTS FLOOR AREA :

LEVEL 1

UNIT NO.	UNIT TYPE	UNIT AREA	POS. AREA	TOTAL AREA
1-01	2 BED	77m ²	8.7m ²	79.7m ²
1-02	1 BED	56.7m ²	8.6m ²	65.3m ²
1-03	1 BED	56.7m ²	8.6m ²	65.3m ²
1-04	1 BED	68m ²	8.7m ²	76.7m ²
1-05	2 BED	78m ²	8.7m ²	86.7m ²
1-06	1 BED	46.3m ²	8.6m ²	54.9m ²
1-07	1 BED	46.3m ²	8.6m ²	54.9m ²
1-08	1 BED	69m ²	8.7m ²	77.7m ²

LEVEL 2

UNIT NO.	UNIT TYPE	UNIT AREA	POS. AREA	TOTAL AREA
2-01	2 BED	53m ²	9.8m ²	62.8m ²
2-02	2 BED	42.3m ²	9.6m ²	51.9m ²
2-03	2 BED	79m ²	9.8m ²	88.8m ²
2-04	3 BED	118m ²	13.3m ²	131.3m ²
2-05	3 BED	118m ²	13.3m ²	131.3m ²

LEVEL 3

UNIT NO.	UNIT TYPE	UNIT AREA	POS. AREA	TOTAL AREA
3-01	2 BED	75m ²	11m ²	86m ²
3-02	2 BED	75m ²	11m ²	86m ²

LEVEL 4

UNIT NO.	UNIT TYPE	UNIT AREA	POS. AREA	TOTAL AREA
4-01	3 BED	121m ²	15.6m ²	136.6m ²
4-02	3 BED	121m ²	15.6m ²	136.6m ²

FLOOR LEVEL : 52.5m² 17m² 69.5m²
LOWER LEVEL : 86.3m² 79m² 165.3m²
TOTAL : 165.8m²

4-03 3 BED
FLOOR LEVEL : 49m² 17.5m² 66.5m²
LOWER LEVEL : 73.4m² 18m² 91.4m²
TOTAL : 148.9m²

CAR SPACE
18 UNITS (2.83 BED) = 18 CAR SPACES (1 CAR SPACE FOR EACH UNIT)
RESTAURANT = 2 CAR SPACES (1 DISABLED CAR SPACE)



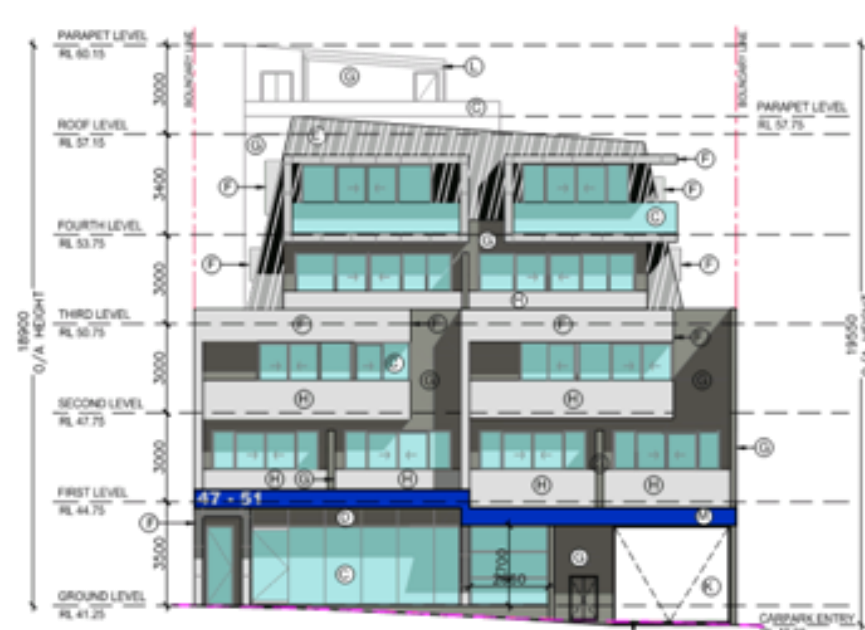
REFER FIRST RATE 5 & STOP ASSESSMENT PREPARED BY GEORAL CONSULTING

BILL JACOBS PTY LTD
116 A HARRICK ROAD
KILOR PARK, VICTORIA, 3014
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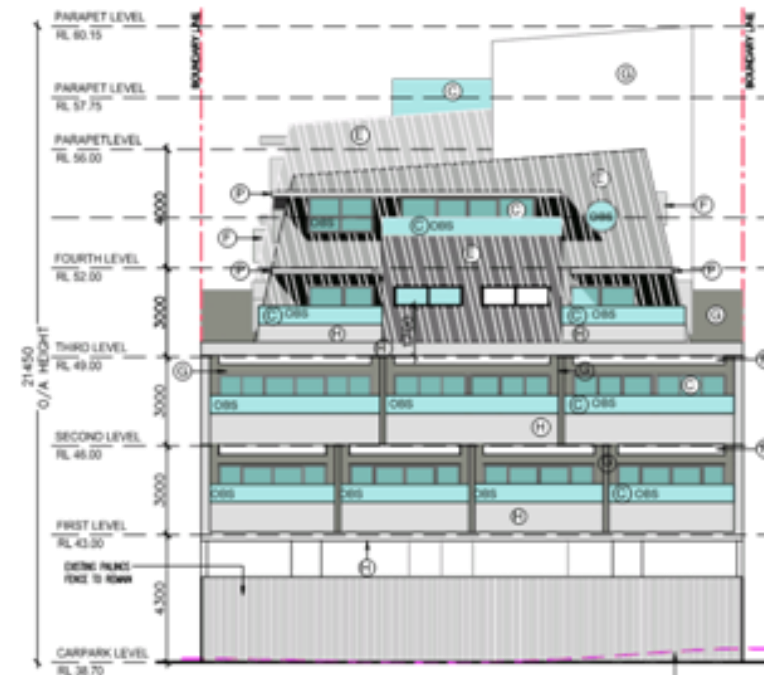


155 A HARRICK ROAD
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TELEPHONE: (03) 8321-4868
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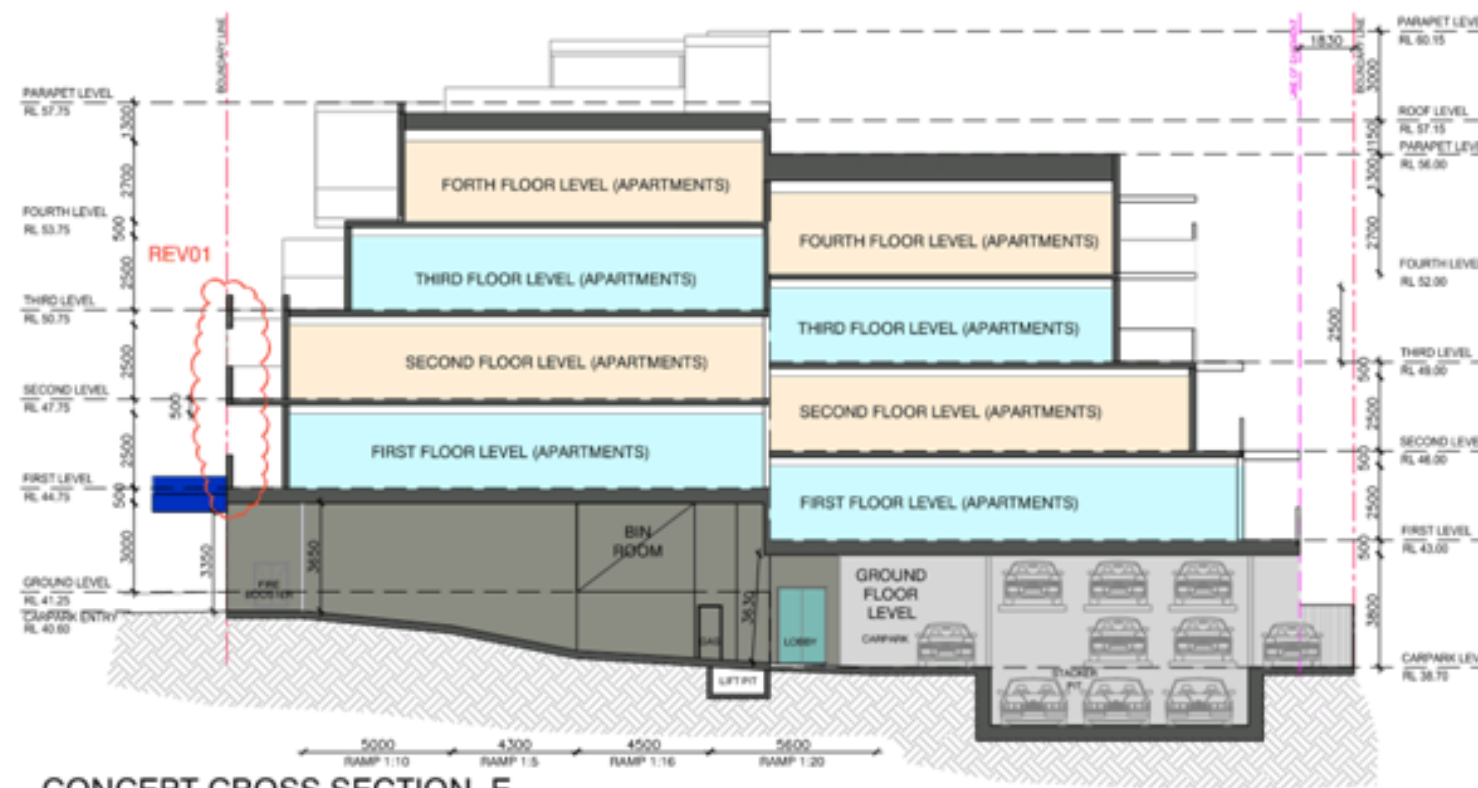




EAST ELEVATION - C



WEST ELEVATION - D



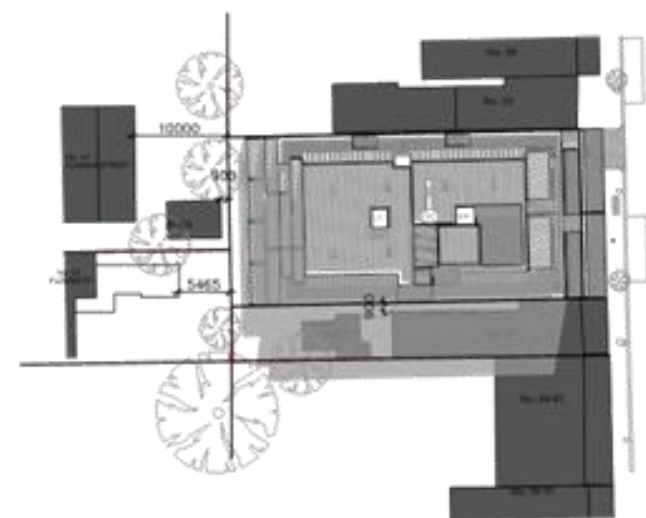
CONCEPT CROSS SECTION E

COLOUR / FINISHES SCHEDULE:			
SYMBOL	MATERIAL	FINISH	COLOR SPECIFICATION
(A)	ROOF	METAL/CLIP-LOK	WOODLAND GREY OR SIMILAR
(B)	GLAZING FRAMES	POWDER COATED	CHOCOLATE OR SIMILAR
(C)	GLASS	CLEAR GLASS	-
(D)	BLOCKOUT GLASS	-	GREY BLOCKOUT OR SIMILAR
(E)	METAL/COLORBOND CLADDING	TADEACLAST	WOODLAND GREY OR SIMILAR
(F)	CLADDING	COMPOSITE PANEL	DULUX 'SURFMET' OR SIMILAR
(G)	MASONRY EXTERNAL WALL	RENDER	DULUX 'WINDSPRAY' OR SIMILAR GREY (DARK)
(H)	MASONRY EXTERNAL WALL	RENDER	DULUX 'SURFMET' OR SIMILAR GREY (LIGHT)
(I)	PRECAST PANEL	-	NATURAL CONCRETE FINISH
(J)	PRECAST PANEL	PAINT FINISH	DULUX 'WESTERN WALL' OR SIMILAR GREY (DARKER)
(K)	MESH SCREEN	POWDER COATED	WOODLAND GREY OR SIMILAR
(L)	LOUVER SCREEN	-	NATURAL ANODIZED FINISH
(M)	CLADDING	COMPOSITE PANEL	WARRIOR BLUE OR SIMILAR

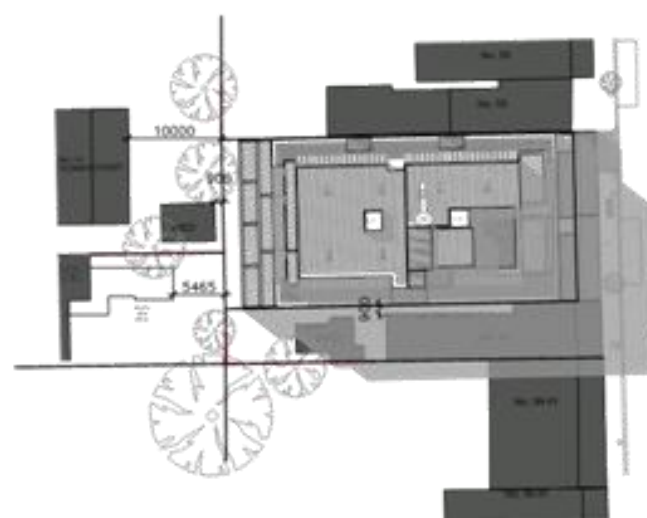
BILL JACOBS PTY LTD 116 A HARRICK ROAD KEELOR PARK, VICTORIA 3004 TEL: (03) 9321 4444 FAX: (03) 9321 4444 EMAIL: info@billjacobs.com.au		PROJECT: 116 A HARRICK ROAD DRAWING: PROPOSED ELEVATIONS & SECTION - SHEET 2 DATE: 20-05-15 DRAWN: C & W SWIRETT CHECKED: AP SCALE: 1:100 @ A1 SIZE		SHEET: 11 OF: 11 PROJECT: 116 A HARRICK ROAD DRAWING: PROPOSED ELEVATIONS & SECTION - SHEET 2 DATE: 20-05-15 DRAWN: C & W SWIRETT CHECKED: AP SCALE: 1:100 @ A1 SIZE	
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SHADOW DIAGRAM 9:00 AM - September 22

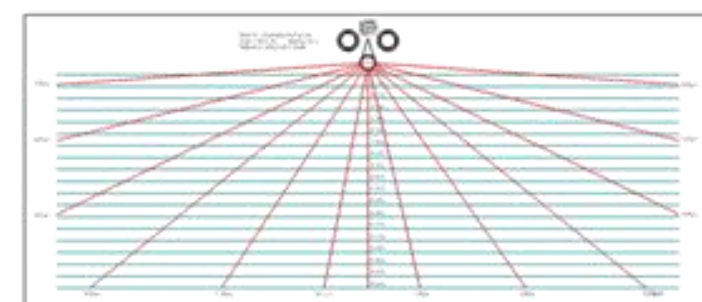


SHADOW DIAGRAM 12:00 PM - September 22



SHADOW DIAGRAM 3:00 PM - September 22

LEGEND:



SHADOW PROTRACTOR
SCALE 1:200

[illegible]







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(Note: Refer to TP, REV A Drawings)

REV_A TP

Development Schedule							15073
Kellor Rd Apartments - 168-169 Kellor Rd, Essendon							28.06.2016
Level	Description						Carparks
Basement 2	Basement Level 2 Carparking						104
Basement 1	Basement Level 1 Carparking						99
	(including 15 staff, 25 visitors and 3 tandems)						203
	Total carparks:						
BUILDING A	Apt. No	Description	Bedrooms	Bathrooms	Area	P.O.S	Carparks
Ground Floor	A 1	Tenancy 1			320 m ²		
		Total Tenancy Area			320 m ²		
	Apt. A 1	1 Bed Apartment	1	1	60 m ²	11 m ²	1
	Apt. A 2	1 Bed Apartment	1	1	60 m ²	30 m ²	1
	Apt. A 3	1 Bed Apartment	1	1	60 m ²	35 m ²	1
	Apt. A 4	2 Bed Apartment	2	2	70 m ²	105 m ²	1
	Apt. A 5	1 Bed Apartment	1	1	60 m ²	15 m ²	1
	Apt. A 6	1 Bed Apartment	1	1	60 m ²	15 m ²	1
	Apt. A 7	1 Bed Apartment	1	1	60 m ²	15 m ²	1
Total	7			Total Apartment Area	370 m ²	239 m ²	7
1st Floor	Apt. A 101	2 Bed Apartment	2	2	75 m ²	30 m ²	1
	Apt. A 102	2 Bed Apartment	2	2	69 m ²	25 m ²	1
	Apt. A 103	2 Bed Apartment	2	2	69 m ²	15 m ²	1
	Apt. A 104	1 Bed Apartment	1	1	60 m ²	8 m ²	1
	Apt. A 105	1 Bed Apartment	1	1	60 m ²	8 m ²	1
	Apt. A 106	1 Bed Apartment	1	1	60 m ²	8 m ²	1
	Apt. A 107	2 Bed Apartment	1	1	60 m ²	8 m ²	1
	Apt. A 108	2 Bed Apartment	2	1	60 m ²	14 m ²	1
	Apt. A 109	2 Bed Apartment	2	1	68 m ²	14 m ²	1
	Apt. A 110	2 Bed Apartment	2	1	68 m ²	14 m ²	1
	Apt. A 111	2 Bed Apartment	2	1	68 m ²	14 m ²	1
	Apt. A 112	2 Bed Apartment	2	1	68 m ²	14 m ²	1
	Apt. A 113	2 Bed Apartment	2	1	68 m ²	14 m ²	1
Total	13				773 m ²	189 m ²	13
2nd Floor	Apt. A 201	2 Bed Apartment	2	2	75 m ²	30 m ²	1
	Apt. A 202	2 Bed Apartment	2	2	69 m ²	25 m ²	1
	Apt. A 203	2 Bed Apartment	2	2	69 m ²	15 m ²	1
	Apt. A 204	1 Bed Apartment	1	1	60 m ²	8 m ²	1
	Apt. A 205	1 Bed Apartment	1	1	60 m ²	8 m ²	1
	Apt. A 206	1 Bed Apartment	1	1	60 m ²	11 m ²	1
	Apt. A 207	2 Bed Apartment	2	1	69 m ²	14 m ²	1
	Apt. A 208	1 Bed Apartment	2	1	68 m ²	14 m ²	1
	Apt. A 209	1 Bed Apartment	2	1	68 m ²	14 m ²	1
	Apt. A 210	1 Bed Apartment	2	1	68 m ²	14 m ²	1
	Apt. A 211	1 Bed Apartment	2	1	68 m ²	14 m ²	1
	Apt. A 212	1 Bed Apartment	2	1	68 m ²	14 m ²	1
Total	12				722 m ²	184 m ²	12
3rd Floor	Apt. A 301	1 Bed Apartment	1	1	60 m ²	50 m ²	1
	Apt. A 302	3 Bed Apartment	3	2	84 m ²	103 m ²	2
	Apt. A 303	1 Bed Apartment	1	1	60 m ²	8 m ²	1
	Apt. A 304	1 Bed Apartment	1	1	60 m ²	8 m ²	1
	Apt. A 305	2 Bed Apartment	2	1	62 m ²	21 m ²	1
	Apt. A 306	1 Bed Apartment	1	1	64 m ²	21 m ²	1
	Apt. A 307	1 Bed Apartment	1	1	60 m ²	21 m ²	1
	Apt. A 308	1 Bed Apartment	1	1	60 m ²	21 m ²	1
	Apt. A 309	1 Bed Apartment	1	1	60 m ²	21 m ²	1
	Apt. A 310	1 Bed Apartment	1	1	60 m ²	21 m ²	1
Total	10				650 m ²	300 m ²	11
4th Floor	Apt. A 401	1 Bed Apartment	1	1	60 m ²	9 m ²	1
	Apt. A 402	3 Bed Apartment	3	2	84 m ²	9 m ²	2
	Apt. A 403	1 Bed Apartment	1	1	60 m ²	9 m ²	1
	Apt. A 404	1 Bed Apartment	1	1	60 m ²	8 m ²	1
	Apt. A 405	2 Bed Apartment	2	1	62 m ²	11 m ²	1
	Apt. A 406	1 Bed Apartment	1	1	64 m ²	10 m ²	1
	Apt. A 407	1 Bed Apartment	1	1	60 m ²	10 m ²	1
	Apt. A 408	1 Bed Apartment	1	1	60 m ²	10 m ²	1
	Apt. A 409	1 Bed Apartment	1	1	60 m ²	10 m ²	1
	Apt. A 410	1 Bed Apartment	1	1	60 m ²	10 m ²	1
Total	10				650 m ²	95 m ²	11
5th Floor	Apt. A 501	1 Bed Apartment	1	1	62 m ²	9 m ²	1
	Apt. A 502	3 Bed Apartment	3	2	84 m ²	9 m ²	2
	Apt. A 503	3 Bed Apartment	3	2	82 m ²	30 m ²	2
	Apt. A 504	3 Bed Apartment	3	2	105 m ²	30 m ²	2
	Apt. A 505	2 Bed Apartment	2	2	66 m ²	10 m ²	1
	Apt. A 506	2 Bed Apartment	2	2	65 m ²	30 m ²	1
	Apt. A 507	2 Bed Apartment	2	2	65 m ²	30 m ²	1
	Apt. A 508	1 Bed Apartment	1	1	60 m ²	9 m ²	1
	Apt. A 509	1 Bed Apartment	1	1	60 m ²	9 m ²	1
Total	9				699 m ²	186 m ²	12
6th Floor	Apt. A 603	Upper					
	Apt. A 604	Upper					
	Apt. A 605	Upper					
Total					0 m ²		0
BUILDING A					NSA	3604 m ²	1193 m ²
Summary					Tenancy NSA	320 m ²	
	1	Tenancy					
	81	Apartments			Carparks		69
Apartment Mix	36	1 Bed Apartment					
	20	2 Bed Apartment					
	5	3 Bed Apartment					

ClarkeHopkinsClarke

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(Note: Refer to TP_REV A Drawings)

REV A TP

Development Schedule

15073

Kellor Rd Apartments - 168-169 Kellor Rd, Essendon

28.09.2015

BUILDING B	Apt. No.	Description	Bedrooms	Bathrooms	Area	P.O.B.	Carparks
Ground Floor	B 1	Tenancy 2			285 m ²		
		Total Tenancy Area			285 m ²		
	Apt. B 1	2 Bed Apartment	2	2	80 m ²	57 m ²	1
	Apt. B 2	1 Bed Apartment	1	1	50 m ²	38 m ²	1
	Apt. B 3	2 Bed Apartment	2	1	60 m ²	50 m ²	1
	Apt. B 4	2 Bed Apartment	2	1	60 m ²	50 m ²	1
	Apt. B 5	1 Bed Apartment	1	1	50 m ²	40 m ²	1
	Apt. B 6	2 Bed Apartment	2	2	80 m ²	57 m ²	1
Total	6			Total Apartment Area	358 m ²	357 m ²	6
1st Floor	Apt. B 101	2 Bed Apartment	2	2	71 m ²	19 m ²	1
	Apt. B 102	2 Bed Apartment	2	2	69 m ²	16 m ²	1
	Apt. B 103	2 Bed Apartment	2	2	69 m ²	16 m ²	1
	Apt. B 104	1 Bed Apartment	1	1	54 m ²	16 m ²	1
	Apt. B 105	2 Bed Apartment	2	2	70 m ²	11 m ²	1
	Apt. B 106	1 Bed Apartment	1	1	50 m ²	8 m ²	1
	Apt. B 107	2 Bed Apartment	2	1	60 m ²	8 m ²	1
	Apt. B 108	2 Bed Apartment	2	1	60 m ²	8 m ²	1
	Apt. B 109	1 Bed Apartment	1	1	50 m ²	8 m ²	1
	Apt. B 110	2 Bed Apartment	2	2	69 m ²	10 m ²	1
Total	10				622 m ²	122 m ²	10
2nd Floor	Apt. B 201	2 Bed Apartment	2	2	71 m ²	19 m ²	1
	Apt. B 202	2 Bed Apartment	2	2	69 m ²	16 m ²	1
	Apt. B 203	2 Bed Apartment	2	2	69 m ²	16 m ²	1
	Apt. B 204	1 Bed Apartment	1	1	54 m ²	16 m ²	1
	Apt. B 205	2 Bed Apartment	2	2	70 m ²	11 m ²	1
	Apt. B 206	1 Bed Apartment	1	1	50 m ²	8 m ²	1
	Apt. B 207	2 Bed Apartment	2	2	66 m ²	23 m ²	1
	Apt. B 208	1 Bed Apartment	1	1	50 m ²	8 m ²	1
	Apt. B 209	2 Bed Apartment	2	2	69 m ²	10 m ²	1
Total	9				606 m ²	129 m ²	9
3rd Floor	Apt. B 301	2 Bed Apartment	2	1	65 m ²	48 m ²	1
	Apt. B 302	1 Bed Apartment	1	1	50 m ²	27 m ²	1
	Apt. B 303	1 Bed Apartment	1	1	53 m ²	28 m ²	1
	Apt. B 304	2 Bed Apartment	2	2	71 m ²	11 m ²	1
	Apt. B 305	2 Bed Apartment	2	1	62 m ²	27 m ²	1
	Apt. B 306	2 Bed Apartment	2	1	60 m ²	29 m ²	1
	Apt. B 307	1 Bed Apartment	1	1	50 m ²	8 m ²	1
Total	7				411 m ²	206 m ²	7
4th Floor	Apt. B 401	2 Bed Apartment	2	1	65 m ²	48 m ²	1
	Apt. B 402	1 Bed Apartment	1	1	50 m ²	27 m ²	1
	Apt. B 403	1 Bed Apartment	1	1	53 m ²	28 m ²	1
	Apt. B 404	2 Bed Apartment	2	2	71 m ²	11 m ²	1
	Apt. B 405	2 Bed Apartment	2	1	62 m ²	27 m ²	1
	Apt. B 406	2 Bed Apartment	2	1	60 m ²	29 m ²	1
	Apt. B 407	1 Bed Apartment	1	1	50 m ²	8 m ²	1
Total	7				411 m ²	206 m ²	7
5th Floor	Apt. B 501	2 Bed Apartment	2	2	71 m ²	8 m ²	1
	Apt. B 502	1 Bed Apartment	1	1	45 m ²	8 m ²	1
	Apt. B 503	1 Bed Apartment	1	1	42 m ²	8 m ²	1
	Apt. B 504	1 Bed Apartment	1	1	47 m ²	11 m ²	1
	Apt. B 505	2 Bed Apartment	2	2	72 m ²	31 m ²	1
	Apt. B 506	2 Bed Apartment	2	2	80 m ²	36 m ²	1
	Apt. B 507	2 Bed Apartment	2	2	74 m ²	31 m ²	1
	Apt. B 508	1 Bed Apartment	1	1	44 m ²	23 m ²	1
	Apt. B 509	2 Bed Apartment	2	2	82 m ²	34 m ²	1
	Apt. B 510	2 Bed Apartment	2	2	84 m ²	17 m ²	1
Total	10				646 m ²	187 m ²	10
6th Floor	Apt. B 601	Upper					
	Apt. B 602	Upper					
	Apt. B 603	Upper					
	Apt. B 604	Upper					
	Apt. B 605	Upper					
	Apt. B 610	Upper					
Total					0 m ²	0 m ²	0
BUILDING B					N/A	3016 m ²	1141 m ²
Summary					Tenancy N/A	285 m ²	
	1	Tenancy					
	49	Apartments			Carparks		49
Apartment Mix							
	18	1 Bed Apartment					
	31	2 Bed Apartment					

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(Note: Refer to TP_REV A Drawings)

REV_A TP

Development Schedule							15073
Kellor Rd Apartments - 158-169 Kellor Rd, Essendon							28.06.2015
BUILDING C	Apt. No	Description	Bedrooms	Bathrooms	Area	P.O.S	Carparks
Ground Floor	C 1	Tenancy 3			305 m ²		
		Total Tenancy Area			305 m ²		
	Apt. C 1	2 Bed Apartment	2	2	57 m ²	53 m ²	1
	Apt. C 2	2 Bed Apartment	2	2	57 m ²	53 m ²	1
	Apt. C 3	3 Bed Apartment	3	2	94 m ²	127 m ²	2
Total	3	Total Apartment Area			208 m ²	233 m ²	2
1st Floor	Apt. C 101	3 Bed Apartment	3	2	99 m ²	21 m ²	2
	Apt. C 102	2 Bed Apartment	2	1	52 m ²	16 m ²	1
	Apt. C 103	3 Bed Apartment	3	2	96 m ²	44 m ²	2
	Apt. C 104	1 Bed Apartment	1	1	55 m ²	32 m ²	1
	Apt. C 105	2 Bed Apartment	2	2	57 m ²	10 m ²	1
	Apt. C 106	2 Bed Apartment	2	2	57 m ²	10 m ²	1
	Apt. C 107	3 Bed Apartment	3	2	94 m ²	9 m ²	2
Total	7				540 m ²	142 m ²	10
2nd Floor	Apt. C 201	3 Bed Apartment	3	2	99 m ²	21 m ²	2
	Apt. C 202	2 Bed Apartment	2	1	52 m ²	16 m ²	1
	Apt. C 203	3 Bed Apartment	3	2	96 m ²	29 m ²	2
	Apt. C 204	1 Bed Apartment	1	1	55 m ²	8 m ²	1
	Apt. C 205	2 Bed Apartment	2	2	57 m ²	10 m ²	1
	Apt. C 206	2 Bed Apartment	2	2	57 m ²	10 m ²	1
	Apt. C 207	3 Bed Apartment	3	2	94 m ²	9 m ²	2
Total	7				541 m ²	100 m ²	10
3rd Floor	Apt. C 301	2 Bed Apartment	2	2	70 m ²	95 m ²	1
	Apt. C 302	2 Bed Apartment	2	2	70 m ²	98 m ²	1
	Apt. C 303	1 Bed Apartment	1	1	54 m ²	9 m ²	1
	Apt. C 304	2 Bed Apartment	2	2	68 m ²	9 m ²	1
	Apt. C 305	3 Bed Apartment	3	2	114 m ²	80 m ²	2
Total	5				376 m ²	291 m ²	6
4th Floor	Apt. C 401	2 Bed Apartment	2	2	70 m ²	9 m ²	1
	Apt. C 402	2 Bed Apartment	2	2	70 m ²	12 m ²	1
	Apt. C 403	1 Bed Apartment	1	1	54 m ²	9 m ²	1
	Apt. C 404	2 Bed Apartment	2	2	68 m ²	10 m ²	1
	Apt. C 405	3 Bed Apartment	3	2	114 m ²	10 m ²	2
Total	5				376 m ²	50 m ²	6
5th Floor	Apt. C 501	2 Bed Apartment	2	2	69 m ²	10 m ²	1
	Apt. C 502	2 Bed Apartment	2	2	70 m ²	12 m ²	1
	Apt. C 503	1 Bed Apartment	1	1	55 m ²	9 m ²	1
	Apt. C 504	2 Bed Apartment	2	2	68 m ²	10 m ²	1
	Apt. C 505	3 Bed Apartment	3	2	114 m ²	10 m ²	2
Total	5				376 m ²	51 m ²	6
BUILDING C					NSA	2437 m ²	870 m ²
Summary					Tenancy NSA	305 m ²	
	1	Tenancy			Carparks		
	32	Apartments			Carparks		40
	5	1 Bed Apartment					
	17	2 Bed Apartment					
	10	3 Bed Apartment					

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(Note: Refer to TP_REV A Drawings)

REV_A TP

Development Schedule

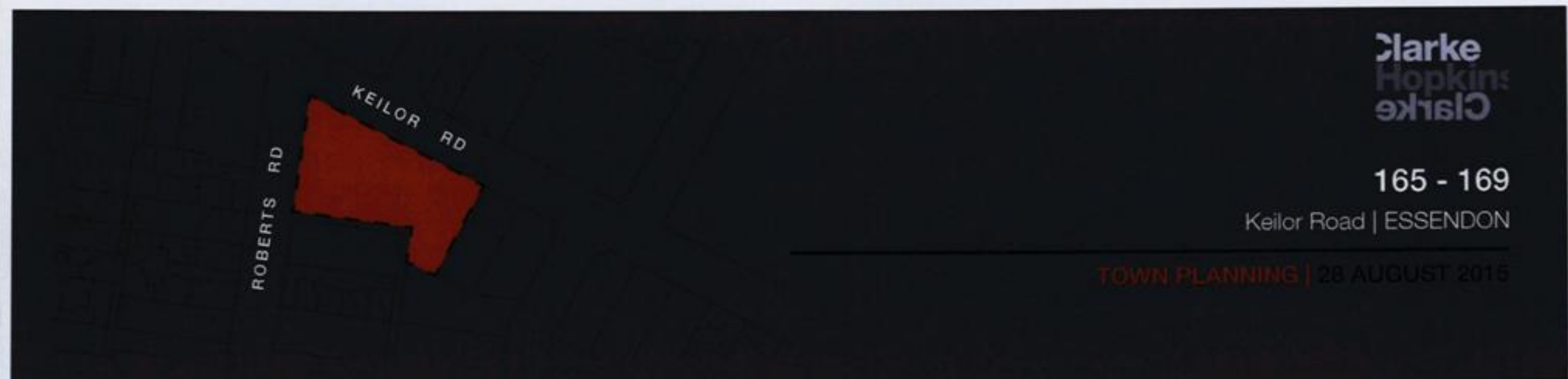
Kellor Rd Apartments - 168-169 Kellor Rd, Essendon

15073

28.08.2015

Description							Carparks Provided
Basement 2							104
(Including 18 staff, 28 visitors and 3 tandems)							
Basement 1							90
Total carparks							200
BUILDING	1 Bed	2 Bed	3 Bed	4 Bed	Area	P.O.S	Carparks Provided
BUILDING A							
Tenancy 1					320 m ²		
Ground Floor	6	1	0	0	370 m ²	230 m ²	7
First Floor	3	10	0	0	773 m ²	180 m ²	13
Second Floor	8	4	0	0	722 m ²	194 m ²	12
Third Floor	8	1	1	0	550 m ²	300 m ²	11
Fourth Floor	8	1	1	0	550 m ²	95 m ²	11
Fifth Floor	3	3	3	0	669 m ²	186 m ²	12
Sixth Floor							
Total	36	20	5	0	3624 m ²	1190 m ²	66
	66%	33%	8%		BUILDING A TOTAL APARTMENTS		81
BUILDING B							
Tenancy 2					265 m ²		
Ground Floor	2	4	0	0	358 m ²	357 m ²	6
First Floor	3	7	0	0	822 m ²	122 m ²	10
Second Floor	3	6	0	0	568 m ²	129 m ²	9
Third Floor	3	4	0	0	411 m ²	256 m ²	7
Fourth Floor	3	4	0	0	411 m ²	78 m ²	7
Fifth Floor	4	6	0	0	646 m ²	187 m ²	10
Sixth Floor							
Total	18	31	0	0	3016 m ²	1141 m ²	49
	37%	63%			BUILDING B TOTAL APARTMENTS		49
BUILDING C							
Tenancy 1					395 m ²		
Ground Floor	0	2	1	0	226 m ²	230 m ²	2
First Floor	1	3	3	0	540 m ²	140 m ²	10
Second Floor	1	3	3	0	541 m ²	103 m ²	10
Third Floor	1	3	1	0	376 m ²	291 m ²	6
Fourth Floor	1	3	1	0	376 m ²	50 m ²	6
Fifth Floor	1	3	1	0	376 m ²	51 m ²	6
Sixth Floor							
Total	5	17	10	0	2437 m ²	870 m ²	40
	16%	53%	31%		BUILDING C TOTAL APARTMENTS		30
TOTAL	59	68	15	0	9087 m ²		142
	42%	48%	11%				
Summary							
NSA					9087	0	3204 m ²
Tenancies NSA					1000	m ²	
Basement Carports							18
Basement Carports							155
TOTAL							173
Total Apartment Mix							
	59	1 Bed Apartment	Basement Visitor				30
	68	2 Bed Apartment	On Street Roberts Rd	Tenancies			4
	15	3 Bed Apartment	On Street Kellor Rd	Tenancies			12
			TOTAL				47

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CONTENT



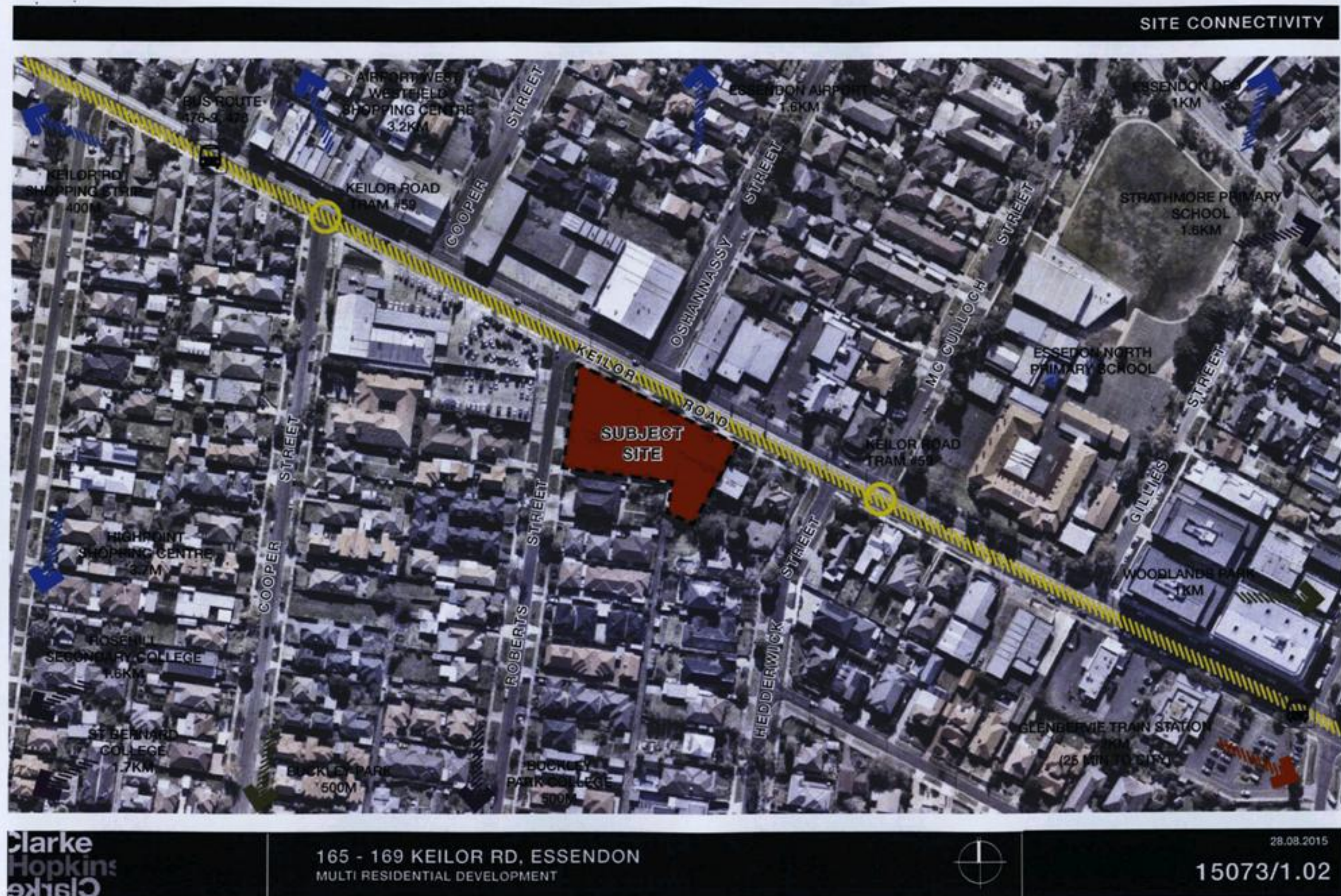
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165 - 169 KEILOR RD, ESSENDON
MULTI RESIDENTIAL DEVELOPMENT



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SITE SURROUNDS



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165 - 169 KEILOR RD, ESSENDON
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NEARBY DEVELOPMENTS

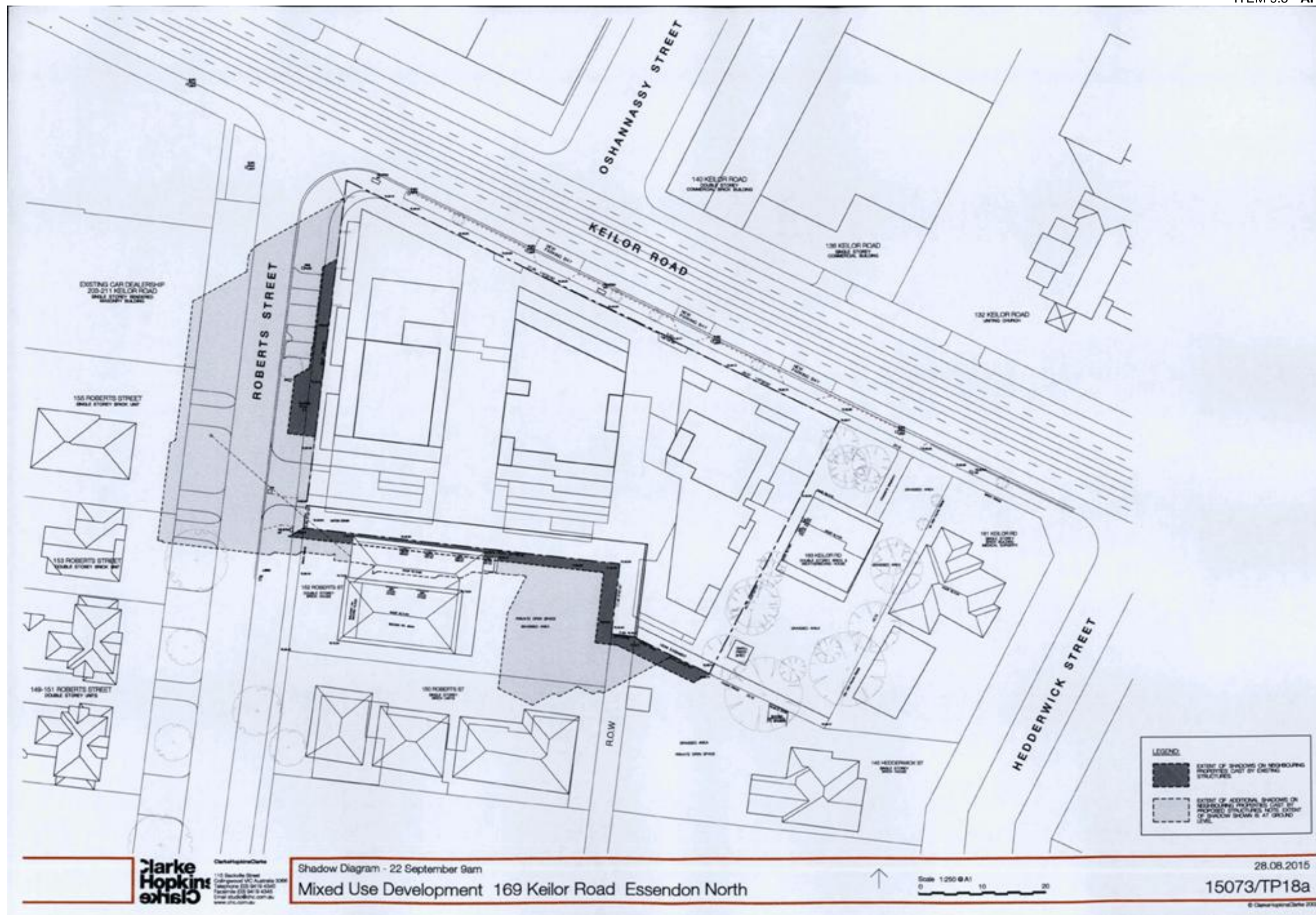


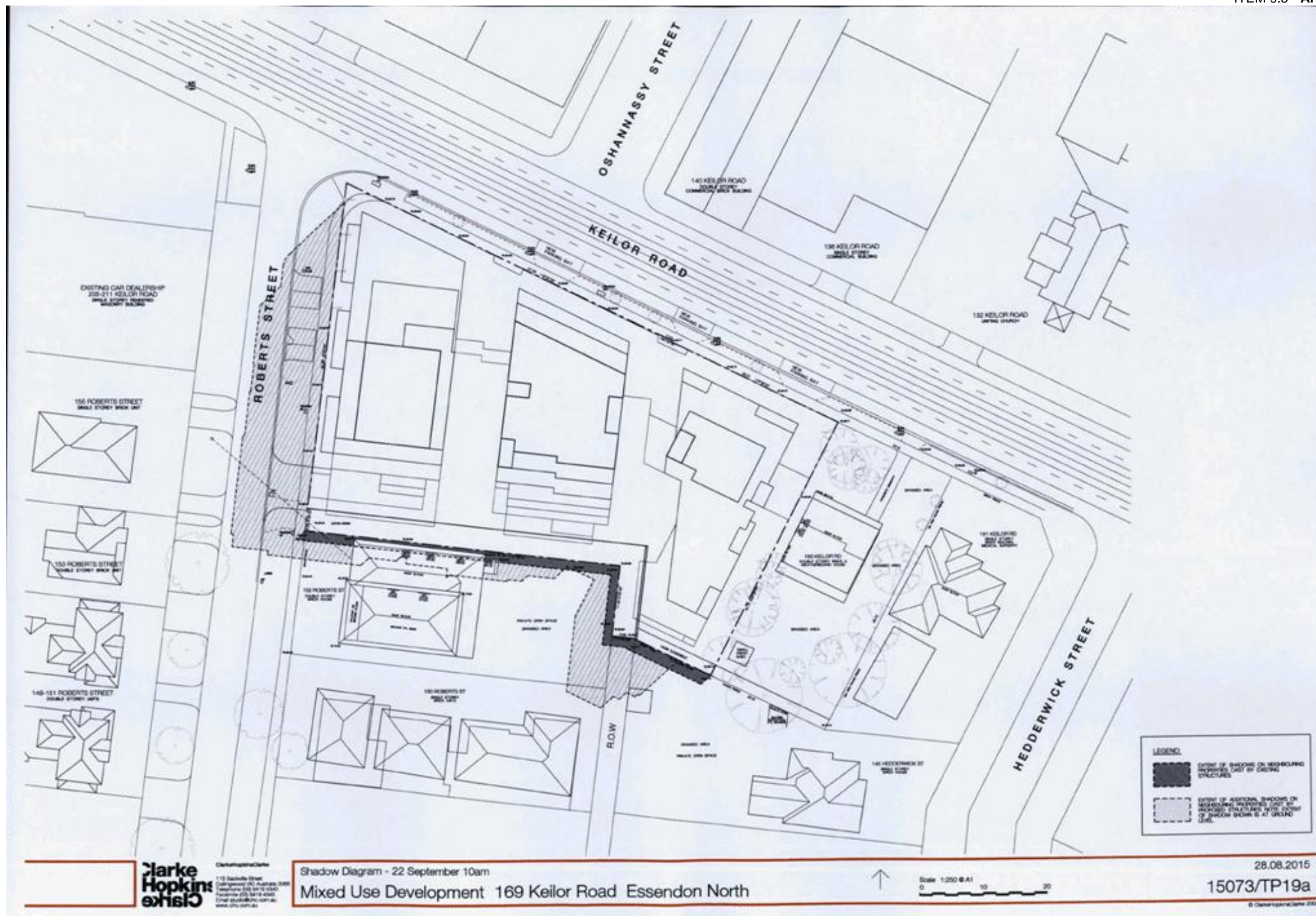
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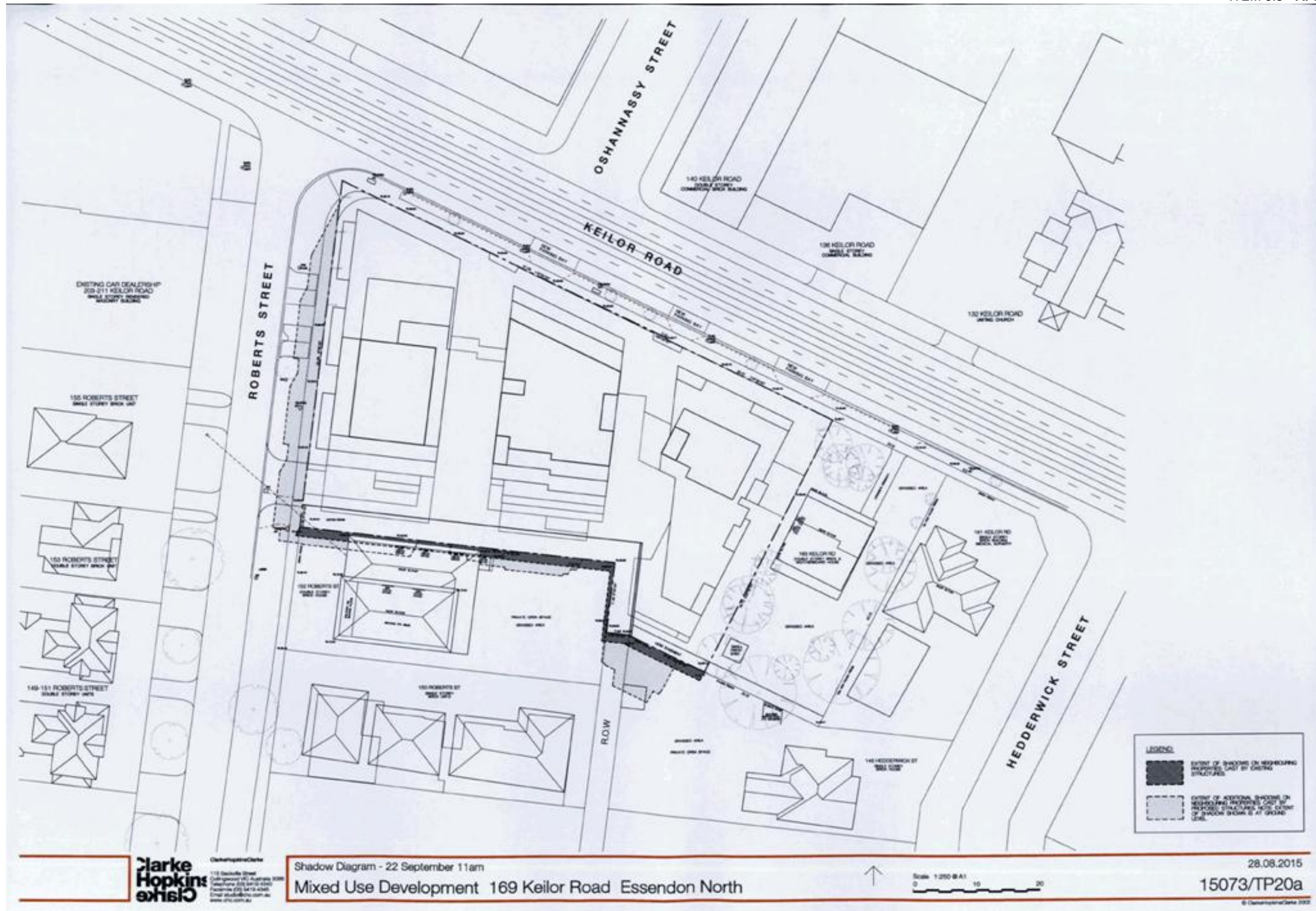
165 - 169 KEILOR RD, ESSENDON
 MULTI RESIDENTIAL DEVELOPMENT

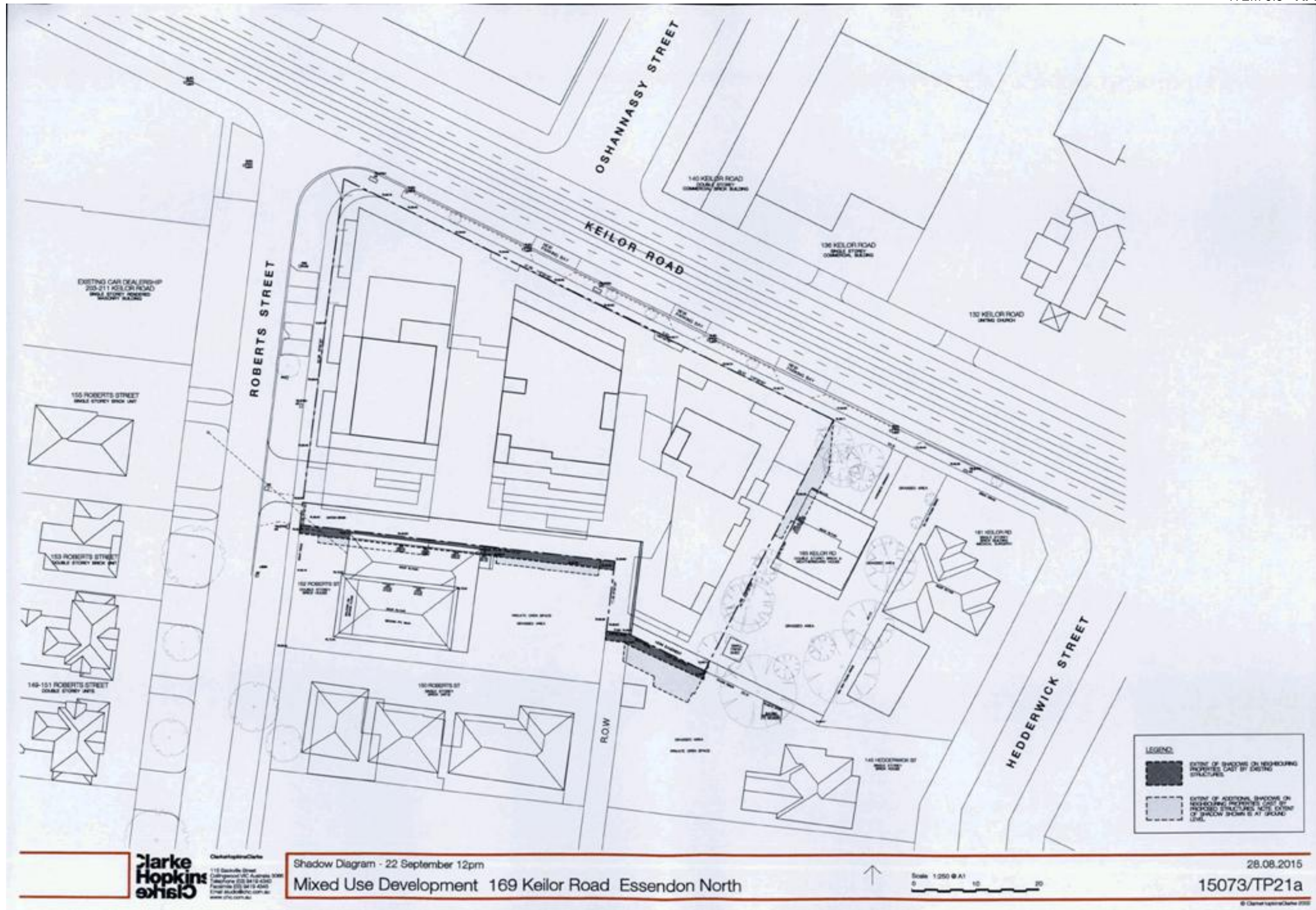
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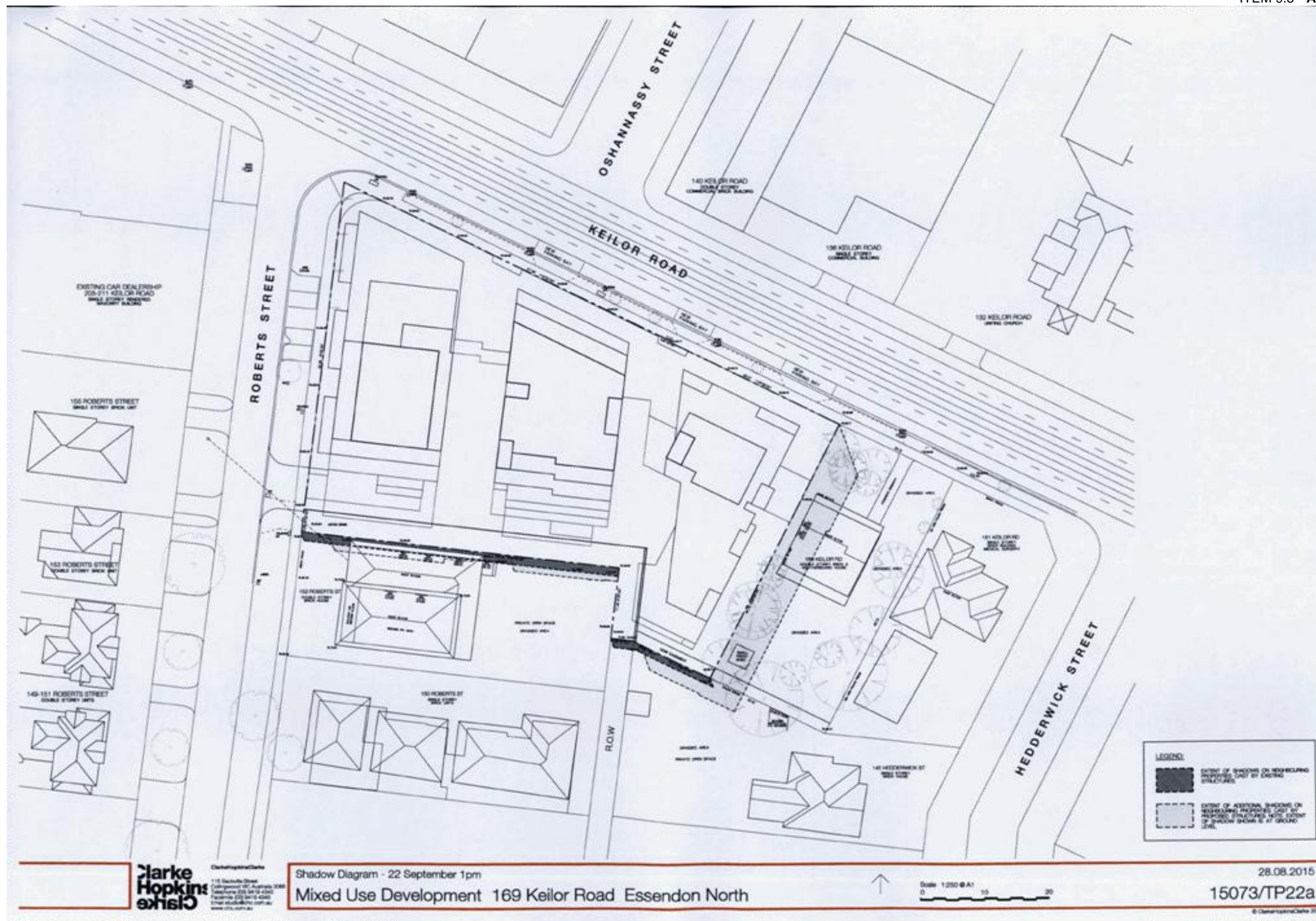
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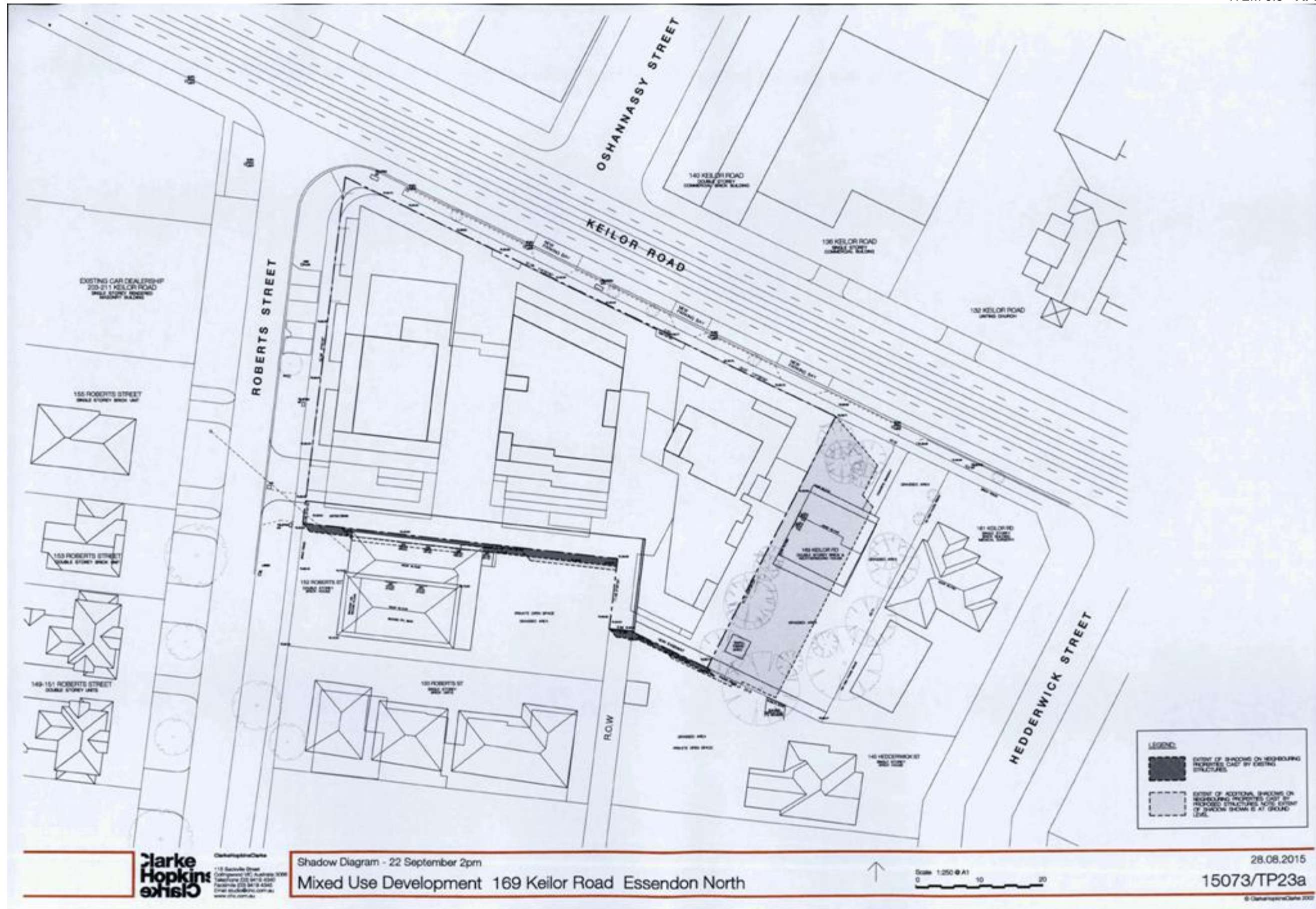


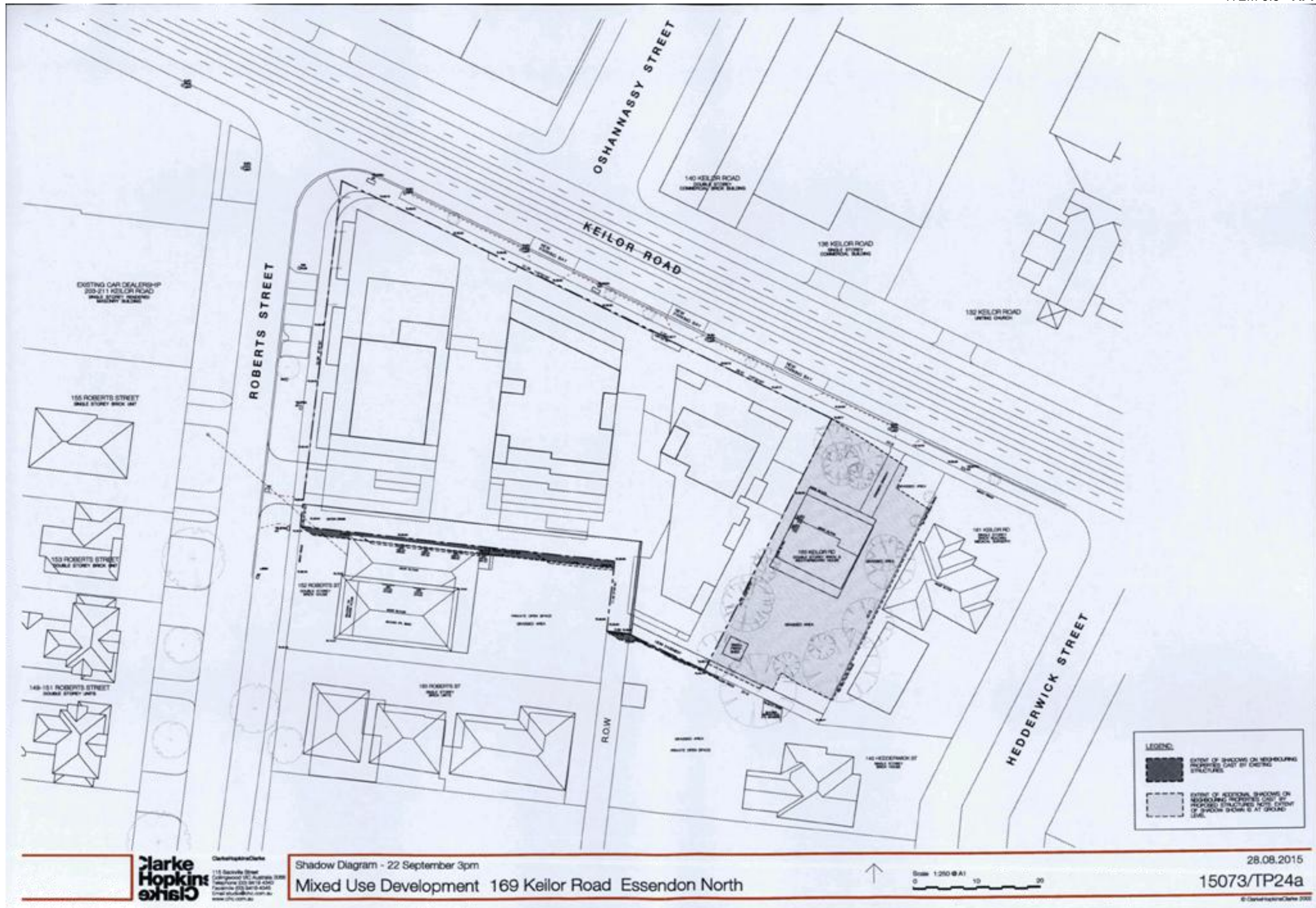




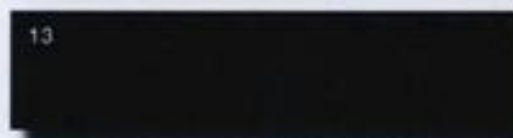
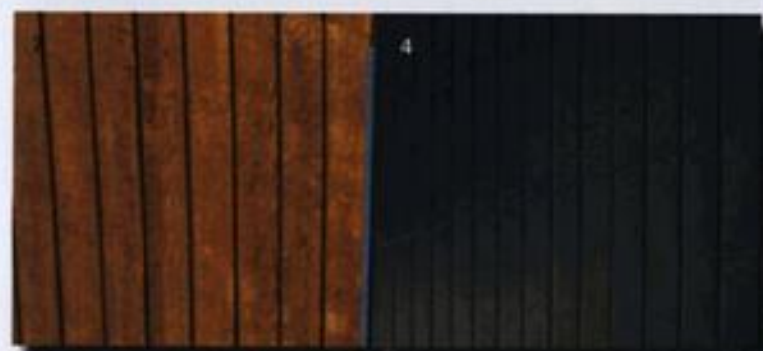
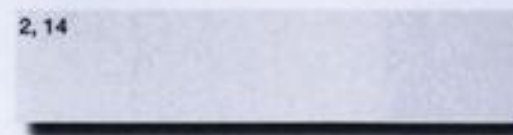








EXTERNAL FINISHES



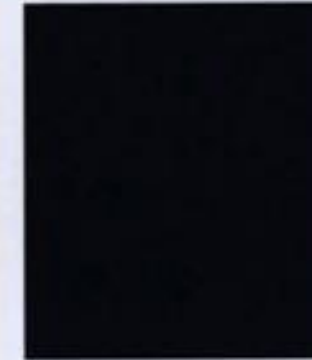
ITEM/ LOCATION	MATERIAL / FINISH
1 - Window and Door Frames	Powdercoat Finish Colour: Dulux "Charcoal"
2 - Soffit Colour	Dulux "Lexicon"
3 - Brick Cladding	
4 - Vertical Sheet Cladding A	Colour: Dulux "Domino"
5 - Horizontal Sheet Cladding B	Colour: Dulux "Domino"
6 - Horizontal Sheet Cladding C	Colour: Dulux "Rampart"
7 - Vertical Timber-look Sheet Cladding	
8 - Vertical Timber-look metal batten	
9 - Horizontal Timber-look Screen	
10 - Vertical metal batten fence	Powdercoat Finish Colour: Dulux "Charcoal"
11 - Vertical metal batten screen	Powdercoat Finish Colour: Dulux "Charcoal"
12 - Render Finish A	Colour: Dulux "Rampart"
13 - Render Finish B	Colour: Dulux "Domino"
14 - Render Finish C	Colour: Dulux "Lexicon"
15 - Glazed Balustrades	Frame - Colour: "Charcoal"

DESIGN INSPIRATION

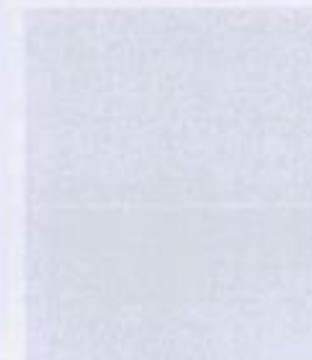
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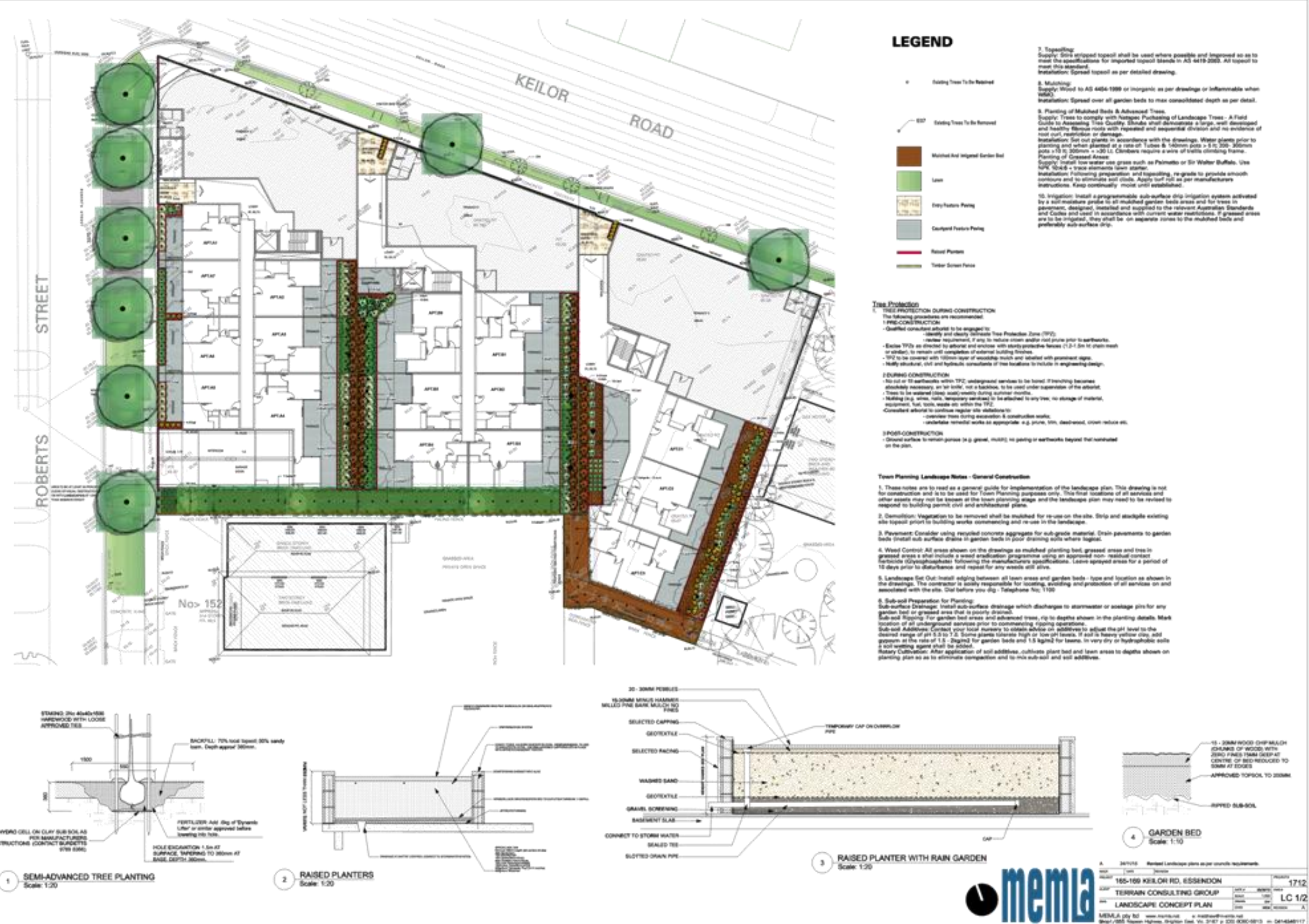
pixel



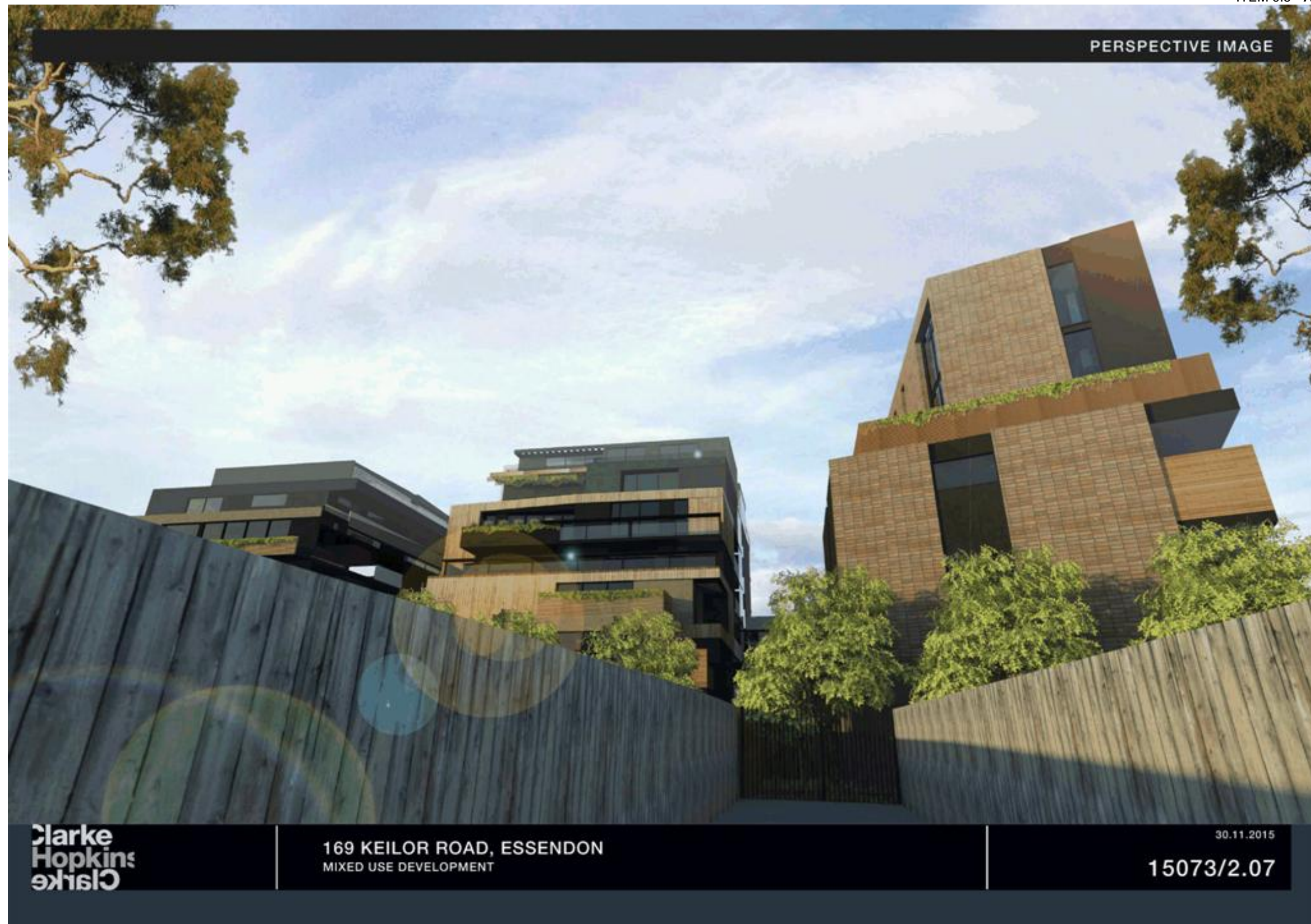
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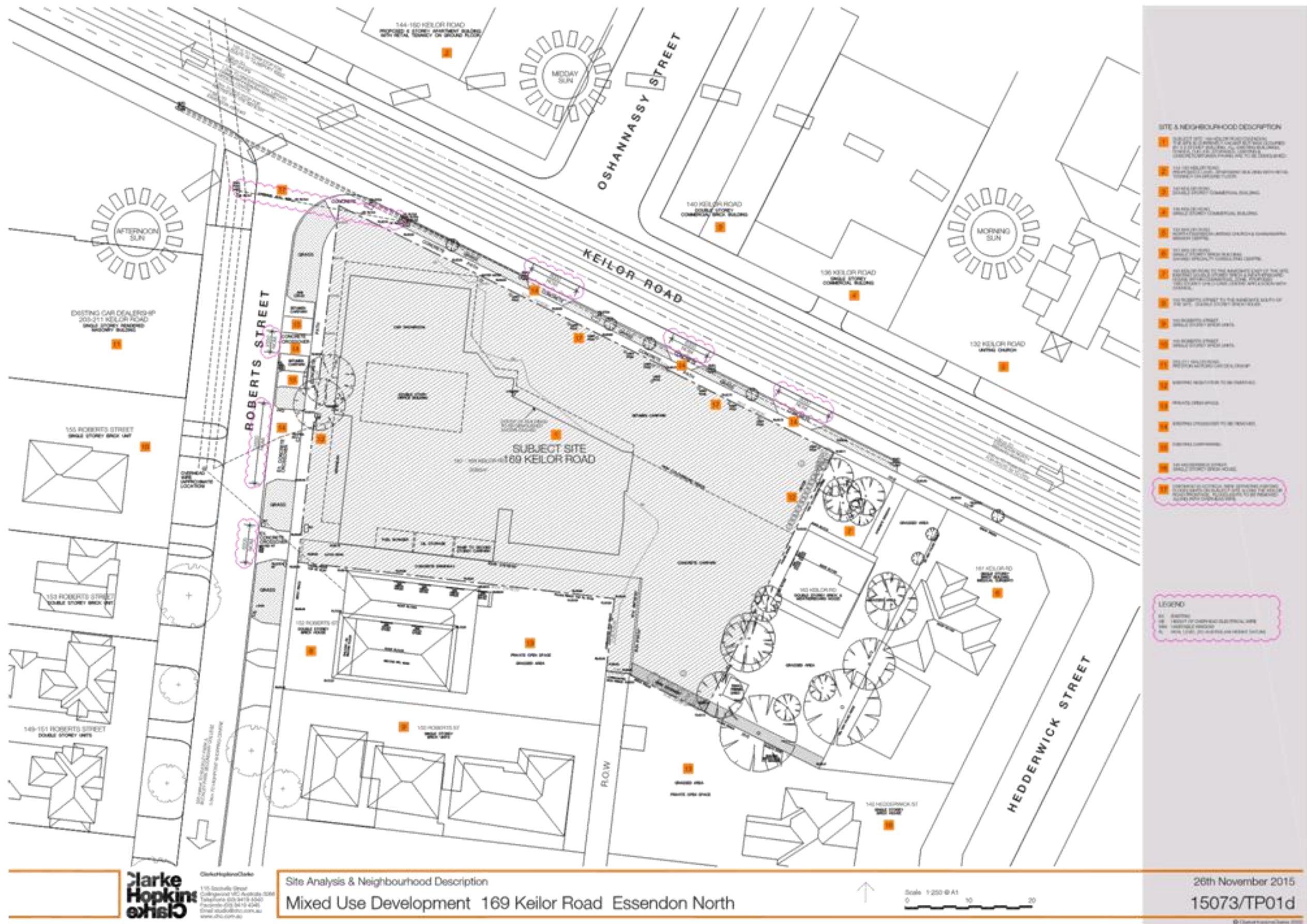


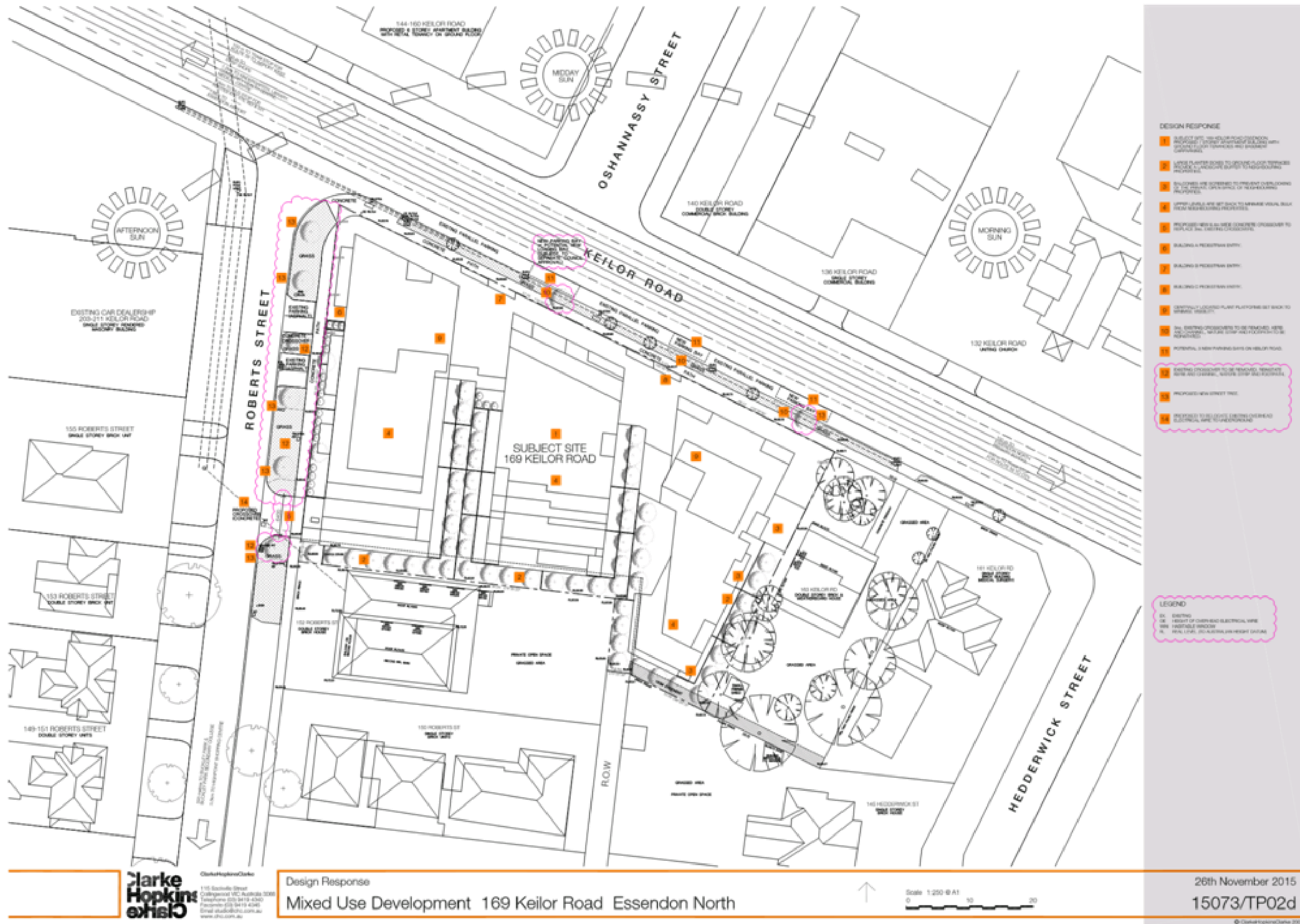


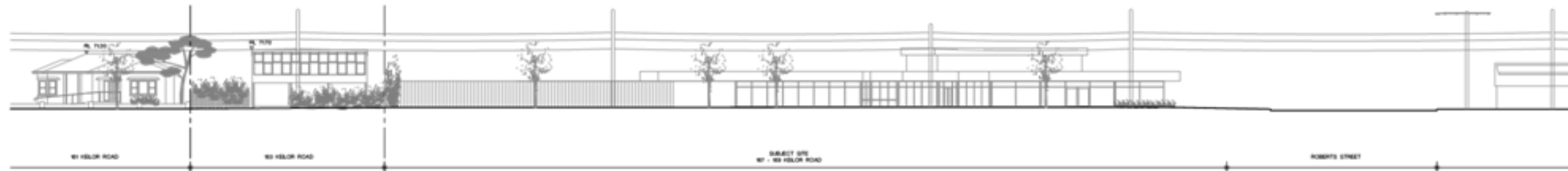












Existing Kellor Road Elevation



Proposed Kellor Road Elevation

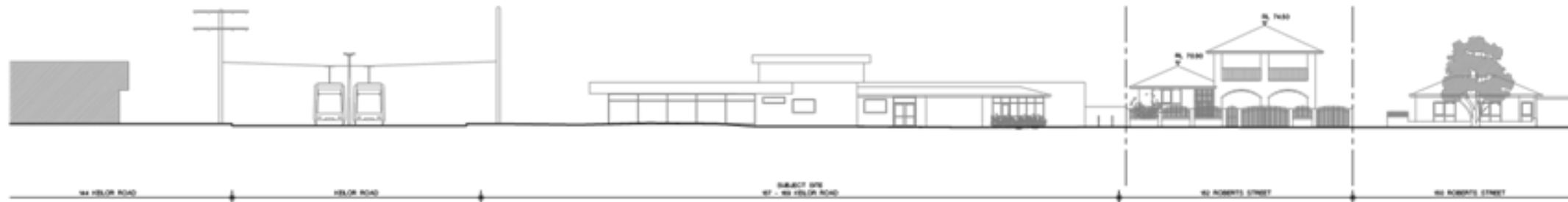
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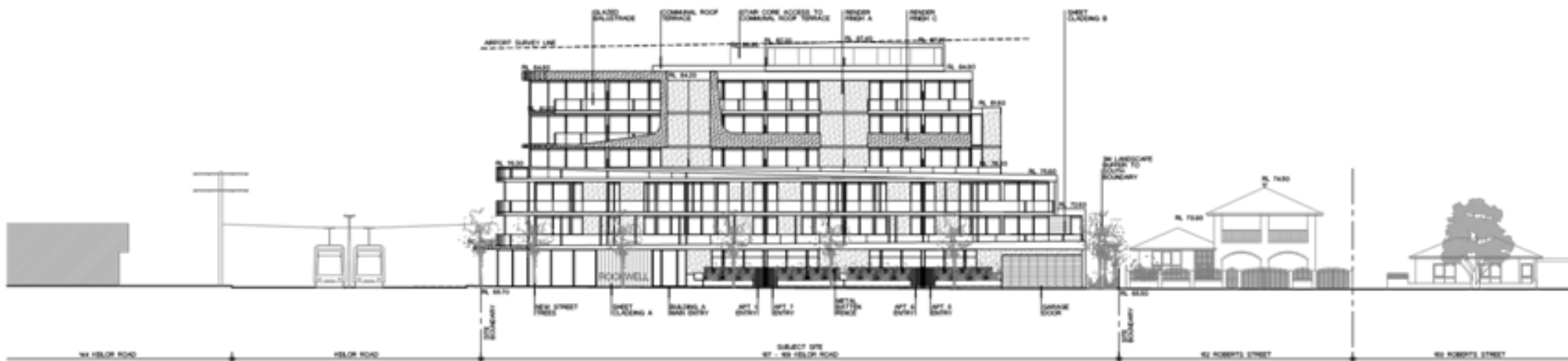
Kellor Road - Street Elevations

Scale 1:200 @ A1
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Existing Roberts Street Elevation



Proposed Roberts Street Elevation

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Roberts Street - Street Elevations

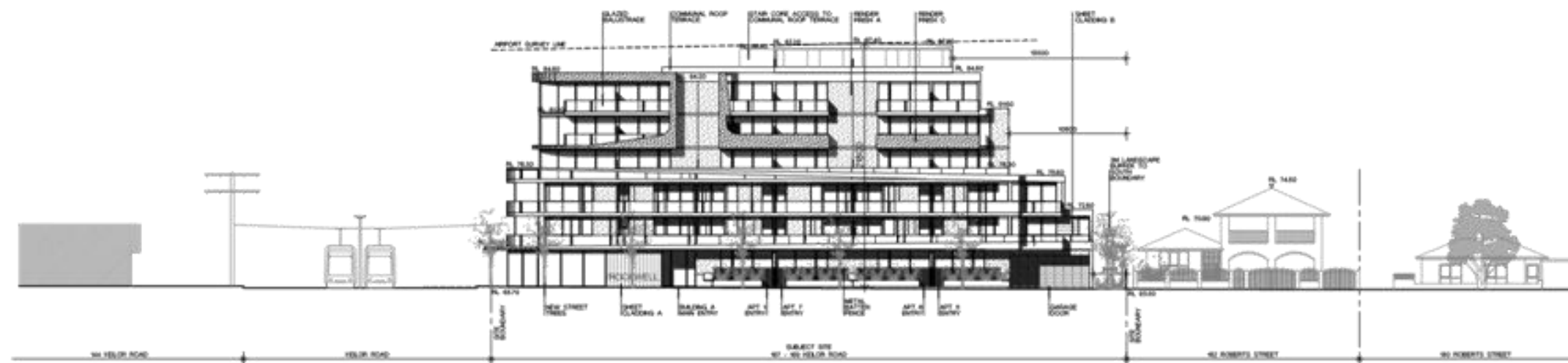
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Proposed Kellor Road Elevation (North)



Proposed Roberts Street Elevation (West)

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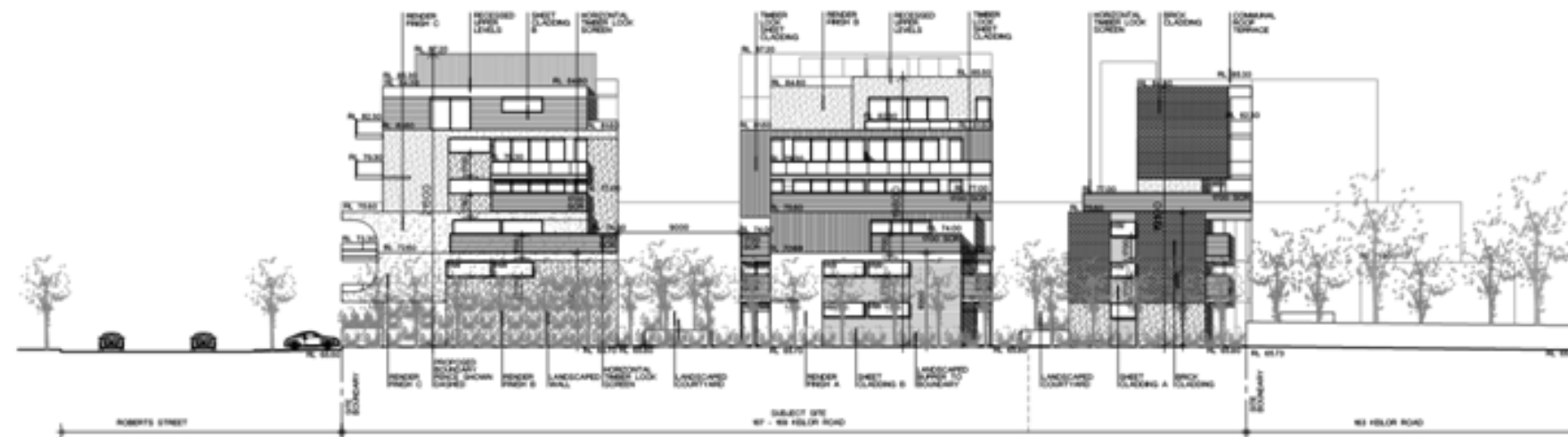
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Proposed Street Elevations

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Proposed South Elevation (Rear)



Proposed East Elevation

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Proposed Street Elevations



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Building A - East Elevation



Building B - East Elevation

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Proposed Building Elevations

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Building C - West Elevation

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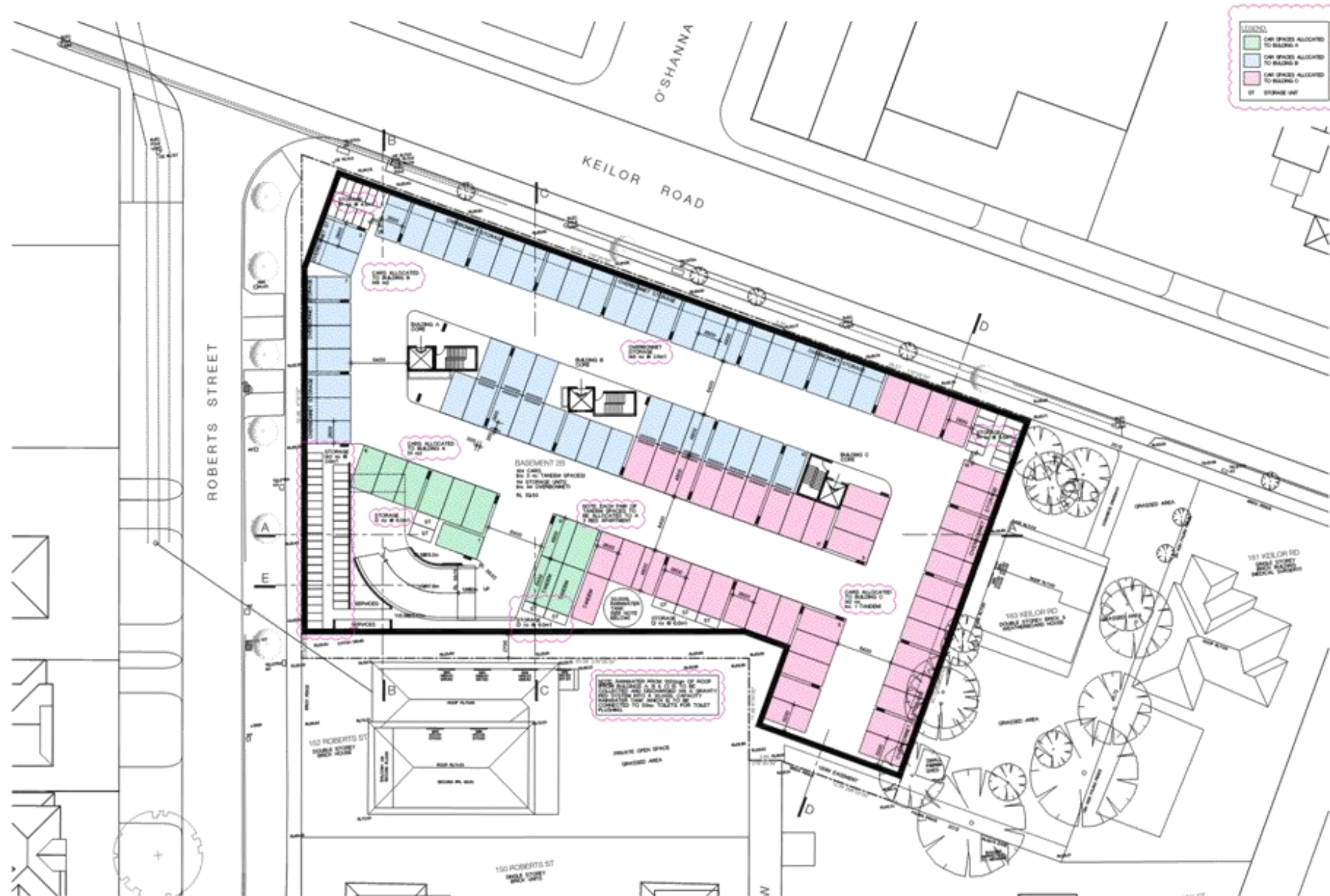
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Proposed Building Elevations

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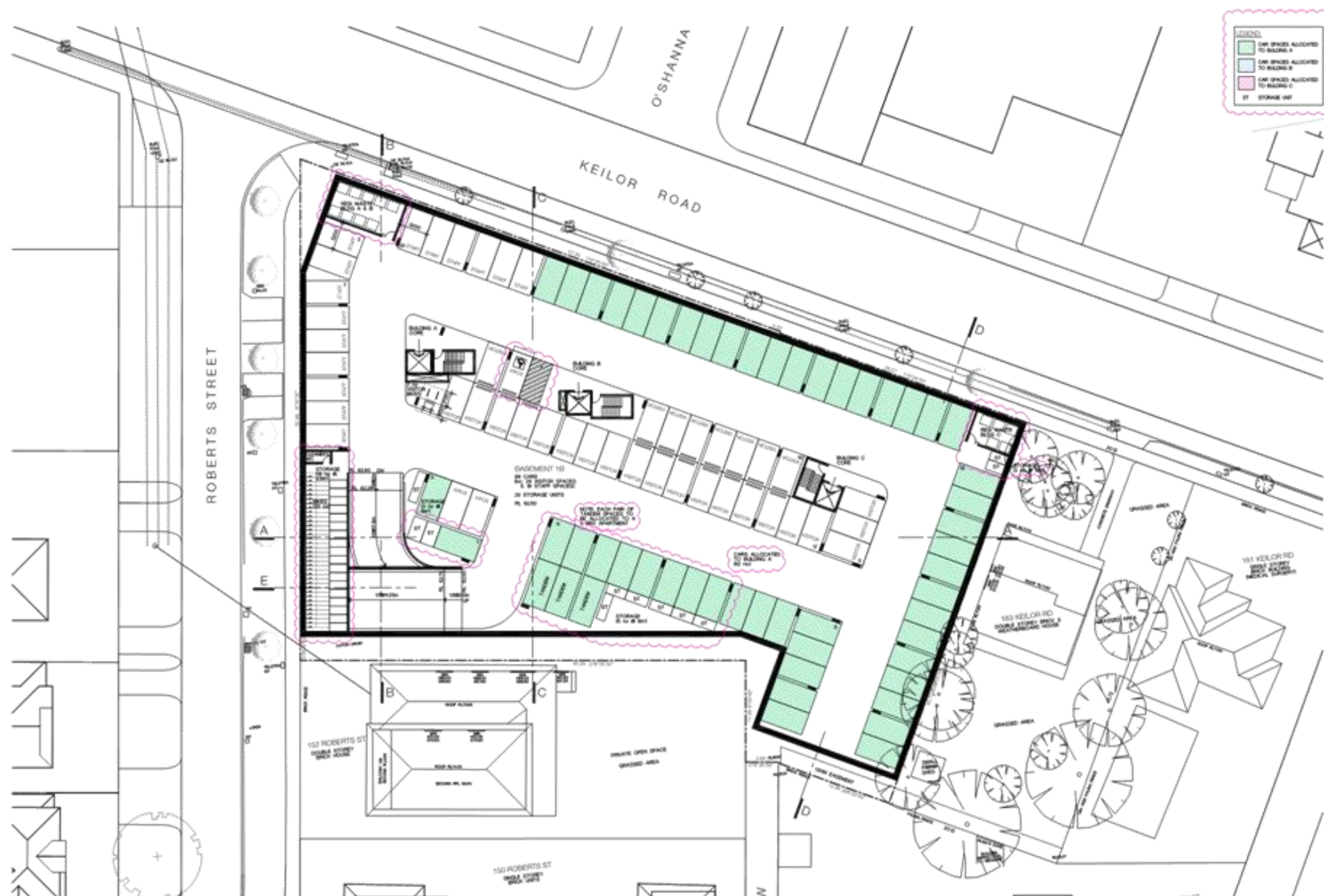
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Basement Level 2B

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Basement Level 1B

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Ground Floor Plan

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1st Floor Plan

Scale 1:200 @ A1



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2nd Floor Plan

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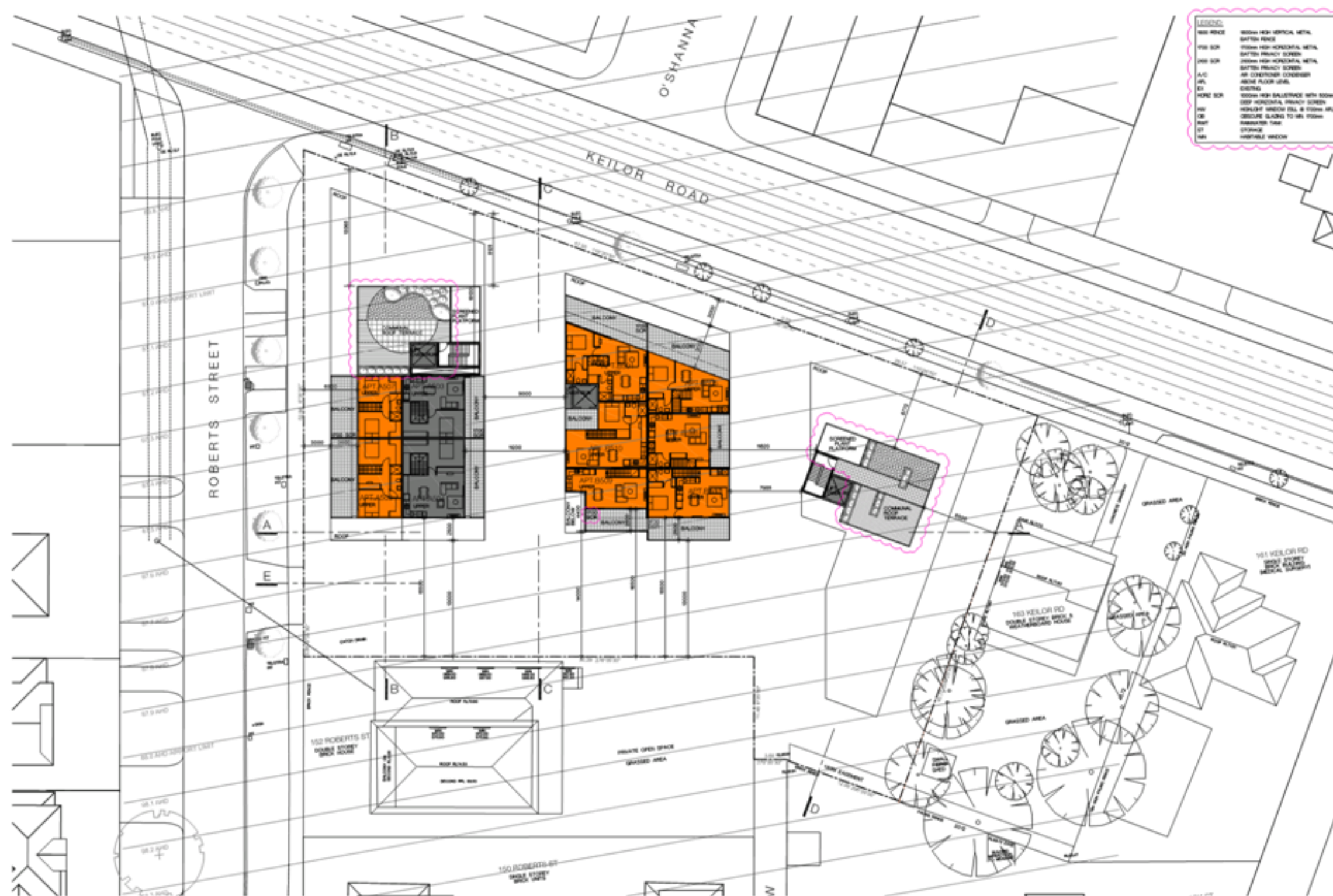
4th Floor Plan

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6th Floor Plan

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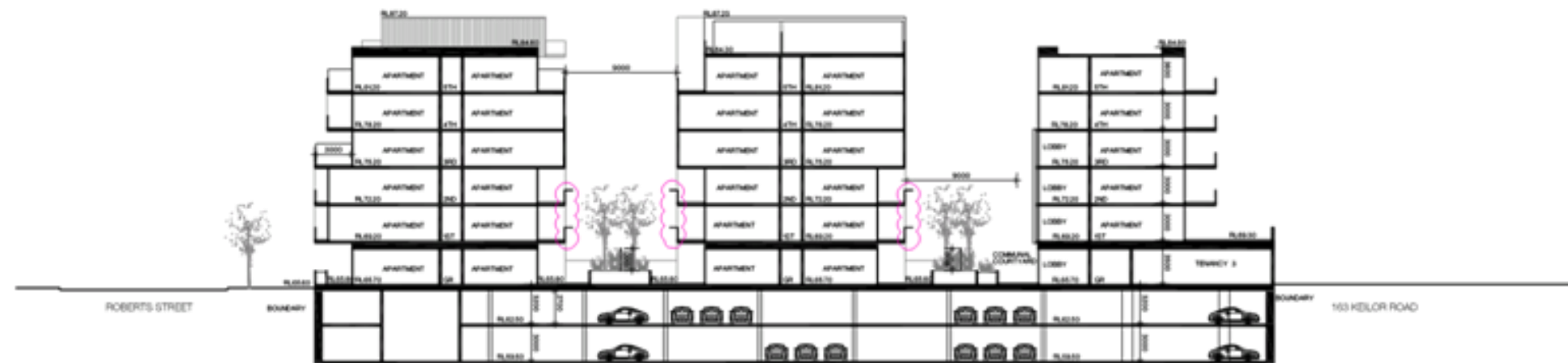
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Roof Plan

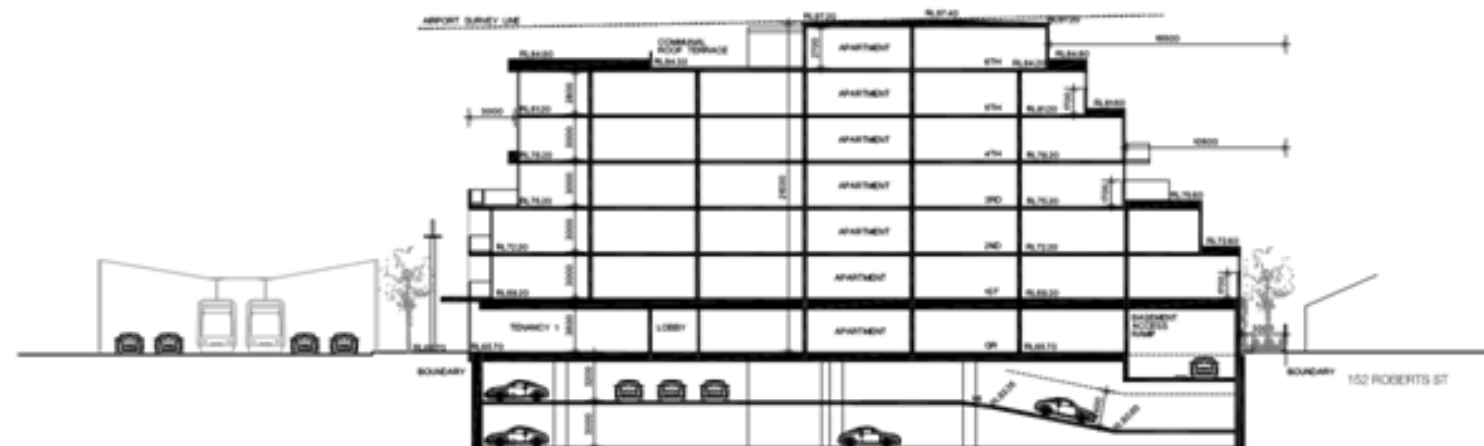
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26th November 2015
 15073/TP27d

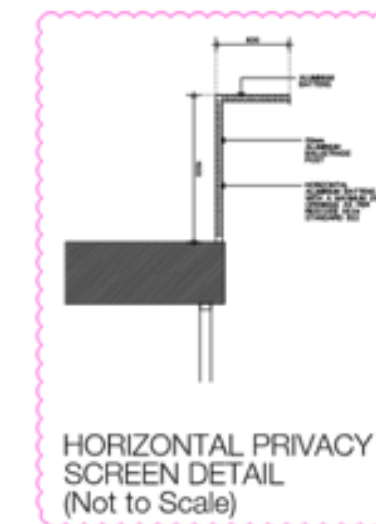
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SECTION A-A

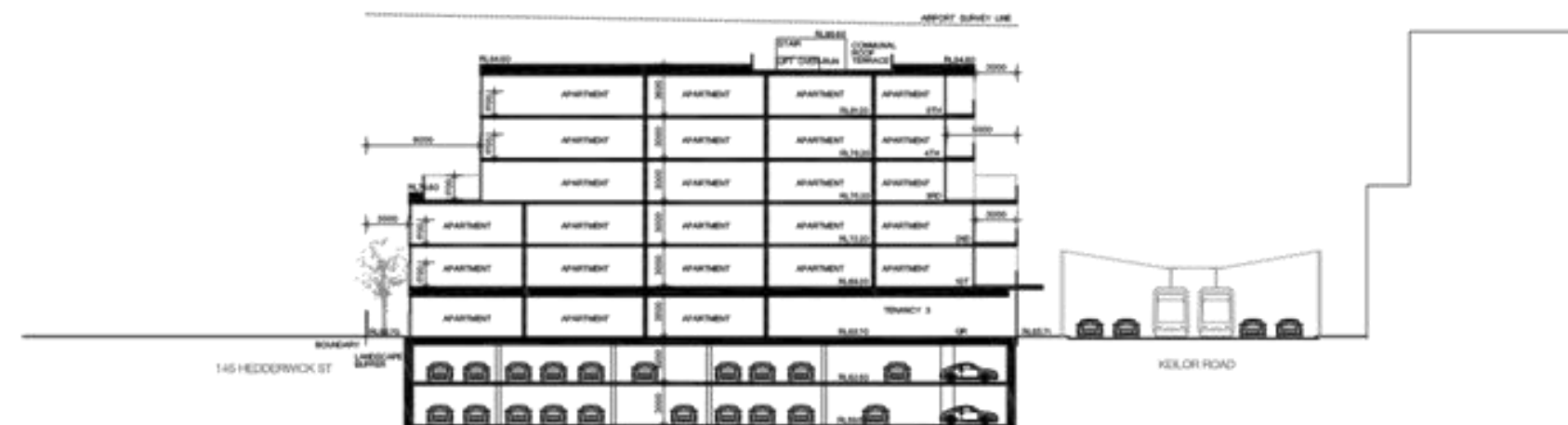


SECTION B-B





SECTION C-C



SECTION D-D



SECTION E-E

Mixed Use Development
169 Kailor Rd, Essendon Nth



Section C-C, D-D & E-E



26th November 2015
15073/TP17d





Mixed Use Development
169 Kailor Rd, Essendon Nth

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1st Floor Plan

Scale 1:200 @ A1



1st April 2016

15073/TP08e

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Mixed Use Development
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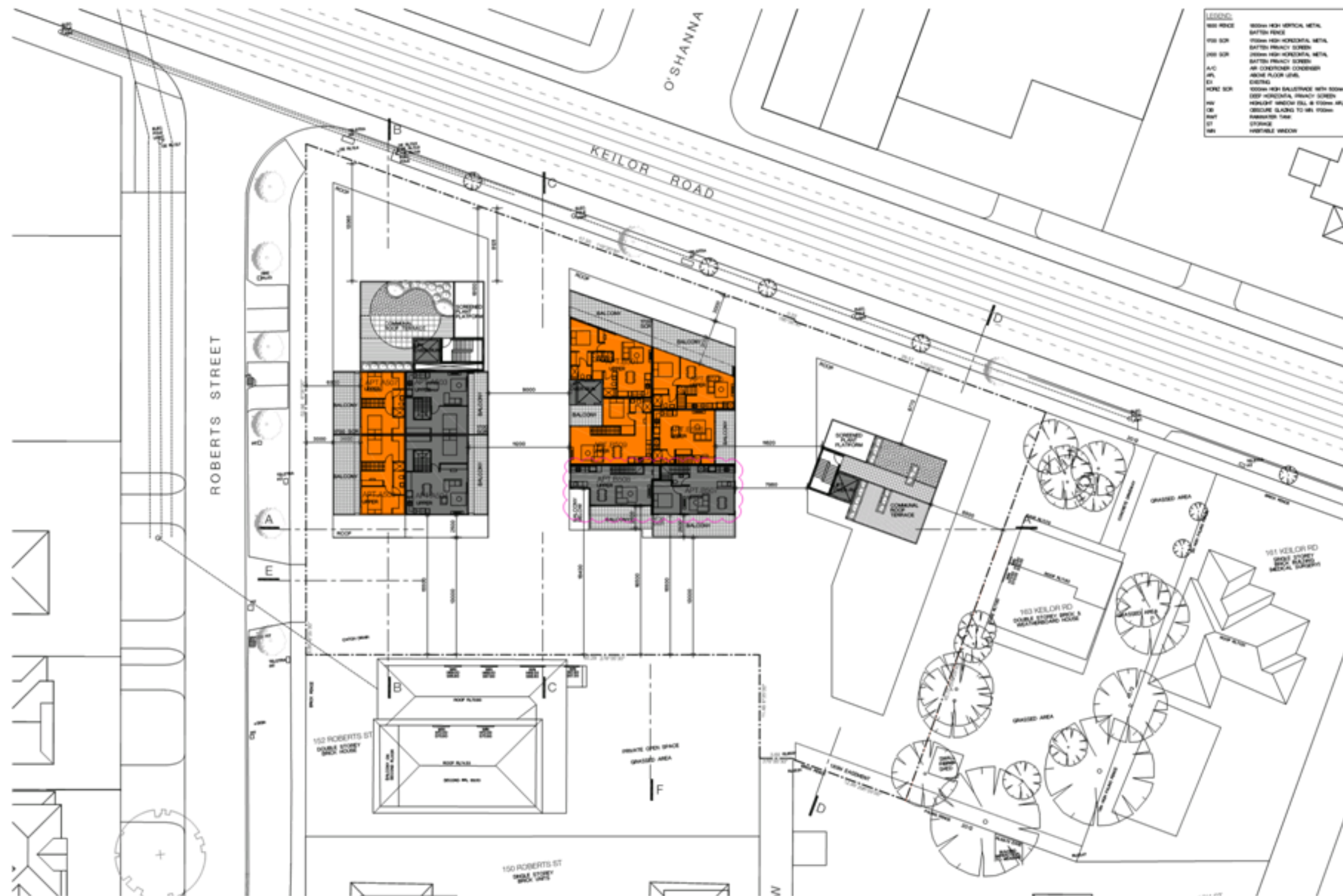
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5th Floor Plan

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Mixed Use Development
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6th Floor Plan

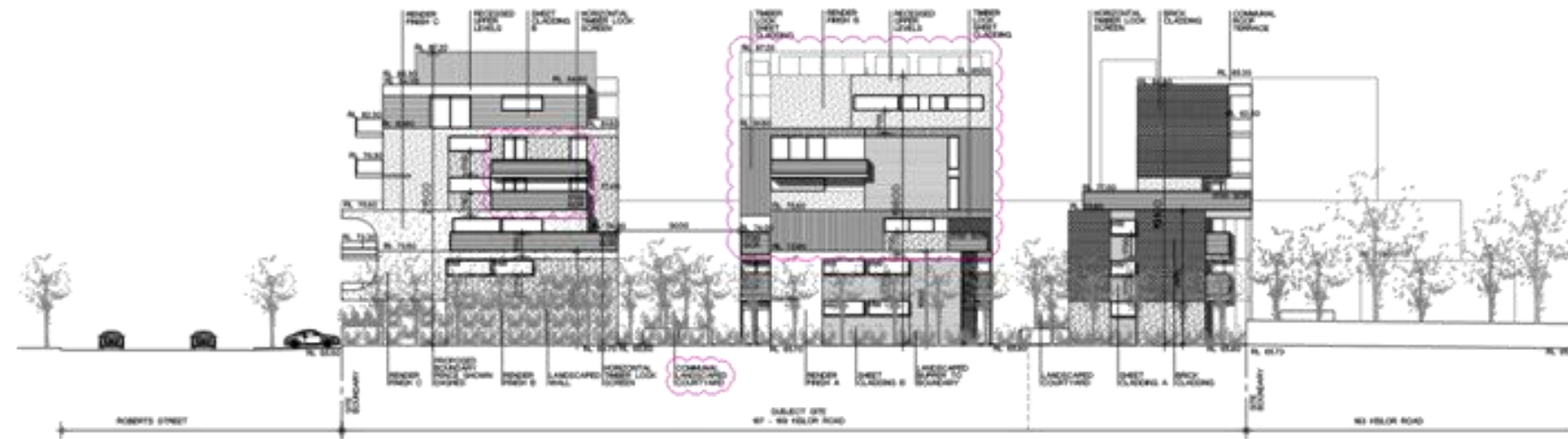
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Proposed South Elevation (Rear)



Proposed East Elevation

Mixed Use Development
 169 Kellor Rd, Essendon Nth

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Proposed Street Elevations

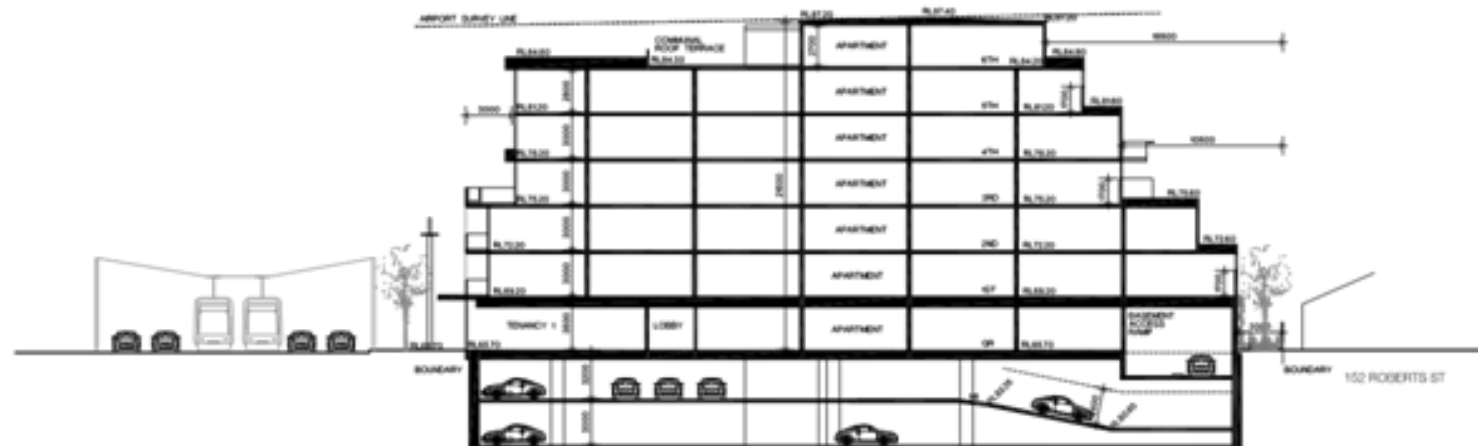
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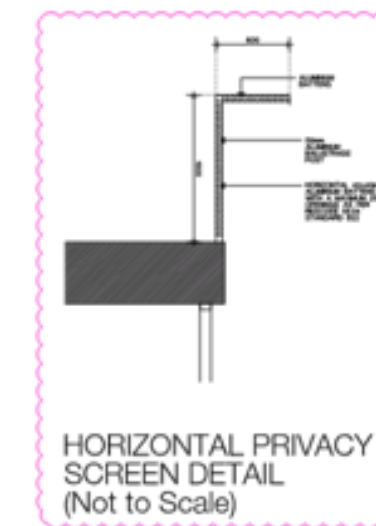
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SECTION A



SECTION B



Mixed Use Development
 169 Kilor Rd, Essendon Nth

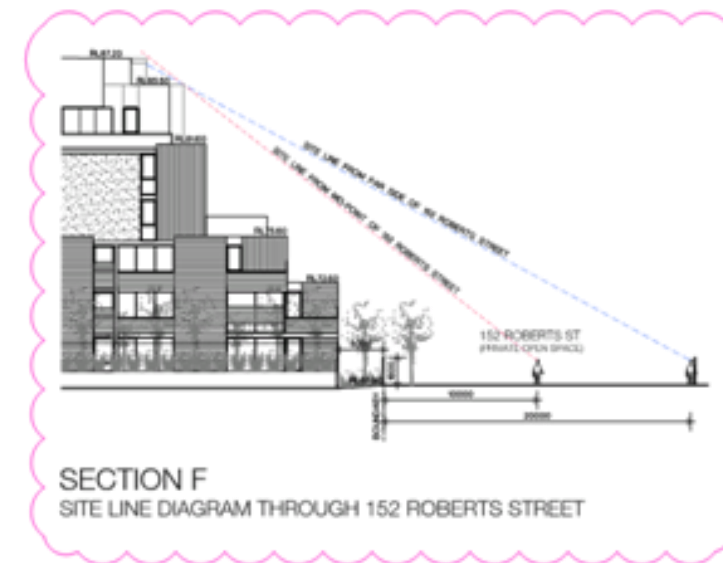
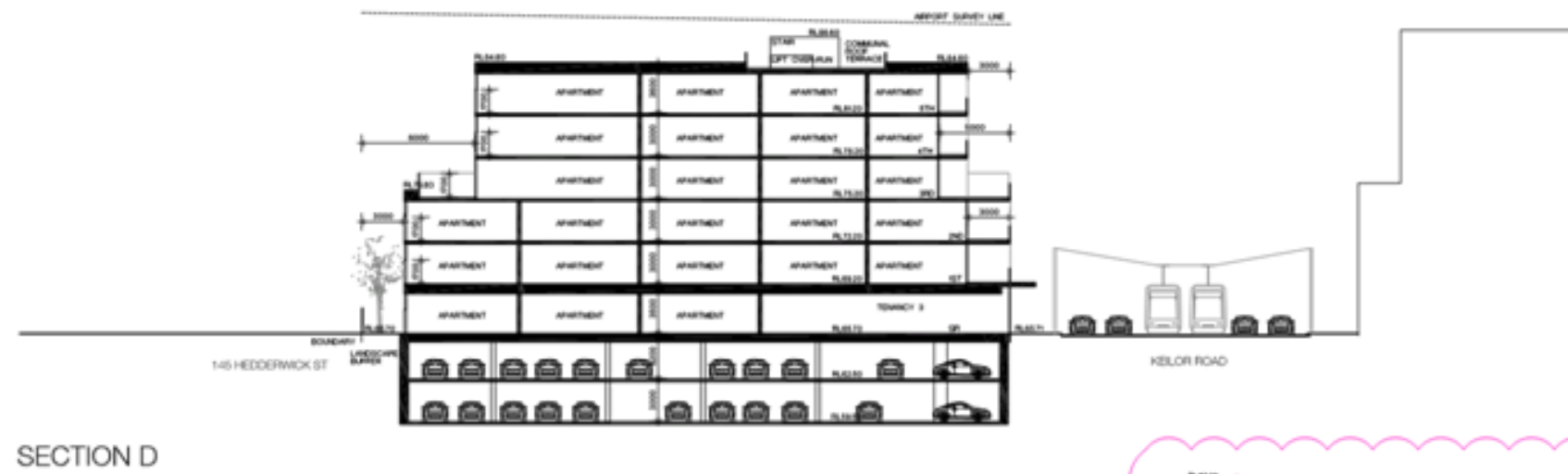
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Sections - Sheet 1
 Sections A & B

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Sections - Sheet 2
Sections C, D, E & F

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Building A - East Elevation



Building B - East Elevation



Submission to Infrastructure Victoria's Options Paper:

All Things Considered

Moonee Valley City Council

June 2016

FINAL

Submission from Moonee Valley City Council

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Introduction

Moonee Valley City Council (Council) commends Infrastructure Victoria for the long term and broad sector lens included in the *All Things Considered* options paper. The development of a highly visible, long term plan provides invaluable opportunities for both the wider community and all levels of government to plan and deliver infrastructure in a more effective and coordinated manner.

Our response is structured into two main parts. Part One addresses key issues for Moonee Valley. Part Two provides Council's response to individual options.

Council welcomes an opportunity to comment and we look forward to further engagement.

Response summary

This submission addresses 75 options related to the *All Things Considered* report which may impact on our municipality.

In summary, Council supports options with the ability to:

- Make our city more sustainable, reduce reliance on private vehicle use and create real choice around public transport options.
- Create employment hubs outside of the CBD and create opportunities for residents to find work closer to home (and reduce the number of through trips traversing our municipality).
- Improve the walkability and amenity of our suburbs, high streets and neighbourhoods.
- Reduce our carbon footprint and resource use.
- Create opportunities for our communities to access services and participate in both formal and informal cultural, health, sporting, recreational and learning activities.
- Improve the health of our waterways and eco-systems.
- Improve mechanisms to formally work with other levels of government around future infrastructure planning.
- Improve our ability to capture key data to improve service delivery and effectiveness.

A breakdown of our submission responses is outlined in Table 1 below.

Options supported by Council (including gaps)	5 options were strongly supported by Council <ul style="list-style-type: none"> ○ Rail link between Melbourne Airport and the central city (MAH) ○ Metropolitan level crossing removal completion (MLC) ○ Employment centre mass transit network (MTN) ○ Tram network link extensions (TNL) ○ Improve the planning and delivery of walking and cycling paths in established areas (AEA)
	41 other options were supported by Council
	1 option supported by Council which have been filtered out by Infrastructure Victoria (i.e. those we believe should be included) <ul style="list-style-type: none"> ○ Urban forest (UFF)
	3 gaps (or additional options) were identified. <ul style="list-style-type: none"> ○ Open Space- Enhancing and protecting in urban areas ○ Bridges- enhancing functionality, safety, condition and capacity ○ Major Stormwater Infrastructure- improving the ability of major infrastructure to adapt to the effects of climate change.
Options not supported by Council	2 options were not supported by Council <ul style="list-style-type: none"> ○ Eastern Freeway to Citylink connection (EWE) ○ Residential and commercial property densification (RCP)
Options commented on but no formal position	11 options upon which Council comments, has no formal position but would support further investigation.
	12 options upon which Council comments but has no formal position

Table 1. Summary of MVCC submission responses

Part One: Key Issues

Putting people and places first

“If you plan cities for cars and traffic, you get cars and traffic.

If you plan for people and places, you get people and places.”

Fred Kent, Project for Public Places.

Council’s response is reflected in both the quote above and more formally in the five strategic themes of our *Council Plan 2013-17*:

- Friendly and safe: A community where people feel connected and safe
- Green, clean and beautiful: A sustainable environment for future generations
- Sustainable living: Clear direction for growth and development of the city
- Vibrant and diverse: Opportunities for all
- Excellence in governance: A dynamic, effective and accountable organisation.

Our infrastructure network plays a critical role in creating cities for people in line with the Council Plan objectives. This approach is also mirrored in key Council policy which recognises the need to put people and sustainable place making at the heart of decision making in order to foster more enjoyable places to live, work and visit.

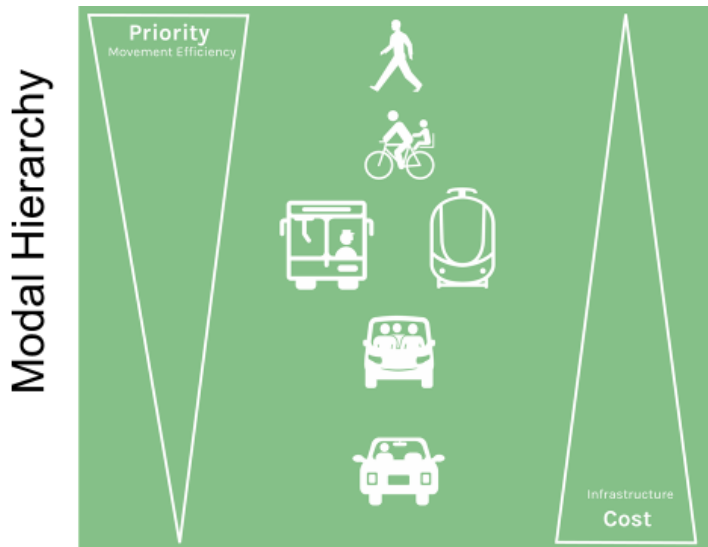


Figure 1. Image describing MVCC Integrated Transport Plan's modal hierarchy (Policy 22), 2008.

In light of this we were concerned to see a re-emergence of the proposed East West Link project (EWE) in the options paper. This project inverses the hierarchy described in Figure 1 above and will have significant detrimental impact on our municipality through increased congestion and noise, and reduced, loss of open space and community facilities, and general amenity. It would also involve significant opportunity cost with investment in such projects diverting finite resources away from projects that transition greater Melbourne to a more sustainable city that is less dependent on private vehicle, and where citizens have more transport choices. To this end we would encourage the assessment criteria to apply weighting which prioritised major civil projects which assist with and facilitate this transition.

Projects which would be transformative, would assist with this transition and which we strongly support include:

- Rail link between Melbourne Airport and the central city (MAH)
- Metropolitan level crossing removal completion (MLC)
- Employment centre mass transit network (MTN)
- Tram network link extensions (TNL)
- Improve walking and cycling paths in established areas (AEA)

Growth (our own and our neighbours)

Growth in Moonee Valley

Moonee Valley is an inner middle ring Council with an area of 44 square kilometres. It is bounded by significant physical barriers of the Maribyrnong River to the west, Moonee Ponds Creek to the east and the Tullamarine and Calder freeways and Essendon Airport to its north and north west.

The population of Moonee Valley has been steadily increasing over the last 10 years, at an annual rate of around one per cent. Population in the municipality is expected to grow with a projected increase from 120,837 in 2016 to 149,311 residents by 2036 (increase of 23.56%).

Moonee Valley is well positioned to provide a key employment centre in Melbourne's inner northwest region, adjacent to several of Melbourne's major freeways (Tullamarine, Calder, Western Ring Road and City Link). Businesses in Moonee Valley enjoy close proximity to the CBD and the industrial hubs to the north and west of Melbourne. Moonee Valley is also well-positioned to provide access to Melbourne Airport, the National Rail Freight Centre and the Port of Melbourne. These opportunities are highlighted in the sections below.

Neighbouring councils' growth

By 2036, substantial growth is also expected to occur in nearby municipalities¹ including:

- Brimbank (10.4 per cent growth)
- Hume (60 per cent growth)
- Melton (136.84 per cent growth) and
- Melbourne (91 per cent growth).

CBD, ports, freight and airports

Population growth in Victoria is expected to approach seven million by 2036 and this will generate growth in travel demands as well as freight movements. This growth will also present a challenge for Victoria's economy, freight distribution and logistics industry.

By 2025, the number of kilometres travelled by road freight vehicles is expected to increase by 70 per cent, with 60 per cent more vehicles on Victoria's roads².

The Port of Melbourne is expected to experience strong growth in trade through to 2035, and major infrastructure will be required to cater for future trade volumes. The total international container trade for the Port of Melbourne has increased significantly since 1997 and will continue to grow with an annual average growth rate of 7.7%³

Similarly, the number of workers within the City of Melbourne is forecast to grow at around 2.0 per cent annually during the next 16 years, with an estimated 526,000 people travelling to work or undertake work-related activities in Melbourne's CBD by 2030.⁴ Given Moonee Valley is located between major growth municipalities and the major employment hub of the Melbourne CBD, significant high volumes of through traffic and freight traffic are anticipated for handling and moving goods. These trends support the need to invest in transport infrastructure which offers a real alternative to private vehicle use, as well as improving the efficiency of the freight network by ensuring that roads, rail links, terminals and facilities are operating at their maximum efficiency.

In addition the adjacent Melbourne Airport and Essendon Fields are experiencing significant growth. Essendon Fields is in a formative, but rapid, growth phase; attracting a wide range of core tenants and support services and is

¹ Id Forecast

² *Freight Futures, Victorian Freight Network Strategy (Victorian Government 2008)*

³ *Port Development Strategy 2013/5 Vision (August 2009)*

⁴ *City of Melbourne, Daily Population Estimates & Forecasts, 2015 Update. City of Melbourne 2015*

expected to become Melbourne's largest business community. It is projected to generate 15,000 new jobs and an estimated \$300 million in investment over the next decade. Similarly, trips to and from the Melbourne Airport are growing rapidly. Some 30 million passengers pass through Melbourne Airport each year and this number is expected to more than double to 64 million a year by 2033. The airport employs 14,000 people, and handles a third of all freight moved at Australian airports, with the precinct contributing \$1.5 billion to the economy each year.

The CityLink-Tullamarine Freeway corridor is the primary route to the airport for passenger and freight vehicles. As demand on this corridor increases, journeys to and from the airport will become less reliable, impacting air passengers, Melbourne's liveability and the Victorian economy. This has already begun to occur at peak times.

Council supports LeadWest's submission (and a raft of other research in this area) which notes that if *"... Melbourne is to become Australia's biggest city and home to a population of 8 million (a 2050 forecast), then it must become a city of mini cities. It must become a polycentric city linked to regional cities."*⁵

The development of airports as both transport and employment hubs is critical in developing a polycentric city that offers improved employment locations and productivity. Strong growth is forecast to continue and both Melbourne Airport and Essendon Fields will need to be serviced by high capacity, efficient and reliable transport services for Melbourne to maintain its status as a global, vibrant and liveable city. For example, whilst Melbourne was ranked the world's most livable city in 2015; it was the only city in the top 10 with a population greater than 2 million which did not have a heavy rail connection between its' CBD and the airport.

Liveable Communities- the 20 minute neighbourhood

As outlined above, our transport network has limited capacity to absorb additional traffic. With appropriate development and the right investment in infrastructure, there is opportunity to reduce the need for and length of trips, as employment, social and commercial development are located closer to people's homes. Plan Melbourne and Plan Melbourne Refresh document the concept of a 20 minute city, where all desired urban amenities are accessible within a 20 minute trip. This also aligns with good place making principles, which suggest co-locating numerous uses.

Neighbourhoods are important. They need to offer the activities and social infrastructure to meet essential needs: personal wellbeing, mental health and social equity; a sense of place and belonging; participation and choice; and the ability to successfully adapt to external challenges. The ability to be mobile and be able to access friends, activities, government and business, is a requirement to achieve most such needs. A 20 minute city requires a range of local activities and it requires local mobility choices, particularly safe walking/cycling opportunities and an adequate service level on local public transport.⁶

Community facilities play a significant role in making 20 minute cities work. They provide access to a wide range of services, and create opportunities for people to meet and participate in the life of their communities and neighbourhoods. For local government, community facilities include a diverse asset sub-class such as libraries, leisure centres, sports grounds and pavilions, community halls, neighborhood centres and houses, kindergartens, childcare, maternal and child health centres, youth centres, regional kitchens, mens sheds and public toilets. These facilities can, and sometimes concurrently, service a local, municipal and regional catchments. There are a range of challenges facing our ageing community facility asset class in terms of functionality and community expectations.

⁵ LeadWest Submission Responding To The All Things Considered Options Paper, June 2016

⁶ Keep Moonee Valley Moving Issues and Opportunities Report, Moonee Valley City Council, 2015

Over the coming decades, Council will need to apply a range of approaches to address asset condition and functionality, meet community need and service trends and identify new ways to fund these challenges.

A more sustainable city

Council is committed to achieving a sustainable environment for future generations.

Water

For water this includes:

- Managing threats to water security through alternative water use, such as improved stormwater harvesting and reuse. Council has reduced its water consumption by 35% since 2001. In addition it has also sourced 63ML from stormwater, but we know there is still up to 7,000ML running off into our water ways – so the challenge is to improve use of our water resources going forward.⁷ In addition, we need to review how we appraise water infrastructure projects in the future. Such projects are typically assessed with a single benefit in mind e.g. flood protection, water security or waterway health. For such projects to be viable in future they need to demonstrate that they achieve multiple benefits and maximise the return on investment for multiple parties. There is a need for state government agencies, the water sector and local government to put in place such a framework for investment (see comments under *Consultation and engagement with local government* section below). For instance, the Moonee Ponds Creek is more than just a flood way – it provides opportunities for cooling the city, water harvesting and enhanced habitat that need to be properly valued when planning for the creek.
- Flood risk management. While the scale and timing is uncertain, with a changing climate we expect to see more flood and storm events across Greater Melbourne. Both state and local governments need to consider the adequacy of infrastructure to cope with future flood risk and to consider options to mitigate flood in a holistic way.
- An integrated catchment management approach for waterway health. For example, the urban sections of the Maribyrnong River would benefit from an increase in environmental flows in its tributaries, especially Deep Creek.
- The use of more pollutant and litter traps, and would also like to see the paper emphasise infrastructure that provides multiple benefits to our city, such as Water Sensitive Urban Design (WSUD). Such landscape and street design not only helps prevent pollution entering waterways, but also enables water capture and reuse, supports vegetation that helps cool our city and enhance biodiversity.

Urban Ecology

For urban ecology this includes:

- Protecting remnant vegetation and native fauna to prevent further loss of indigenous flora or fauna species and improve the health of remnant vegetation and native fauna communities.
- Providing increased vegetation and canopy cover in urban areas. This means not only considering urban forestry (EFF) for its potential to reduce greenhouse gas emissions. It is suggested that Infrastructure Victoria include an additional need entitled, 'Enhance green infrastructure to reduce urban heat island effects and improve health outcomes'. The urban heat island effect is caused by the prevalence in cities of heat absorbing materials, such as roads and buildings and a lack of shade and green space in dense urban environments. As the climate continues to change and we experience higher average temperatures and

⁷ Internal MV data (Sustainability & Climate Change unit and Finance department)

longer heat waves, it's increasingly important to cool our city. Combating the 'urban heat island effect' within our cities is becoming a major public health issue. The State of Australian Cities 2013 reports 'People living in cities can be more susceptible than non-urban dwellers to the effects of heatwaves as a result of the urban heat island effect'.

Energy supply and greenhouse emission reduction

For energy this includes:

- Transitioning away from coal generation for Victoria and the introduction of a market based mechanism for regulated exit of emissions-intensive power stations from the electricity grid should be supported. Council supports exploring energy demand management efficiency schemes and extension of the Victorian Energy Efficiency Target (VEET) to all industries and businesses and for it to apply to project-based assessments, rather than only for individual activities (lighting, hot water systems etc). Broadening the scope for potential energy savings would drive cost-effective efficiency improvements, as well as deliver substantial financial benefits to businesses. Research by the Western Alliance for Greenhouse Action (WAGA) and other Victorian regional greenhouse alliances (WAGA and EAGA, 2014, *Environmental Upgrade Agreement Finance for the Regions*) shows that an additional 15% uptake in commercial building retrofitting could unlock \$4.5B in investment and create more than 18,000 jobs across Victoria, with annual savings for Victorian businesses of approximately \$0.4B and emissions reductions of 1.7M tonnes. This could play a key role in assisting Victoria achieve its newly adopted zero net emissions by 2050 target. Through its' Greenhouse Strategy (2010), Council has committed to deliver home and business solar energy retrofit programs to help the community reduce emissions.

Consultation and engagement with local government

All Things Considered is an ambitious document and our submission has involved considerable time and effort. Council requests Infrastructure Victoria provide additional time and engagement opportunities for local government to respond when future iterations are released. Consultation with local government has been limited during this phase of the process, (e.g. 1 hour briefing for metro Councils), with a month to review (including briefing Councillors). In addition we are concerned that the next round of consultation is planned for the third quarter of 2016- the same period during which Council elections are held. This may also impact on local government's ability to provide a considered response.

Preparation of a plan with a lifespan of 30 years deserves adequate time to set the directions, particularly if ...

"...local government plays a fundamental role in the planning, funding, procurement and management of community infrastructure" (All Things Considered, page 28).

To this end Council recommends:

- **Long term:** that the plan develops and outlines a planning framework which articulates the mechanism and processes through which levels of government will work together to more effectively plan for and deliver major infrastructure projects. There are examples which could be adapted to assist a whole-of-government approach to infrastructure planning, appraisal and delivery (refer our comments under the SIP option- Subregional infrastructure planning).
- **Short term:** that Infrastructure Victoria host a series of workshops (or 'people's panel' equivalent) with the local government sector when the draft strategy is released. This could be attended by Mayors, CEOs and relevant officers of each Council and allow all parties to better understand and plan for proposed

recommendations. It would also assist with successful implementation through greater “buy-in” from the sector.

Moonee Valley welcomes further opportunities to contribute to this process going forward.

Part Two: Response to Options

Chapter 1 - Address Infrastructure demands in areas with high population growth	
Option ID:	Description and Response
MVCC additional option	<p><i>Open Space protection and enhancement</i></p> <p>Moonee Valley has identified an additional option for consideration- the need to enhance and protect open space in urban areas. This is consistent with Council's Open Space Strategy (OSS) whose guiding principles, (developed through various consultation initiatives), identify:</p> <ul style="list-style-type: none"> • the need to protect and expand the municipal open space network, • there is no net loss of open space across Moonee Valley. • open space gap areas within the municipality. <p>Open Space protection</p> <p>Historically it has been convenient for all levels of government to re-allocate or re-purpose existing open space for other types of infrastructure such as freeways along waterway corridors or community/ recreation facilities in parkland. As open space is public land and minimises the short term infrastructure cost. Council's adopted OSS articulates that open space is a precious and limited resource that cannot be 'built' like other asset classes and therefore requires vigilance in its use and allocation.</p> <p>In addition, there is an increasing pressure on MVCC Council to maintain and service a diminishing total area of public open space. This is through the pressures associated with population increases linked to localised medium and high density residential development as more residents compete for the limited available open space and demand for higher quality facilities.</p> <p>Risk to existing use:</p> <p>There is a risk that a number of sites currently zone or being used as public open space that are owned by State Government Authorities are being sold off or rezoned to accommodate growing infrastructure needs.</p> <p>Sites such as these have been used as open space for decades and their growing importance has been highlighted by the presence of existing infrastructure and community use.</p> <p>State Government needs to engage with Councils at the early stages if disposal of land is to be considered.</p>
Supporting evidence/adopted document:	Moonee Valley City Council Open Space Strategy (2011)

Chapter 1 - Address Infrastructure demands in areas with high population growth

Option ID:	Description and Response
MVCC additional option	<p><i>Bridges</i></p> <p>Moonee Valley has identified an additional option for consideration- the need to enhance the functionality, safety, condition and capacity of bridges.</p> <p>Moonee Valley has the Maribyrnong Road Bridge and the Canning Street Bridge where opportunities exist to improve road safety, reducing the impact of traffic congestion in this corridor and improve walking, pedestrian and cycling at these locations.</p> <p>An opportunity also exists to widen the Canning Street Bridge in order to accommodate a tram line on Military Road and Milleara Road to Buckley Street in Avondale Heights.</p> <p>The need to extend tram routes in Melbourne’s west including Tram Route 57 along Canning Street into Avondale Heights was identified in Council’s Integrated Transport Plan (2008). This extension would help support fully developed suburbs, nearby shopping centres and future developments such as, the Maribyrnong Defence site and the Australand Places Victoria development in Military Road as well as help reduce the impact of traffic congestion in this corridor.</p> <p>Council’s Maribyrnong River Master Plan (2011) also recommends allowing room on Canning Street Bridge for a potential tram extension to Buckley Street, and more recently Council’s Keep Moonee Valley Moving noted the need for improved public transport and cycling infrastructure for Avondale Heights.</p> <p>Furthermore, at the Ordinary meeting of 24 February 2015, Council considered the CityLink Tullamarine Freeway Widening (CTW) Project. At this meeting, it was resolved to write to the Minister for Roads and Road Safety outlining a number of matters Council wished to see addressed as part of the project. A letter was subsequently sent in March 2015 to the Honourable Luke Donnellan MP in which Council urged the State Government to take the opportunity to ensure that legacy outcomes are included in the deliverables of the CTW Project, commensurate with infrastructure investment of this scale. Council highlighted that key legacy outcomes that could be delivered could include new, improved bridge connections.</p> <p>This is particularly relevant given the project proposes to replace the existing pedestrian bridges over the Tullamarine Freeway to Essendon Fields. At present, these bridges can only be accessed via stairs and are therefore not Disability Discrimination Act (DDA) compliant. This affords an opportunity to provide upgraded DDA compliant bridges that also cater for cyclists to maintain connectivity between the Airport West Activity Centre and Essendon Fields. It is therefore disappointing to note that the project has not addressed Council’s concerns and will proceed to replace the bridges with like for like, that is, the new overpasses at this location will continue to be non-DDA compliant. DDA compliant overpasses would allow improved access to future developments at Essendon Fields, including a hotel, hospital and employment opportunities, and Council sees no reason why they should not be installed as part of the proposed works. Council submits that any upgrade works of this nature should seek to improve accessibility outcomes and adhere to current legislative requirements.</p>

Chapter 1 - Address Infrastructure demands in areas with high population growth

Option ID:	Description and Response
AST	<i>Access to services through technology and ICT</i>
Option type: New and Expanded assets	Provide the ICT infrastructure necessary to support people to access online services.
MVCC Response:	<p>Council would support the mechanisms flagged in the Infrastructure Victoria Draft Options paper (options paper) to deliver this option. Council is committed to creating a high performance organization, building a culture of governance that instils a high level of community respect and confidence in Council decision-making and provides the community with meaningful and genuine opportunities to contribute to Council planning.</p> <p>A core mission is to enable Council to better serve our community which will align with the Council's objective to deliver excellence in governance by empowering efficient and effective ICT infrastructure necessary to support people to access online services, document management and information sharing.</p> <p>The objectives of online services include raising the productivity and efficiency, wider coverage by enabling the access to service from any location, providing the required information in a timely and highly accurate fashion, providing better and more easy-to-use services and cost containment through reduction in operating cost and increasing return on investment (ROI).</p> <p>The Moonee Valley City Council is developing a plan for people to have improved and seamless access to services through technology and ICT, map digital workflows, electronic document management, and to support people to access information online. Thus MVCC have identified that the below 5 key areas to be prioritized:</p> <ol style="list-style-type: none"> eServices (Client and Staff Online Portals) to ensure records can be accessed and seamlessly shared across the sector. Mobility solutions to provide workers remote access to information from organisation specific systems to improve upon the timeliness in delivering quality services, enabling staff to focus more on delivering care and less on administration, and providing a more positive staff and client experience. Seamlessly Integrated technology & solutions to help better assimilate different IT systems and look to deliver a 'One source of truth'. Information management and reporting to enable sophisticated information management, data exchange, analytics and reporting functions critical to improving services and programs to council residents, and support a culture of continuous improvement. By leveraging of the latest ICT capabilities, MVCC can lift service levels and enhance ability to collect and analyse data, and use reporting and analytics to evaluate the business benefits. Core technology and support to implement cutting-edge platforms and support services to improve IT capability, flexibility and cost efficiency. <p>In addition Council is also working towards allowing sharing of information across organizational boundaries where the documents can be sent (electronically) outside of the Council, while maintaining the security, auditability and traceability especially in light of</p>

Chapter 1 - Address Infrastructure demands in areas with high population growth	
Option ID:	Description and Response
	<p>growing expectations from Council customers to receive and respond to requests and documentation from Council (outside of Councils normal business hours).</p> <p>ICT is a key enabler in allowing MVCC to foster a steep change in capability over the next few years, help create an agile and sustainable system that is well placed to meet MVCC citizen's needs now and into the future.</p>
Supporting evidence/adopted document:	<p>Public or adopted documents: Council Plan 2013 – 17 Moonee Valley Next Generation 2035 Community Vision</p> <p>Internal /operational documents: Draft MVCC IT Strategy</p>
CPS1	<i>Centralised planning scheme</i>
Option type: Better use	Deliver a centralised planning scheme with aligned governance that is controlled and delivered by a central authority.
MVCC Response:	<p>Council notes this option but has no formal position.</p> <p>It is unclear whether this option is proposed to apply statewide or solely to the central sub region as defined by Plan Melbourne (i.e. the municipalities of Melbourne, Stonnington, Maribyrnong, Port Phillip and Yarra).</p> <p>Council would have concerns regarding a centralised planning scheme applying to Moonee Valley. Such a proposition would undermine Council's ability to address matters of local concern relating to infrastructure demand and planning decisions. Nevertheless, if this approach were to apply to Moonee Valley, Council would request a significant level of consultation between state and local government as well as the local community in order to ensure alignment with existing local policy directions.</p>
Supporting evidence/adopted document:	N/A
CSR	<i>Community space refurbishment or rationalization</i>
Option type: Concepts needing further work	Refurbish or rationalise public community spaces across Victoria, which are no longer fit-for-purpose or meeting community need.
MVCC Response:	<p>Council notes this option and has no formal position, but would support further investigation. There are a range of challenges facing our ageing facility asset class in terms of functionality and community expectations, including:</p> <ul style="list-style-type: none"> • Being easy to access and in the right location (close to public transport or activity centres). Including ensuring they both support community access and also contribute to the vitality of local shopping centres. • Having adequate capacity to cater for demand or functionality to cater for changing community expectations (e.g. single purpose vs multi- uses for multi-users) • Management models or historic building usage agreements that limit optimal facility utilisation and access by a diverse cross section of individuals and groups • Meeting modern standards, especially access for people with limited mobility. • Many Council assets were constructed during the 1960's and 70's and require

Chapter 1 - Address Infrastructure demands in areas with high population growth

Option ID:	Description and Response
	<p>refurbishment and upgrade to meet current standards, community expectations, changing models of service delivery and anticipated service demand.</p> <p>If adopted, Council would support the mechanisms flagged in the Infrastructure Victoria Draft Options Book (page 118) to deliver this option; such as using existing state grant programs (such as grants for sports, cultural or community facilities) as incentives to upgrade or rationalise existing assets. Funding for community facilities could also be linked to other initiatives such as the Property Council of Australia's (Vic) <i>Hidden in Plain Site</i> report; achievement of core maturity through the MAV STEP Asset Management Program etc. The <i>Hidden in Plain Site</i> report identified key Council owned sites for redevelopment to stimulate economic growth through opening up of areas for new investment and employment; as well as adding to the vibrancy and visitation levels around activity centres.</p> <p>Our own research regarding our facilities and services over the past few years reflects the 2015 ALGA <i>State of the Assets</i> report. That is, many of our existing buildings may struggle to meet future demand in terms of functionality. For example:</p> <ul style="list-style-type: none"> • Over 50% of buildings managed by Council had either a 'Fair/Adequate' (25%) or 'Poor' or 'Very Poor' (31%) functionality. (with only 2% having 'Very Good' functionality). • 30% of Council managed facilities are in 'good' or 'very good' condition; 40% are in a 'Fair/Average' condition; 30% in 'poor' or 'very poor' condition. <p>Whilst there is more work to be done to understand utilisation rates across all Council facilities, research to date has identified that some are underutilised (stand-alone MCH facilities⁸, or community facilities with declining club or group membership), whilst others are bursting at the seams (e.g. Ascot Vale Library). For example, in order for the library service to continue to meet demand, an increase in floor area of 3,358sqm (82% increase) will be required across the network by 2023.</p> <p>In addition, Council analysed its long term capital works program using the NAMS.Plus9 tools. This identified considerable funding shortfalls between now and 2020, when compared to Council's average budgeted capital expenditure. This is due to a number of major assets have reaching the end of their useful life and needing replacement (including the East Keilor Leisure Centre).</p> <p>To manage the funding shortfall and operate in a financially sustainable manner Council will need to identify and apply a range of approaches to funding community infrastructure (borrowings, asset sales, grants, partnership and development contribution schemes).</p>
Supporting evidence/adopted document:	<p>Public or adopted documents:</p> <p style="padding-left: 40px;">MVCC Facility Asset Management Plan, 2012</p> <p style="padding-left: 40px;">Hidden in Plain Site, Unveiling Opportunities for Investors, Property Council of Australia, April 2016</p> <p>Internal /operational documents:</p> <p style="padding-left: 40px;">MVCC Fitness-For-Purpose assessments, 2014</p>

⁸ Family and Children's Service Infrastructure Profile (SIP), Updated May 2016

⁹ National Asset Management System tool (NAMS.Plus), IPWEA 2014

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Option ID:	Description and Response
	<p>MVCC Building Condition assessments, 2014-2015</p> <p>Library and Learning Infrastructure Profile (SIP), condensed August 2015</p> <p>Family and Children's Service Infrastructure Profile (SIP), Updated May 2016</p> <p>Youth Service Infrastructure Profile (SIP), March 2016</p> <p>Sport and Recreation Service Infrastructure Profile (SIP), July 2015</p> <p>Aged and Disability Service Infrastructure Profile (SIP), April 2015</p> <p>MVCC Facility Asset Management Plan review using NAMS Plus tools, 2015</p>
	<p>CSR also listed as response to need in chapters:</p> <p>2. Address infrastructure challenges in areas with low or negative growth</p> <p>5. Provide spaces where communities can come together</p>
<p>CSM</p> <p><i>Option type:</i> <i>Concepts needing further work</i></p>	<p><i>Cultural and sport major infrastructure investment framework</i></p> <p>Deliver a framework that helps with making robust investment decisions to ensure that major cultural and sporting infrastructure meets the needs of elite sports or arts and is also a place where people can come together for wider community use.</p>
<p>MVCC Response:</p>	<p>Council provides comments but has no formal position on this option.</p> <p>Council is hesitant to support this option without more information, particularly in relation to defining the extent of the framework and defining what will be considered 'major cultural and sporting infrastructure'. The definition could be linked to state-wide accepted land use terms (and linked to option CPS1).</p> <p>Council would support the inclusion of iconic sporting and cultural facilities, such as Windy Hill and the Incinerator Gallery, as well as regional facilities that offer considerable benefit to host large scale community level sport and cultural events (state and national competitions for example). These types of sporting facilities require access to multiple grounds in one location, rather than high level of infrastructure that precludes free, unrestricted access to members of the public.</p>
<p>Supporting evidence/adopted document:</p>	<p>N/A</p>
	<p>CSM also listed as response to need in chapters:</p> <p>4. Enable physical activity and participation</p> <p>5. Provide spaces where communities can come together</p>
<p>SIP</p> <p><i>Option type:</i> <i>Better use</i></p>	<p><i>Subregional infrastructure planning</i></p> <p>Formalise and simplify a whole-of-government subregional infrastructure planning process. This would bring together (when and where required) three levels of government to jointly plan for infrastructure.</p>
<p>MVCC Response:</p>	<p>Council supports this option, and comments by LeadWest which support "...a formalised and simplified whole-of-government subregional infrastructure planning process that will bring together (when and where required) three levels of government to jointly plan for infrastructure." ¹⁰</p>

¹⁰ LeadWest Submission Responding To The All Things Considered Options Paper, June 2016

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Option ID:	Description and Response
	<p>Council recognises additional governance arrangements and formal agreements may be required to implement this option.</p> <p>Planning for future infrastructure requirements is a key challenge facing all levels of government. Councils balance competing demands for investment to renew existing infrastructure assets such as roads, bridges and drainage as well as providing expenditure for new infrastructure assets to meet growing service delivery demands and community expectations. The preparation of sound asset investment proposals within a rigorous appraisal framework is essential for due diligence and should enable more effective infrastructure planning and delivery. Useful guidelines exist which could be built upon to support subregional infrastructure planning, such as the <i>Local Government Asset Investment Guidelines</i>.</p>
Supporting evidence/adopted document:	<i>Local Government Asset Investment Guidelines</i> (Local Government Victoria, 2006)
SRF <i>Option type: Concepts needing further work</i>	<p><i>Sport and recreational facility investment framework</i></p> <p>Increase the capacity of existing sport and recreation facilities through the application of a number of upgrades and changes to management approaches and deliver new local sports facilities in areas where there is identified need.</p>
MVCC Response:	<p>Council supports this option in principle, however, disagree that the planning for sporting infrastructure is not based on population and service planning standards (p128 Draft Options Book).</p> <p>Council suggests that that framework also include:</p> <ul style="list-style-type: none"> • modifications to existing facilities (not just new facilities as the description suggests) • extend the scope so the framework includes consideration of outdoor sports facilities, indoor sports facilities and aquatic and leisure facilities • in addition to management approaches, the framework should consider financial impact and cost-sharing options across the tiers of government • metropolitan and regional planning to assess supply and demand for facilities (current and projected) <p>The rationale for this is that most metropolitan municipalities struggle to meet the needs of a growing population without any significant land opportunities to build new facilities. Population growth in the growth corridors (greenfield developments) have more opportunities to plan and deliver local sporting infrastructure, however, there are significantly more challenges to meet local demands for infrastructure in land locked areas and it could be argued that the community benefit is likely to be more significant in these areas). Metropolitan councils continue to look at options to increase use and efficiency of existing facilities; not only for sporting needs but also to meet increasing demand for community facilities for non-sporting/recreation uses. Other pressures that council has to provide suitable sporting infrastructure include; ageing infrastructure, difficulty to keep facilities compliant in terms of sporting code changes and design practices (universal design,</p>

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Option ID:	Description and Response
	DDA compliance, gender neutrality etc), cost of infrastructure improvements, and resistance by community groups to share or change management practices. Additionally, the number of sports is increasing and the pressure on council to provide facilities suitable to the demands of the population is difficult, as this requires a change in planning and provision philosophies beyond traditional sports.
Supporting evidence/adopted document:	<p>Public or adopted documents:</p> <p><i>SRV facilities database</i></p> <p><i>SRV highball stadium research (not available to public at this stage)</i></p> <p>The future of Australian sport – megatrends shaping the sports, Australian Sports Commission, 2013</p> <p>Participation trends:</p> <ul style="list-style-type: none"> ○ Exercise, recreation and sport surveys (Australian Sports Commission) ○ Physical activity surveys over three time periods (Australian Bureau of Statistics) ○ Local membership data from state sporting associations and local clubs ○ Local resident data from the 2014 community survey <p>Internal /operational documents:</p> <p>Leisure Strategy 2013 - 2023</p> <p>Sports Development Plan 2014 - 2023</p> <p>Sport and Recreation Social Infrastructure Profile (2015)</p>
	<p>SRF also listed as response to need in chapters:</p> <p>4. Enable physical activity and participation</p> <p>5. Provide spaces where communities can come together</p>
UDC	<i>Urban development in established areas</i>
<i>Option type: Better use</i>	Apply residential or other zoning that can facilitate greater residential development in specific areas whether there is existing or planned infrastructure.
MVCC Response:	<p>Council provides comments but has no formal position on this option.</p> <p>Council recognises that the planning framework has a crucial role to play in directing population growth to areas that have the greatest capacity to absorb growth in terms of infrastructure. The current suite of residential zones is considered adequate for achieving this aim.</p> <p>However, State planning policy needs to clearly articulate what type of housing is expected to be located in specific areas and how accommodating growth in the suburbs will be supported by additional services and infrastructure upgrades.</p> <p>Currently, Council is responsible for accommodating increased housing densities without State Government support for providing high quality public transport services, thus leading to traffic congestion and parking constraints. Improved public transport is therefore critical to ensure that this increased density does not result in reduced livability due to continuing high levels of car ownership and private travel.</p> <p>It is considered that simply setting metropolitan or sub regional growth targets, as proposed in the Draft Options Book, will not achieve the desired outcomes without supporting state level strategies to ensure housing developed in established areas is well designed, caters to a</p>

Chapter 1 - Address Infrastructure demands in areas with high population growth

Option ID:	Description and Response
	diversity of households and is affordable.
Supporting evidence/adopted document:	Moonee Valley Housing Issues and Opportunities Paper (2015)

Chapter 3 – Respond to increasing pressure on health care, particularly due to ageing

Option	Description and Response
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Chapter 3 – Respond to increasing pressure on health care, particularly due to ageing	
Option	Description and Response
ACM <i>Option type: Better Use (non-asset based)</i>	<i>Aged care and mental health residential care investment</i> Respond to the growing need for residential aged care and mental health facilities by supporting people to remain in their homes and when this is not possible, providing new purpose-built facilities.
MVCC Response:	Council provides comments but has no formal position on this option, and would welcome further investigation. In principle, Council supports initiatives which support ageing in place, but this option would need to be supported by the proposal of mobile and e-health and coordinated through NDIS and My Aged Care.
Supporting evidence/adopted document:	Public or adopted documents: Moonee Valley Healthy Ageing Strategy 2012-2017 MVCC Disability Action Plan 2014 Internal /operational documents: Draft Moonee Valley Aged and Disability Services - Service Infrastructure Profile 2016
HAC <i>Option type: New and Expanded assets</i>	<i>Health and aged care repurposing of facilities</i> Relocate health service points of care to meet demand for these services using new or existing facilities.
MVCC Response:	Council provides comments but has no formal position on this option, and would welcome further investigation. This option would need to consider integrated multi purpose facilities inclusive of allied health, community support services, and GP services e.g. super-clinics.
Supporting evidence/adopted document:	Public or adopted documents: Moonee Valley Healthy Ageing Strategy 2012-2017 MVCC Disability Action Plan 2014 Internal /operational documents: Draft Moonee Valley Aged and Disability Services - Service Infrastructure Profile 2016
HCA <i>Option type: Concepts needing further work</i>	<i>Health care alternative delivery options</i> Deliver a mobile and e-health network throughout Victoria, enabling people to be treated in a coordinated and controlled way, by multiple practitioners across the health service.
MVCC Response:	Council supports initiatives which support ageing in place. This includes supporting older residents to remain living independently in their own homes; or alternatively in supported accommodating in their own community. The HCA option should strategically align to the Commonwealth Government's Home Support Program and the notion of coordinated holistic care for older Australians.
Supporting evidence/adopted document:	Public or adopted documents: Moonee Valley Healthy Ageing Strategy 2012-2017 MVCC Disability Action Plan 2014
HCT1 <i>Option type: Concepts needing</i>	<i>Health care big data leverage</i> Make better use of data and use new technologies to improve prevention, service access and

Chapter 3 – Respond to increasing pressure on health care, particularly due to ageing	
Option	Description and Response
<i>further work</i>	system integration.
MVCC Response:	<p>Council supports initiatives which support ageing in place. This includes supporting older residents to remain living independently in their own homes; or alternatively in supported accommodating in their own community.</p> <p>The HCA option should strategically align to the Commonwealth Government’s Home Support Program and the notion of coordinated holistic care for older Australians.</p>
Supporting evidence/adopted document:	<p>Public or adopted documents:</p> <p style="padding-left: 40px;">Moonee Valley Healthy Ageing Strategy 2012-2017</p> <p style="padding-left: 40px;">MVCC Disability Action Plan 2014</p>
<p>HEP</p> <p><i>Option type: Changing behaviour, managing demand</i></p>	<p><i>Health education programs</i></p> <p>Deliver preventative health education programs targeted at the 15-25 years old age group to reduce future demand for health care.</p>
MVCC Response:	<p>Council supports this option in principle. Moonee Valley City Council’s Health and Wellbeing Plan 2013-2017 identifies the promotion of diversity and gender equity, along with supporting communities experiencing social and economic disadvantage as a key objective to addressing health inequalities in the community.</p> <p>The use of place-based approaches and the provision of accessible and inclusive services, information, planning, policy and activities are essential to promote equality.</p> <p>Prioritisation of funding to support primary care providers and public campaigns in health promotion should focus on local priorities and existing health inequalities in communities.</p> <p>Within Moonee Valley, these priorities include:</p> <ul style="list-style-type: none"> • A place based approach to inform program develop to address specific health issues in Flemington • Adolescent risk factors and risk taking behaviour including mental health, bullying, smoking, alcohol and other drug use, sexually transmitted infections. • Dental health of children under five • Diabetes education, prevention and management on health promotion campaigns addressing issues such as obesity. <p>The scope of delivering health education programs must be broadened to include other target groups and communities experiencing disadvantage and inequity. Prevention efforts should not be limited to education programs for the 15-25 year old age cohort, and should be developed with a primary prevention focus.</p>
Supporting evidence/adopted document:	<p>Public or adopted documents:</p> <p style="padding-left: 40px;"><i>Council Plan 2013 – 17</i></p> <p style="padding-left: 40px;"><i>Moonee Valley Next Generation 2035 Community Vision</i></p> <p style="padding-left: 40px;">Victorian Health and Wellbeing Plan 2015-2020</p>

Chapter 3 – Respond to increasing pressure on health care, particularly due to ageing

Option	Description and Response
	<p>Moonee Valley Municipal Public Health and Wellbeing Plan 2013-2017 Moonee Valley Health Profile Report 2013 Thrive : Strategy for Young People Moonee Valley Early Years Plan 2014-2022 Moonee Valley Healthy Ageing Strategy 2012-2017 Internal /operational documents: Healthy Moonee Valley Action Plan 2016/17</p>
<p>HIC</p> <p><i>Option type: Better use</i></p>	<p><i>Health infrastructure coordinated planning</i></p> <p>30-year health infrastructure strategy that responds to forecast population growth and support all components of the health system.</p>
<p>MVCC Response:</p>	<p>Council would be supportive of a long term infrastructure strategy that looks at all components of the health system including preventative health.</p> <p>All levels of government are challenged with the consistent and ever growing demand for community and health service provision. Existing high rates of chronic disease, obesity, mental health, problem gambling, alcohol and drug use and family violence are all issues that place extreme pressure on the current tertiary health system.</p> <p>Population growth, increased cost of living pressures and lack of preventative health care investment, will only exacerbate demand on these services.</p> <p>Investment into preventative health initiatives and infrastructure to support preventative health is needed to ensure investment is most cost efficient and targeted to address long term positive change.</p> <p>Moonee Valley, Council would request a significant level of consultation between state and local government as well as the local community in order to ensure alignment with existing local policy and strategic directions in relation to community health and wellbeing.</p>
<p>Supporting evidence/adopted document:</p>	<p>Public or adopted documents::</p> <p><u>Council Plan 2013 – 17</u> <u>Moonee Valley Next Generation 2035 Community Vision</u> Victorian Health and Wellbeing Plan 2015-2020 Moonee Valley Municipal Public Health and Wellbeing Plan 2013-2017 Moonee Valley Health Profile Report 2013</p>
<p>PHC</p> <p><i>Option type: Changing behaviour, managing demand</i></p>	<p><i>Preventative health care awareness</i></p> <p>Invest in technology that supports preventative health, for example remote health monitoring and self-monitoring equipment.</p>
<p>MVCC Response:</p>	<p>Council supports initiatives which support ageing in place. This includes supporting older residents to remain living independently in their own homes; or alternatively in supported accommodating in their own community.</p> <p>The HCA option should strategically align to the Commonwealth Government’s Home Support Program and the notion of coordinated holistic care for older Australians.</p>

Chapter 3 – Respond to increasing pressure on health care, particularly due to ageing

Option	Description and Response
Supporting evidence/adopted document:	Public or adopted documents: Moonee Valley Healthy Ageing Strategy 2012-2017 MVCC Disability Action Plan 2014

Chapter 4 - Enable physical activity and participation

Option	Description and Response
ALR <i>Option type: Changing behaviour, managing demand</i>	<p><i>Active lifestyle infrastructure regulation</i></p> <p>Amend planning regulations to require that principles of ‘active design’ are incorporated into the construction of new residential developments. This would involve providing cycle ways, parks and pedestrian infrastructure.</p>
MVCC Response:	<p>Council acknowledges the importance of healthy and active neighbourhoods and supports the proposal to amend planning regulations to require the incorporation of active design principles in new development.</p> <p>Whilst the built environment is only one of several factors influencing health and wellbeing, we know that there are a range of health benefits from designing environments that encourage physical activity through walking, cycling and using public transport. There is therefore major opportunity to improve the quality and design of the built environment in ways that promote and encourage positive health outcomes for all.</p> <p>In this context, the absence of health objectives contained within the <i>Planning and Environment Act 1987</i> must be addressed to facilitate the creation of supportive environments for active living through the planning scheme. In line with recommendation 12 of the <i>Inquiry into Environmental Design and Public Health in Victoria</i>, section 4(1) of the Act should be amended to include ‘the promotion of environmental design that protects and encourages public health and wellbeing’ (or similar wording) as an objective of planning in Victoria.</p> <p>Similarly, Council supports Recommendation 20 made in the same inquiry which recommends “that the Victorian Government ensures the Melbourne Metropolitan Strategy includes public health and wellbeing as a key goal supported by measurable initiatives, such as the provision of walking and cycling infrastructure, public transport and open space.”</p> <p>To further facilitate the realisation of active design measures in new development, Council submits that Healthy by Design guidelines could be given statutory weight in all metropolitan</p>

Chapter 4 - Enable physical activity and participation	
Option	Description and Response
	planning schemes.
Supporting evidence/adopted document:	<ul style="list-style-type: none"> • Inquiry into Environmental Design and Public Health in Victoria (2012) • Healthy by Design: a planners' guide to environments for active living, National Heart Foundation of Australia (2004)
BWP2 <i>Option type: New and expanded assets</i>	<p><i>Bicycle and walking path expansion and improvement</i></p> <p>Expansion of the biking and walking paths network, particularly where there are missing links. For example, cycling lanes on Palmers Road to link Point Cook and Sanctuary Lakes near Williams Landing railway station.</p>
MVCC Response:	<p>Council supports the provision of missing cycling and walking links and infrastructure upgrades required to get more people commuting by walking and cycling. Council has identified key gaps in the network in the Moonee Valley Walking & Cycling Strategy. Accordingly, there are a number of key projects earmarked to be completed in the next few years that aim to remove barriers to cycling. These include:</p> <ul style="list-style-type: none"> • The provision of city bound on-road bicycle lanes on Mount Alexander Road from Dean Street to Glass Street • Pedestrian Operated Signals at Middle Street / Ascot Vale Road in Ascot Vale. • Pedestrian Operated Signals at Maribyrnong Road near Edgar Street in Ascot Vale. • Upgrading the Montage Street Boardwalk in Moonee Ponds.
Supporting evidence/adopted document:	<p>MVCC Walking and Cycling Strategy, 2012</p> <p><i>West Trails Strategy</i>, western metropolitan Councils, (draft endorsed for consultation November 2015).</p>
RFC <i>Option type: Better use</i>	<p><i>Integrated shared use community and recreation facilities</i></p> <p>Improve coordination and governance processes to encourage the co-location and/or integration of arts, sporting and recreation activities in multi-purpose, shared-use facilities.</p>
MVCC Response:	<p>Council supports this option to “...improve the joint planning, coordination and governance processes to encourage the delivery of integrated facilities for cultural sporting and recreational activity in multi-purpose, shared use facilities which will support the participation pathway. Separate funding and decision-making silos currently exist that prevent planning for integrated facilities.” (Infrastructure Victoria Draft Options Book, page 220)</p> <p>Service Infrastructure Profiles prepared by Council departments over the past few years have identified trends in service delivery which support a move towards greater shared use and co-location of services within community facilities. There is also external literature which supports this approach (see <i>Supporting evidence</i> references).</p> <p>In addition to the opportunities provided by co-location (more “joined up” experience for users and improved service effectiveness), there is also an imperative for Moonee Valley to get our assets working harder and smarter. Council is unlikely to be able to afford to meet forecast demand (and create facilities which are fit for purpose) unless we apply to more</p>

Chapter 4 - Enable physical activity and participation	
Option	Description and Response
	lateral approaches to sharing facilities and resources in the future.
Supporting evidence/adopted document:	<p>Public or adopted documents:</p> <p>MVCC Community Facilities Plan 2011</p> <p>Ian McShane, Community facilities, community building and local government – an Australian perspective (2006)</p> <p>Planning for Community Infrastructure in Growth Areas, Victorian Growth Areas Authority, GAA, 2008 Page 32</p> <p>Victorian Competition & Efficiency Commission report, Getting it Together: An inquiry into the sharing of community facilities, September 2009, page XXII</p> <p>Internal /operational documents:</p> <p>Library and Learning Infrastructure Profile (SIP), condensed August 2015</p> <p>Family and Children's Service Infrastructure Profile (SIP), Updated May 2016</p> <p>Youth Service Infrastructure Profile (SIP), March 2016</p> <p>Sport and Recreation Service Infrastructure Profile (SIP), July 2015</p> <p>Aged and Disability Service Infrastructure Profile (SIP), April 2015</p> <p>MVCC Facility Asset Management Plan review using NAMS Plus tools, 2015</p>
<p>AEA</p> <p><i>Option type: Concepts needing further work</i></p>	<p><i>Active Established Areas</i></p> <p>Improve the planning and delivery of walking and cycling paths in established areas that are traditionally car-based neighbourhoods.</p>
MVCC Response:	<p>Council strongly supports this option.</p> <p>Council has identified a number of projects in the Walking & Cycling Strategy aimed to improve walking and cycling paths in established areas such as activity centres, strip shopping centres and key attractors like public transport stops and interchanges.</p> <p>These include:</p> <ul style="list-style-type: none"> • A suite of actions designed to improve pedestrian and cyclist access and safety across Flemington including: <ul style="list-style-type: none"> - Increasing the width of existing bicycle lanes through the Racecourse Road shopping strip. - Installing continuous on road bicycle lanes along the entire length of Racecourse Road and Epsom Road. - Signalised pedestrian crossings at the intersection of Racecourse Road & Ascot Vale Road, Ascot Vale Road between Racecourse Road and Edinburgh Street and Racecourse Road at Newmarket Street. - Widening pram crossings at key intersections on Racecourse Road. - Installation of pedestrian crossings at the Wellington Street at Shields Street and Newmarket Street at Edinburgh Street. • A suite of actions designed to improve pedestrian and cyclist access and safety to and within Moonee Ponds including: <ul style="list-style-type: none"> - Installation of a city bound bicycle lane on Mount Alexander Road from Glass Street to Moonee Ponds Junction. - Automatic green man, decreased waiting times and increased pedestrian

Chapter 4 - Enable physical activity and participation	
Option	Description and Response
	<p>crossing times at key intersections.</p> <ul style="list-style-type: none"> - Widen and improve the Moonee Ponds Train Station underpass. - Install a raised pedestrian crossing on Margaret Street near Hall Street. - Install a pedestrian zebra crossing at the intersection of Puckle Street near Shuter Street. <ul style="list-style-type: none"> • Other key walking and cycling projects in established areas include: <ul style="list-style-type: none"> - The completion of the Craigieburn Rail Corridor that provides a safe, direct route from Essendon Station, through Moonee Ponds Station, Ascot Vale Station and Newmarket Station. - On-road bicycle lanes around Airport West Westfield. - On-road bicycle lanes on Pascoe Vale Road to provide better access to Strathmore Station.
Supporting evidence/adopted document:	Public or adopted documents: MVCC Walking and Cycling Strategy, 2012

Chapter 6 - Improve accessibility for people with mobility challenges	
Option	Description and Response
CIM <i>Option type: Concept needing further work</i>	<p><i>Community infrastructure accessibility</i></p> <p>Application of universal design principles to ensure that new and upgraded infrastructure enables higher levels of accessibility to support Victoria's ageing and diverse population.</p>
MVCC Response:	Council supports this option in line with its Healthy Ageing Strategy. Further development of this option should consider relevant work undertaken in this area including a Moonee Valley City Council and MAV project re: Aged Friendly Street Scape projects. MAV funded this project which has developed design guidelines on accessibility and equity. These guidelines are in draft form but are due to be released by end of 2016.
Supporting evidence/adopted document:	Public or adopted documents: Moonee Valley Healthy Ageing Strategy 2012-2017 MVCC Disability Action Plan 2014
PTV <i>Option type: New and expanded assets</i>	<p><i>Bicycle and walking path expansion and improvement</i></p> <p>Upgrade public transport assets across all modes (trains, trams, buses) to provide accessibility for all Victorians. This would include, for example, full roll out of low floor buses across the network.</p>
MVCC Response:	Council supports this option and advocates that it be extended to include the upgrade of disabled car parking facilities at stations.

Chapter 6 - Improve accessibility for people with mobility challenges	
Option	Description and Response
	This option also aligns with the objectives of the Moonee Valley City Council and MAV project re: Aged Friendly Street Scape projects. (Refer comments under CIM option).
Supporting evidence/adopted document:	Public or adopted documents: MAV State Council Motion 28. Review Disability Parking Scheme. Submitting Council: Moonee Valley City Council. May 2016

Chapter 7 – Provide better access to housing for the most vulnerable Victorians	
SHS1	<i>Affordable housing sector regulatory amendment</i>
Option type: <i>Changing behaviour, managing demand</i>	Use the Victoria Planning Provisions to provide affordable housing in strategic urban renewal precincts and other areas of significant change.
MVCC Response:	<p>Strategic objective 3 of the MVCC Council Plan 2013-17 has a strategy stating: <i>“Use advisory mechanisms and explore partnerships to support development of more affordable housing.”(Page 19)</i></p> <p>The options paper has identified that this option has ‘low’ certainty of evidence and ‘low’ potential to contribute to meeting the identified need for affordable and social housing but would act as an enabler for several other options identified in the paper.</p> <p>SHS1 describes making the Minister for Planning the Responsible Authority (in place of local Councils) for projects recommended to it by the Director of housing. It also includes identification of opportunities and targets for the inclusion of affordable housing prior to the commencement of formal structure planning and proposed rezoning of land.</p> <p>Council considers these two possibilities separately. In accordance with the Moonee Valley Affordable and Inclusive Housing Action Plan 2014/15 Council supports the use of the Moonee Valley Planning Scheme to identify and facilitate options for affordable and social housing in appropriate locations.</p> <p>Having a consistent and adopted state-wide approach for identifying opportunities and targets for affordable or social housing through structure planning and rezoning processes is supported. However, once this work is completed and has been adopted, Council considers that the value in removing the local government as the Responsible Authority for affordable or social housing permit applications within the approved plan area is negated.</p> <p>If the opportunities and targets are agreed upfront as described then it is unlikely that a</p>

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	<p>proposal which comes forward for affordable or social housing in accordance with the adopted structure plan or rezoning controls would not receive Council support.</p> <p>Rather it is considered that making the Minister the Responsible Authority for 'selected' affordable housing permit applications as described would have the potential to hold up or confuse the permit application process and unnecessarily burden the State department.</p>
Supporting evidence/adopted document:	<p>Public or adopted documents:</p> <p><u>Council Plan 2013 – 17</u></p> <p>Moonee Valley Affordable and Inclusive Housing Action Plan 2014/15</p>
<p>AHR</p> <p><i>Option type:</i> <i>Better use</i></p>	<p><i>Affordable and social housing targeted development</i></p> <p>Introduce inclusionary zoning, or the mandatory provision of more affordable rental housing through amendments to the State Planning Policy Framework and appropriate legislation.</p>
MVCC Response:	<p>The options paper has identified that this option has 'low' certainty of evidence and 'moderate' potential to contribute to meeting the identified need for affordable and social housing. It also states that it is best targeted to well serviced areas that are suitable for high and medium density housing and that are close to transport, social and commercial facilities.</p> <p>AHR describes two possible approaches to a mandatory requirement for affordable housing. Firstly, that all new development over a certain size must meet a defined requirement for the delivery of affordable housing or pay for this requirement to be provided off site. Secondly, in the case where land is rezoned to a higher and more valuable use then the uplift in value is shared with the community by way of a contribution to affordable housing.</p> <p>In accordance with the Moonee Valley Affordable and Inclusive Housing Action Plan 2014/15 Council supports the option to mandate a minimum quantity or contribution towards affordable housing as part of new large scale developments. It also supports such a contribution from the uplift in land value created through the rezoning process.</p> <p>In either case, the location and quantity of social housing to be provided should be determined in consultation with local government to ensure that localised issues, such as the distribution of existing social housing stock and gaps in the diversity of affordable housing product are addressed. The determination of areas "suitable for high and medium density housing" should also be informed by any adopted local housing strategy.</p>
Supporting evidence/adopted document	<p>Moonee Valley Affordable and Inclusive Housing Action Plan 2014/15</p> <p>Housing Issues and Opportunities Paper for Draft MVCC Housing Strategy, 2015</p>
<p>PHR</p> <p><i>Option Type:</i> <i>Better Use</i></p>	<p><i>Public high rise housing estate renovation</i></p> <p>Undertake a comprehensive refurbishment of existing high rise public housing tower estates too provide more functional and fit-for-purpose public housing stock.</p>
MVCC Response:	<p>The options paper has identified that this option has 'moderate' certainty of evidence and 'moderate' potential to contribute to meeting the identified need for affordable and social housing.</p> <p>PHR describes the retention of existing public housing estates and progressively updating them with new infrastructure. It also describes the opportunity to restructure the ownership</p>

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	<p>and management of public housing.</p> <p>In accordance with the Moonee Valley Affordable and Inclusive Housing Action Plan 2014/15 Council supports the refurbishment of existing public housing infrastructure, including the Flemington Housing estate. This should also include urban design, landscaping, lighting and facilities improvements to the grounds and streetscapes of public housing developments to improve, safety, amenity and better integration of public housing stock with surrounding neighbourhoods.</p> <p>Low rise estates should also be considered in this model as their infrastructure is also deteriorating and lacks integration into surrounding communities. This would include the Wingate Housing estate in Ascot Vale.</p> <p>However, the options paper does not describe this an opportunity to redevelop existing public housing estates as mixed tenure developments. Rather it limits this option as a plan to prevent existing housing stock from redundancy and being lost to the system altogether.</p> <p>Council would like to see further consideration of the redevelopment of public housing only estates as mixed tenure developments which provide for housing diversity both in terms of tenure and housing typology.</p>
Supporting evidence/adopted document:	Moonee Valley Affordable and Inclusive Housing Action Plan 2014/15 Housing Issues and Opportunities Paper for Draft MVCC Housing Strategy, 2015
SHD1	<i>Social housing utilising the Defence Housing Australia rental model</i>
<i>Option Type: Better Use</i>	Apply the Defence Housing Australia rental model for social housing to enable available non-government apartment and housing stock to be leveraged
MVCC Response:	<p>The options paper has identified that this option has ‘low’ certainty of evidence and ‘low’ potential to contribute to meeting the identified need for affordable and social housing.</p> <p>This option has not been expressly considered by Council previously. However, it is a potential mechanism to provide affordable rental accommodation for low and moderate income earners and leverage existing stock in the housing market. On this basis Council supports further State government investigation of the market feasibility of this option.</p>
Supporting evidence/adopted document	N/A
SHG	<i>Social housing government role change</i>
<i>Option Type: Better Use</i>	Shift the government’s role to focus on providing a sufficient supply of social housing and as a broker rather than as a provider and property manager.
MVCC Response:	<p>Council provides comments but has no formal position on this option.</p> <p>The options paper has identified that this option has ‘low’ certainty of evidence and ‘low’ potential to contribute to meeting the identified need for affordable and social housing.</p> <p>SHG describes a change in focus away from being a provider of social housing to purely being</p>

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	<p>a funder and regulator of social housing. The State would assume the role of being a central point of contact for tenants and housing organisations.</p> <p>The options paper states that “Community housing organisations provide supplementary support services to tenants in addition to housing, which will increase social outcomes for the tenants.”</p> <p>If this option was pursued and State Government’s role to provide social housing was to change, consultation will be vital with all levels of government, community, housing tenants and service providers to establish a sustainable model of service delivery.</p>
Supporting evidence/adopted document	N/A
SHS2	<p><i>Social housing “Social Rental” model</i></p> <p>Open up underutilized assets in the community through policy and regulatory change to provide an increase in social housing. This would include offering incentives to landlords who could rent their property under a social housing rental scheme.</p>
MVCC Response:	<p>This is an option upon which Council comments, has no formal position but would support further investigation.</p> <p>The options paper has identified that this option has ‘medium’ certainty of evidence and ‘moderate’ potential to contribute to meeting the identified need for affordable and social housing.</p> <p>SHS2 describes a scheme, similar to the National Rental Affordability (NRAS) scheme, where a tax credit was provided to investors who built new housing in approved locations and then rented the housing to eligible low income earners at a 20% discount to market rents. The paper also identifies that this option could be extended to provide incentives to current landlords to allow for their properties to be used for affordable housing purposes.</p> <p>The Moonee Valley Affordable Housing Background Research Paper (2012) identifies that Moonee Valley has a serious housing affordability issue for households who are not already purchasers. In fact Moonee Valley has less affordable house purchase and rental housing than the neighbouring municipalities of Brimbank, Moreland and Maribyrnong.</p> <p>It has a lower proportion of rental stock than all neighbouring municipalities except Brimbank and rents are higher than median rents in neighbouring municipalities for 1, 2 and 3 bedroom stock. At the same time both the median house and flat / unit purchase prices are higher than in neighbouring municipalities and metropolitan Melbourne.</p> <p>Further, the results of the 2012 study indicated that both rental and purchase affordability in Moonee Valley are declining.</p> <p>Given the extent of this issue Council supports market based mechanisms similar to the NRAS scheme which would stimulate the creation of new affordable housing supply and encourage existing rental stock to be utilised as affordable housing.</p>
Supporting	Moonee Valley Affordable Housing Background Research Paper 2012

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evidence/adopted document	Moonee Valley Affordable and Inclusive Housing Action Plan 2014/15 Housing Issues and Opportunities Paper for Draft MVCC Housing Strategy, 2015
SHS3 <i>Option Type: Better Use</i>	Social housing stock transfer model Transfer some of the buildings and land titles of existing public housing assets to the private sector or community housing organisations to enable the non-government sector to operate and manage the facilities.
MVCC Response:	Council provides comments but has no formal position on this option but suggests transfers would need to form part of a sustainable model. The options paper has identified that this option has ‘medium’ certainty of evidence and ‘low’ potential to contribute to meeting the identified need for affordable and social housing. SHS3 describes the transfer of ownership of existing public housing assets to the non-government community housing sector who would then operate and manage the facilities and tenancies. This option would not increase the supply of social housing stock.
Supporting evidence/adopted document	N/A
SHT <i>Option Type: Better Use</i>	<i>Social housing tenant transfer within community</i> Enable existing tenants to move into different housing within the community that meets their needs to maintain the continuity of service.
MVCC Response:	The options paper has identified that this option has ‘high’ certainty of evidence and ‘moderate’ potential to contribute to meeting the identified need for affordable and social housing. Currently community organisations and government operate dependent systems for allocating housing and it is difficult to move between systems. SHT describes a proposal to have one organisation which is formed to manage and coordinate rental allocation so that tenants can move between different housing options within the same community to meet their needs as their circumstance change. For example, moving to larger accommodation when they have children. The Moonee Valley Affordable and Inclusive Housing Action Plan 2014/15 identifies the need for a more coordinated approach to tenant management within the social housing system. This option is supported by Council as a way to improve the experience of social housing tenants and better match existing housing stock to meet the tenant’s needs. The ability to move between providers and properties can be positive when driven by tenant. Council would advise caution that this isn’t introducing ability for services/government to move people out of their community and away from networks and services.
Supporting evidence/adopted document	Moonee Valley Affordable and Inclusive Housing Action Plan 2014/15

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<p>SHA</p> <p><i>Option Type: New and expanded assets</i></p>	<p><i>Social housing asset rationalisation and refresh</i></p> <p>Refresh suitable assets and invest in better purpose built accommodation dwellings through the sale of old unsuitable assets.</p>
<p>MVCC Response:</p>	<p>The options paper has identified that this option has ‘medium’ certainty of evidence and ‘moderate’ potential to contribute to meeting the identified need for affordable and social housing.</p> <p>SHA proposes to refresh and renovate suitable assets and invest in better purpose-built accommodation through the sale of old unsuitable assets. This could be financed under several different approaches involving the non-government and private sectors and consider issues such as the transfer of land ownership.</p> <p>The options paper identifies the need for an asset management plan to be developed that includes an assessment of the asset’s existing condition and functionality and a costed strategy for the maintenance, redevelopment or release of the asset. This option would not add to the overall supply of social housing but would avoid the loss of supply when existing housing is removed from service.</p> <p>Council supports initiatives to better maintain and upgrade existing public housing stock. In particular, there is a predicted need for a greater supply of accessible and adaptable housing in Moonee Valley for people with limited mobility due to age, illness, injury and disability.</p> <p>Accessible housing allows full access and use by all occupants and visitors, including those who need to use a wheelchair. Accessible housing is built to meet the changing needs of occupants across their lifecycle. Accessible housing must meet the design requirements of Australian Standard 1428.1-2001.</p> <p>Adaptable housing has been designed so that it can respond to changes in needs over time without needing expensive alterations. Adaptable housing can be assessed in accordance with Australian Standard AS 4299 1995 and includes three main features:</p> <ol style="list-style-type: none"> 1. An accessible path of travel from the street or parking area to and within the entry level of a dwelling. 2. Doors, corridors and living spaces that allow for ease of access for most people on the entry level. 3. A bathroom, shower and toilet that can be used by most people with reinforced wall areas for grab-rails at a later date. <p>In Moonee Valley 5.7 per cent of women and 4.4 per cent of men require assistance with core activities. Accessible or adaptable housing enables affordable independent living and allows for support where required. The right to an adequate standard of housing is a fundamental human right, established in Article 25 of the Universal Declaration of Human Rights (1948), and reinforced in Article 28 of the Convention on the Rights of Persons with Disabilities 2006.</p> <p>There is a strong link between the need for increased adaptable housing and affordable housing as often those effected by a disability are also low-income earners. Research shows that in Australia, persons with a disability are more than twice as likely to be living near or</p>

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	<p>below the poverty line.</p> <p>There is also a strong correlation between age and disability with the probability of having a disability increasing with age. In 2009, 40 per cent of 65-69 year old Australians had a disability.</p> <p>Given these statistics it is considered that programs aimed at the maintenance and ‘refresh’ of existing housing stock, as well as the design and construction of new housing should adequately provide for the needs of tenants who have or who may in the future acquire a disability.</p>
Supporting evidence/adopted document	<p>The Diversity, Access and Equity Policy</p> <p>MVCC Disability Action Plan 2014</p> <p>Moonee Valley Affordable Housing Background Research Paper 2012</p> <p>Moonee Valley Affordable and Inclusive Housing Action Plan 2014/15</p> <p>Housing Issues and Opportunities Paper for Draft MVCC Housing Strategy, 2015</p>
<p>SHP2</p> <p><i>Option type: Filtered Out by Infrastructure Victoria</i></p>	<p><i>Social housing tenant transition to private stock</i></p> <p>An option to improve tenants’ skills to assist with Social housing tenant transition to private stock (SHP2) was considered. This option would make a low contribution to the need, as upskilling individuals to navigate the private rental market would not affect the quality of the current social and community housing stock and is unlikely to significantly improve supply.</p>
MVCC Response:	<p>Council provides comments but has no formal position on this option.</p> <p>The options paper has identified that this option has ‘low’ certainty of evidence and ‘low’ potential to contribute to meeting the identified need for affordable and social housing.</p> <p>SHP2 describes the provision of assistance through training and support services to individuals in social housing to enable them to gain employment to move to affordable housing and the private rental market. Housing Vic promotes and assists tenants with training and employment but this is not targeted at transitioning individuals to access the non-government housing market.</p> <p>The options paper states that this option was filtered out at this stage of assessment because it was identified as having a low impact on meeting the need to provide better access to housing for the most vulnerable Victorians and because it would not work well as a standalone option and needs to be delivered as a component of a broader option such as SAH (Affordable and social housing development incentives and fund).</p> <p>While this assessment may be accurate of the options ability to provide better access to housing for the most vulnerable Victorians and its needs to be complimented by other initiatives Council considers that it is still a very worthwhile initiative to be explored as a complimentary social service which may have a significant impact on the lives of individual and their families.</p> <p>The provision of appropriate services is important with this option to ensure support for the skill development of tenants in social/public housing as mainstream services rarely meet the multiple and often intergenerational barriers to employment experienced by tenants.</p>
Supporting	N/A

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evidence/adopted document	
<p>SAH</p> <p><i>Option type: Concepts needing further work</i></p>	<p><i>Affordable and social housing development incentives and fund</i></p> <p>Develop and implement a planning policy which requires a proportion of new construction be affordable to people on low and moderate incomes (inclusionary zoning), and provide grants to developers for public improvements (incentive zoning).</p>
<p>MVCC Response:</p>	<p>Council provides comments but has no formal position on this option.</p> <p>Under this option state and local government would be responsible for the identification and provision of underutilised land assets in suitable locations for the development of affordable housing. Planning incentives could also be used to support developers to deliver affordable housing such as:</p> <ul style="list-style-type: none"> • Shortening and guaranteeing timeframes for assessment of planning applications providing affordable housing. • Limiting or removing third part notice and appeal rights to minimise decisions and risks. • Reducing car parking requirements for affordable housing. • Provision of additional height or developable floor area. • Removing unnecessary obstacles to smaller scale infill housing programs such as accessory or ancillary units (e.g. granny flats, secondary suites) or laneway units. <p>The options paper notes that the challenge is determining what type of incentives will be of sufficient value as to generate a reasonable level of affordable housing outcomes.</p> <p>Council supports the investigation of policies regarding the better utilisation of public land assets and planning incentives to stimulate affordable housing supply. However, it does have concerns about the potential negative impacts of some of the development incentive options described above.</p> <p>Reduced or guaranteed assessment times would probably, in practice, rely on limited or waived third party notice and appeal rights. This approach should only be adopted where an existing structure plan or development plan for the area exists which has already been through a public statutory process and, as such, has had community input and support. This approach should not be used in sensitive residential areas where adjoining landowners would reasonably expect to maintain appeal rights to an unforeseen proposal.</p> <p>Reducing car parking requirements may be appropriate in specified locations where there is good access to public transport and in particular where there are local traffic management plans and/or car parking overlays which support reduced car parking rates. In other areas, this may be an inappropriate incentive which causes tensions between the existing community and affordable housing residents.</p> <p>Height or density bonuses may be appropriate in some areas such as within adopted activity centre boundaries. However, these incentives should not be used in areas with identified heritage or neighbourhood character values which may be compromised by the increased building height/density or on sites with an adjoining boundary to a sensitive residential area.</p> <p>Removing permit requirements for secondary units such as granny flats or laneway units may</p>

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	also be appropriate where the units can be assessed as not having a detrimental impact on adjoining properties or neighbourhood character. This could potentially be achieved through a code assess approach with some ability to vary the assessment based on local conditions.
Supporting evidence/adopted document	Moonee Valley Affordable Housing Background Research Paper 2012 Moonee Valley Affordable and Inclusive Housing Action Plan 2014/15 Housing Issues and Opportunities Paper for Draft MVCC Housing Strategy, 2015
AHC <i>Option type: Concept needing further work</i>	<i>Affordable housing community land trusts</i> Promote the formation of community land trusts (CLTs) through funding further research to determine a sustainable model for Victorians and through subsidised provision of land.
MVCC Response:	Council provides comments but has no formal position on this option. This option proposes that government support the formation and implementation of community land trusts (CLT's) to provide lower cost and long-term rental and home ownership options for people on low to moderate household incomes. CLT's are a form of shared equity housing that are common affordable home ownership options in the US, UK and Canada. CLT's can be formed by not-for-profit community housing organisations or groups of residents. The CLT controls underlying land and sells the building-only component to home purchasers via ground leases which remove the land value from the cost of the home. A trust may also own and manage some of the dwellings as affordable rental housing. When purchasers wish to sell their house there are restrictions on sale price and who can purchase the property, therefore ensuring that the dwellings remain affordable to all successive purchasers. Council supports and encourages the exploration of models used overseas for the provision of affordable housing and considers that CLT's could form a valuable contribution to the supply of affordable housing as part of a holistic and varied approach to the housing affordability issue.
Supporting evidence/adopted document	<i>International approaches to facilitating affordable housing outcomes and their application to Victoria, Australia</i> (Breen, K. 2015), Housing Issues and Opportunities Paper for Draft MVCC Housing Strategy, 2015
GOM <i>Option type: Concept needing further work</i>	<i>Government owned and managed social housing provision to increase stock</i> Provide additional government-funded, built and managed public housing stock.
MVCC Response:	Council provides comments but has no formal position on this option. GOM consists of the government investing in the provision of additional government funded, built and managed public housing stock. Public housing currently targets and houses the most vulnerable Victorians, who are on the lowest incomes and who would otherwise be in significant housing stress in the private rental market, or who may not be able to sustain private rental due to complex needs, therefore being at risk of homelessness.

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Supporting evidence/adopted document	N/A
HRA	Housing rental assistance program extension Extend and introduce new rental subsidies to support households to be able to rent in the private rental market.
MVCC Response:	<p>Council provides comments but has no formal position on this option. No preliminary assessment of this option has been made.</p> <p>This option is viewed positively as it enables individuals to move out of social housing, or make private rentals more affordable for those who are waiting/unable to access social housing. A challenge is, private rentals are highly competitive and many people who have low incomes and limited references struggle to get access to quality properties within their communities, and in close proximity to transport and services.</p>
Supporting evidence/adopted document	N/A
PHG	Public high rise housing estate regeneration
<i>Option type: Concept needing further work</i>	Regenerate existing high rise public housing tower estates through significant reconfiguration and development, to provide more functional and fit-for-purpose housing stock that is suitable for a combination of uses.
MVCC Response:	<p>Council provides comments but has no formal position on this option, and would welcome further investigation.</p> <p>This option is component of the option SHA, which covers the whole social housing stock portfolio and is an alternative to PHR, which proposes to simply refurbish the apartments and maintain them in their current configuration to solely for public housing.</p> <p>Council recognises the need to maintain if not grow the current level of public housing provision. However, it supports an approach to the existing public high rise estates which would see their redevelopment as mixed tenure development with a mix of housing. Low rise also consider low rise estates such as wingate. The regeneration should follow learnings from sites where mixed tenure and singular tenure have been implemented. In Flemington an option has been proposed to replace low rise buildings with high rise buildings of mixed tenure to avoid loss of housing stock, while also offset costs.</p> <p>It is believed that this would have a positive outcomes for the existing tenants though improvements to the internal and external amenity offered by these estates, as well as improved social outcomes for the whole community through better integration of these estates with their surrounding neighbourhoods.</p> <p>As acknowledged by the options paper this could be funded or financed under several different approaches, involving the non-government and private sectors and also involving the consideration of transfer of land and ownership.</p>
Supporting evidence/adopted	

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document	
SHF	<i>Social housing flexible use</i>
<i>Option type: Concept needing further work</i>	Ensure future public housing construction is designed to enable cost effective reconfiguration to meet alternative uses in the future.
MVCC Response:	<p>Council supports this option.</p> <p>SHF proposes that future public housing construction is design to enable cost effective reconfiguration to meet alternative uses in the future.</p> <p>Council considers this to be a prudent measure which has the ability to cut the cost of refurbishment and redevelopment later in the assets life cycle. Adaptability of apartment design and construction is supported as a good design objective more broadly for apartments in the private rental market too, to ensure the long term viability of multi-storey buildings.</p> <p>In the absence of state wide guidelines regarding this objective for apartment buildings Council developed its own <i>'City of Moonee Valley Design Guidelines for Multistorey Residential Buildings, December 2003'</i>.</p> <p>This document was somewhat before its time, specifying a number of objectives around circulation, space and building adaptability in residential developments of four or more storeys.</p> <p>These guidelines were subsequently implemented through Planning Scheme Amendment C50 in August 2008 which introduced a local policy (Clause 22.13, subsequently changed to Clause 22.01, Residential Development of four or more storeys).</p> <p>As part of its submission to the state's <i>Better Apartments</i> Discussion Paper Council supported the introduction of adaptable design into any future state-wide apartment design guidelines.</p>
Supporting evidence/adopted document	Better Apartments Discussion Paper submission 'City of Moonee Valley Design Guidelines for Multistorey Residential Buildings, December 2003'
SCP	<i>Social housing infrastructure investment framework</i>
<i>Option type: Concept needing further work</i>	Develop and publish a 30-year infrastructure strategy for social housing that responds to forecast population growth and demographic change.
MVCC Response:	<p>Although Council comments and has no formal position, it would welcome further investigation on this option.</p> <p>This option is to develop and publish a 30-year infrastructure strategy for social housing that responds to forecast population growth, decline and demographic change. The strategy would outline set targets for the location and numbers of different types of housing to be made available. It would also include a pipeline of supporting funding and land release, with the land being provided by local and state government. The strategy would address:</p> <ul style="list-style-type: none"> • Public and community housing • Rationalisation of existing housing stock (as outlined in option SHA)

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- Provision of new housing under several different models of delivery and management (including those identified in options SHG, SAH, SHP1, GOM, SHD1 and CLT).

Whilst Council welcomes the development of an overarching strategy to guide state and local government actions regarding affordable housing and to monitor and review the impact of these actions. It holds the view that it does have a direct role to play in facilitating and supporting the provision of affordable housing in Moonee Valley and in the past has attempted to implement adopted Council policy through land use planning mechanisms such as mandating a minimum provision of affordable housing through the Moonee Valley Planning Scheme.

However, acting in this space has been difficult without the strategic justification of such and overarching document which is able to draw on information not currently available to Council as well as establish the legal mechanism for Council to act.

However, if such a document is to be produced it should be developed in close consultation with local governments whose communities will be impacted by the policy approaches taken.

There is substantial research available on international approaches to affordable and social housing that indicate a broad range of policies are required in order for land use based policies to be successful.

For example, Breen (2015) evaluated various approaches to “inclusionary housing” (affordable housing) in Canada, the US and UK which included:

- Tax incentives or abatements for new supply;
- Grants and loans to facilitate development;
- Infrastructure funding to support housing growth;
- Leasing of public land for affordable housing development;
- Planning requirements and supports to preserve existing and support new market rental housing; and
- Sale of surplus government land.

In conclusion Breen’s recommendations to improve affordable housing outcomes in Victoria are:

1. A community-driven ‘Priority Development and Infrastructure Program’ linking infrastructure investment to new housing supply.
2. A policy structure for implementing inclusionary zoning requirements on surplus government owned land in Victoria.
3. Scenarios where inclusionary zoning requirements could be placed on privately owned land in Victoria.

Council supports the employ of a greater diversity of affordable housing programs to facilitate housing choice and inclusive communities, whilst also supporting development viability and positive outcomes for existing communities.

However, a key aspect of many of the policy approaches available in this sector rely on the ability to provide clarity and certainty to investors, developers, the non-government sector, residents / prospective purchasers of affordable housing and existing communities to be successful. Having a 30 year plan which is supported by consecutive governments should be

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	used to provide this level of clarity and certainty.
Supporting evidence/adopted document	<i>International approaches to facilitating affordable housing outcomes and their application to Victoria, Australia</i> (Breen, K. 2015), Housing Issues and Opportunities Paper for Draft MVCC Housing Strategy, 2015
SHP1 <i>Option type: Concept needing further work</i>	<i>Social housing private provision to increase stock</i> Increase levels of non-government provision of social housing stock, through the use of non-government organisations to create and operate affordable permanent and transition housing.
MVCC Response:	Council provides comments but has no formal position on this option. SHP1 seeks to increase the level of non-government and private sector provision of new social housing stock by facilitating partnership between community housing organisations and the private sector. It suggests regulatory reform strengthening performance and monitoring and is required to expand this model and well as incentives for the non-government sector to ensure its success. The Moonee Valley Affordable and Inclusive Housing Action Plan 2014-15 recognises the value in facilitating partnerships between all parties in this sector. With respect to any specific approaches proposed to incentives private investment in affordable housing Council would refer back to its response to option SAH.
Supporting evidence/adopted document	Moonee Valley Affordable and Inclusive Housing Action Plan 2014/15

Chapter 9 - Provide access to high-quality education infrastructure to support lifelong learning	
Option	Description and Response
ECE2 <i>Option type: Better Use</i>	Early childhood education centralised planning model Establish a body to oversee and coordinate funding across levels of government to ensure resources are spent in the areas which need it most.
MVCC response:	Council supports this option on the basis that the Moonee Valley Early Years Plan 2014-22 for children and families frames a policy continuum from pregnancy to 12 years through to adulthood. Increasingly evidence shows that investing early in life and in quality early childhood education delivers long-term social and economic benefits to children, families and communities. The operational document draft Moonee Valley Family and Children's Services - Service Infrastructure Profile (2016) recognises the benefits of a universal and integrated service system and seeks to maximise Council's existing infrastructure. The priorities respond to the role of Council and non-council service providers (including not for profit and for profit services) in areas of high service need. It forms part of the Moonee Valley Long Term Community Facility Strategy to establish a long term plan for Council's community facilities and continues to support Early Years facility planning, to move from stand alone, ageing infrastructure and an integrated model of service delivery.

ITEM 9.3 APPENDIX

Chapter 9 - Provide access to high-quality education infrastructure to support lifelong learning														
Option	Description and Response													
Supporting evidence/adopted document:	Public or adopted documents: Moonee Valley Early Years Plan 2014-22 The Victorian Child Friendly Cities and Communities: http://www.vlga.org.au/What-were-doing/child-Friendly-Cities-and-Communities) Moonee Valley Next Generation 2035 Community Vision Internal /operational documents: Draft Moonee Valley Family and Children's Services - Service Infrastructure Profile (2016)													
Option	Description and Response													
LLH	<i>Lifelong learning hubs</i>													
Option type: Concepts needing further work	Provide appropriate infrastructure that can support lifelong learning. This would cover the whole spectrum of life from youth to senior, and will benefit all generations.													
MVCC Response:	<p>Council supports this option and recommends that the reference to Life Long Learning hubs (LLH) in the next iteration should more clearly reference the links to libraries as outlined in the Infrastructure Victoria Draft Options Book (page 239). It is not clear in the <i>All Things Considered</i> report. Council support is based on the fact that this is consistent with Council's own library strategy and infrastructure planning which identifies:</p> <ul style="list-style-type: none">• A significant shift in service model shift away from traditional quiet spaces, collection display and book borrowing to multi-purpose spaces and learning hubs.• Ability of libraries to accommodate future demand (and attract patrons) for other services such as youth, aged and disability, economic development and arts, culture and community development. This is also lined to opportunities around option '<i>RFC-Integrated shared use community and recreation facilities</i>).• The role of libraries (and other key community facilities) in the local economy. Not only do they play a role in educating and skilling local residents, but they can also serve an important role as an 'anchor' tenant in local shopping centres and high streets. <p>There is external literature which supports this and is outlined in the <i>Supporting evidence</i> section below. In addition to the above, Moonee Valley anticipate considerable demand in growth for its library service including:</p> <table><tr><th>2014</th><th>2025</th></tr><tr><td>a) 4500m2 of floor space across the network (5 library branches)</td><td>a) 8300m2 of floor space across the network required</td></tr><tr><td>b) 762,644 physical visits to branches pa</td><td>b) 919,984 Physical visits to branches pa (6.7 visits per capita)</td></tr><tr><td>c) 1700 library events & programs, (29,000 people attending) pa</td><td>c) 3000 library events & programs, (58,100 people attending) pa</td></tr><tr><td>d) 183,049 physical collection items 1,056,180 loans each year</td><td>d) 223,164 collection items (a 22% increase from 2014)</td></tr><tr><td>e) 109,463 Public PC sessions & 64,593 Wireless sessions pa</td><td>e) 176,291 Public PC sessions & 121,280 Wireless sessions pa</td></tr></table>		2014	2025	a) 4500m2 of floor space across the network (5 library branches)	a) 8300m2 of floor space across the network required	b) 762,644 physical visits to branches pa	b) 919,984 Physical visits to branches pa (6.7 visits per capita)	c) 1700 library events & programs, (29,000 people attending) pa	c) 3000 library events & programs, (58,100 people attending) pa	d) 183,049 physical collection items 1,056,180 loans each year	d) 223,164 collection items (a 22% increase from 2014)	e) 109,463 Public PC sessions & 64,593 Wireless sessions pa	e) 176,291 Public PC sessions & 121,280 Wireless sessions pa
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Supporting evidence/adopted document:	Public or adopted documents: MVCC Library and Learning Strategy (2011). <i>Dollars, Sense And Public Libraries</i> . SGS Economics and Planning for the State Library													

Chapter 9 - Provide access to high-quality education infrastructure to support lifelong learning	
Option	Description and Response
	<p>of Victoria, 2011 <i>People Places: A guide for public library buildings in NSW</i>, Library Council of New South Wales, Third Edition, 2012 , NSW State Library Service <i>Making Cities Stronger, Public Library Contributions To Local Economic Development</i>, Urban Libraries Council, 2007 Internal /operational documents: Library and Learning Infrastructure Profile (SIP), condensed August 2015</p>

Chapter 10 - Meet growing demand for access to economic activity in central Melbourne	
Option ID:	Description and MVCC Response
CPM <i>Option type: Changing behaviour, managing demand</i>	<p><i>Car parking management</i> Reduce the attractiveness of commuting by car to the CBD by using the government congestion levy more effectively to increase parking prices. Changes to pricing could be done in conjunction with regulations to limit the physical availability of car parking in the CBD in future developments.</p>
MVCC Response:	<p>Council provides comments but has no formal position on this option.</p> <p>Council has not specifically considered this option (congestion levy) but in-principle supports travel demand management measures. The MVCC Integrated Transport Plan's policy 23 notes: "<i>Travel demand management will be used to ease congestion and the impact of transport on the environment.</i>"</p>
Supporting evidence/adopted document:	Moonee Valley City Council Integrated Transport Plan (2008)
EOC <i>Option type: Better Use (non-asset based)</i>	<p><i>Employment outside central city incentivisation</i> Provide planning and financial incentives to encourage businesses to locate outside the central city.</p>
MVCC Response:	<p>Council provides comments but has no formal position on this option.</p> <p>Whilst Council supports local employment opportunities, we recommend careful consideration of specific mechanisms used to promote this objective. Any mechanism should ensure that planning and financial incentives are not counterproductive and likely to foster unproductive competitive environments between local Councils (which could also undermine regional relationships attempting to new attract investment).</p>
Supporting evidence/adopted document:	<i>MVCC Economic Development Strategy, 2014</i>

Chapter 10 - Meet growing demand for access to economic activity in central Melbourne	
Option ID:	Description and MVCC Response
MII <i>Option type: Concepts needing further work</i>	<i>Multi-modal interchange improvements</i> Improve the physical layout of transport interchanges to facilitate better multimodal trip-making.
MVCC Response:	<p>Council supports this option.</p> <p>In a recent community survey undertaken by Council, respondents cited the poor quality of connections between services as being a key barrier to using public transport. Furthermore, 87% of respondents supported strategies that would encourage people to choose public/active transport.</p> <p>Council recognises the importance of integrating multiple transport modes to improve the attractiveness of public transport. Many of the transport interchanges in Moonee Valley suffer from poor integration where different modes of transport are separated by large distances and do not provide convenient connections for passengers.</p>
Supporting evidence/adopted document:	ITP Community Consultation Outcomes (TRIM Ref: 16/66004)
MLC <i>Option type: Concepts needing further work</i>	<i>Metropolitan level crossing removal completion</i> Remove the approximately 130 level crossings on the metropolitan train network after the current program of 50 removals (as it stands in 2018).
MVCC Response:	<p>Council strongly supports this option and in particular the Essendon Junction Grade Separation on the Craigieburn line. VicRoads estimates that the Buckley Street boom gates are lowered for 53 per cent of the peak period, and has one of the longest boom closures in Melbourne. Whilst it is included in the current 50 level crossing upgrade program, we strongly support an expansion to include Puckle Street and Park Street level crossing removals.</p> <p>In 2014 Council undertook an Essendon Junction Grade Separation Feasibility Study which identified that a rail-under-road grade separation at Essendon Station is possible and would provide better outcomes in the long term. Essendon is currently divided by the Craigieburn Line and Mt Alexander Road which causes considerable traffic congestion, delays and difficulties for pedestrians.</p> <p>Council included a preference for the rail-under-road grade separation within the Essendon Junction Structure Plan, which was consulted with the community in mid-2015. As highlighted by the Essendon Junction Structure Plan Community Consultation Key Findings Report, the majority of community responses (62%) supported a rail under option for this level crossing.</p> <p>The Craigieburn line also creates significant congestion at the Puckle Street and Park Street level crossings. The Puckle St crossing is located within the Moonee Ponds Activity Centre (MPAC) boundary.</p>

Chapter 10 - Meet growing demand for access to economic activity in central Melbourne	
Option ID:	Description and MVCC Response
Supporting evidence/adopted document:	<p>Essendon Junction Grade Separation Feasibility Study, (2014)</p> <p>Essendon Junction Structure Planning page: http://mvcc.vic.gov.au/en/Planning-And-Building/Long-Term-Planning-In-Moonee-Valley/Activity-Centre-Planning/Shaping-the-future-growth-of-Essendon-Junction.aspx</p> <p>Essendon Junction Structure Plan Community Consultation Key Findings Report http://mvcc.vic.gov.au/~media/Files/Strategic%20Planning/Long%20Term%20Planning%20in%20Moonee%20Valley/EJNAC%20SP/Essendon%20Junction%20Structure%20Plan%20Community%20Engagement%20Key%20Findings%20Report.PDF</p>
STO Option type: Better use	<p><i>Strategic transit-oriented development corridors</i></p> <p>Designate a set of strategic public transport corridors that are suited for increased development. These would be located around existing transport services, like train stations and tram routes, to better connect employment centres and join these employment centres to the central city.</p>
MVCC Response:	<p>The Moonee Valley Integrated Transport Plan recognises that Melbourne's north-west corridor is the key to State economic competitiveness given it connects the Airport with the CBD and the Port of Melbourne. Future congestion in this corridor is likely to place a heavy burden on logistics and, consequently, the economy overall. There will also be significant increase in travel demand from residential growth in the north-west fringe of Melbourne. This demand will compound existing congestion on the rail and road networks. To ensure the corridor remains sustainable, the Airport Rail Link needs to be constructed between the CBD and Melbourne Airport. As such, Moonee Valley urges the State Government to study the feasibility of alternative options between Melbourne CBD and Melbourne Airport, which will concurrently serve our local community. This approach could potentially increase the range of public transport options that services the western suburbs that are grossly under-served by most modes of transport, but particularly heavy rail.</p> <p>Council has previously advised the State Government that its preference is for the Flemington Rail alignment option to extend to Melbourne Airport as this supports long term growth to the west of Melbourne without impacting on the capacity of the Airport Rail Link. Council also requests that two new stations be incorporated at Highpoint Shopping Centre and Avondale Heights/Keilor East as this will fill the gap in heavy rail in Moonee Valley and support an underutilized and fast growing region.</p> <p>Council supports upgrading tram routes to light rail. A priority should be the Airport West tram which could follow through to Melbourne Airport. This initiative should be a short term priority, as planning for tram extensions and improvements seem to be a gap in current planning. Council also requests that the consideration of extending tramlines be a short term priority.</p> <p>All levels of government recognise the important role of airports in contributing to jobs and economic development in our cities and regions and are considerable contributors to national productivity.</p> <p>Collectively airports in Australia support the jobs of over 50,000 people employed in the air transport sector and many more in the retail, hospitality and service industries on airport sites.</p>

Chapter 10 - Meet growing demand for access to economic activity in central Melbourne

Option ID:	Description and MVCC Response
	<p>Airports are critical components of the national economic infrastructure. The National Aviation Policy White Paper December 2009, highlights the following key role that airports have in supporting the economy.</p> <p><i>They support trade and tourism and help to drive growth across the economy. Continual investment in and upgrade of the aviation infrastructure at Australia's airports is needed to continue to drive Australia's productivity and economic performance. In order to achieve this, airports need to be afforded the best possible planning and consultative framework—to allow for the development of their core aviation business, while encouraging their integration with the communities that neighbour them.</i></p>
Supporting evidence/adopted document:	<ul style="list-style-type: none"> • Moonee Valley City Council Integrated Transport Plan (2008) • Moonee Valley City Council Submission on the Preliminary Draft Melbourne Airport Master Plan (2013) • Moonee Valley City Council Submission on the Draft Essendon Airport Master Plan (2013)
TSC	<p><i>Train station car parking improvement</i></p> <p>Construction of new or expanded rail station car parks to increase capacity for park-and-ride facilities across regional and metropolitan networks.</p>
MVCC Response:	<p>Council provides comments on this option but has no formal position but would support further investigation.</p> <p>Our transport network has limited capacity to absorb additional traffic, and does not support options which could potentially generate additional private vehicle trips into the municipality.</p> <p>Council may support park-and-ride facilities outside of the municipality which are located further north along the Craigieburn rail line (which would be closer to commuters' homes and generate shorter trips).</p>
Supporting evidence/adopted document:	<p><i>Keep Moonee Valley Moving Issues and Opportunities Report, Moonee Valley City Council, 2015</i></p>

Chapter 11 - Improve access to middle and outer metropolitan major activity centres

Option ID:	Description and MVCC Response
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Chapter 11 - Improve access to middle and outer metropolitan major activity centres	
Option ID:	Description and MVCC Response
LBS <i>Option type: Better Use</i>	<i>Growth area bus service expansion</i> Provide 20-minute local bus services in growth areas. Implement minimum local bus service levels of 20 minute frequency, seven days a week, from at least 6am to 9pm.
MVCC Response:	<p>Moonee Valley supports this option, but notes that established areas also experience gaps in service provision and should be included in this option. There are currently areas of Moonee Valley that rely on bus services as their only form of public transport and the service frequencies in these areas do not currently meet these minimum levels.</p> <p>In a recent community survey undertaken by Council, respondents cited the main barrier to using public transport was that it takes too long to reach the destination. Furthermore respondents to a Council bus survey, undertaken in 2014, cited 'Frequency of service' and 'Extended operating hours' as being the top 2 suggestions to improve bus services in Moonee Valley.</p> <p>Council therefore supports this option, providing these minimum service levels are extended to areas that currently have no alternative public transport alternatives, such as Avondale Heights, Keilor East and Airport West.</p>
Supporting evidence/adopted document:	<p>2014 Community Bus Survey:</p> <p>http://mvcc.vic.gov.au/~media/Files/Parking%20and%20transport/Transport%20Advocacy/Bus%20services/Bus_Users_Survey_2014_analysis.pdf</p>
MAH <i>Option type: New and Expanded Assets</i>	<i>Melbourne Airport heavy rail line</i> Deliver a rail link between Melbourne (Tullamarine) Airport and the central city.
MVCC Response:	<p>Council strongly supports a heavy rail link to Melbourne Airport.</p> <p>Trips to and from the airport are growing rapidly – 30 million passengers pass through Melbourne Airport each year and this number is expected to more than double to 64 million a year by 2033. The airport employs 14,000 people, and handles a third of all freight moved at Australian airports, with the precinct contributing \$1.5 billion to the economy each year.</p> <p>The CityLink-Tullamarine Freeway corridor is the primary route to the airport for passenger and freight vehicles. As demand on this corridor increases, journeys to and from the airport will become less reliable, impacting air passengers, Melbourne's liveability and the Victorian economy. This has already begun to occur at peak times.</p> <p>Strong growth is forecast to continue and Melbourne Airport will need to be serviced by high capacity, efficient and reliable transport services for Melbourne to maintain its status as a global, vibrant and liveable city. In 2015, whilst Melbourne was ranked the world's most livable city, it was the only city in the top 10 with a population greater than 2 million which did not have a heavy rail connection between downtown and the airport.</p>

Chapter 11 - Improve access to middle and outer metropolitan major activity centres

Option ID:	Description and MVCC Response
	<p>Also refer Council's comments under Chapter 10- <i>Strategic transit-oriented development corridors (STO)</i>.</p> <p>The Melbourne Airport Rail Link – Alternative Alignments Study November 2012 (the Study) assessed 80 alternatives to the 2001 Albion East Base Case alignment. These alternatives were shortlisted to 9 corridor options, including the Albion East Base Case. The 9 corridor options were further shortlisted to 4 options including the East Albion Base Case and the Flemington Corridor Link. The Craigieburn and the Direct Link were the other two shortlisted options.</p> <p>The Flemington Rail alignment option is MVCC's preferred option which would provide access to nationally significant employment, shopping, social, and sporting, tourism and residential centres.</p> <p>If however, an alternative corridor were to be chosen as the ultimate rail alignment, Council would strongly encourage and advocate for the provision of a new station at Avondale Heights/Keilor East to be include within the scope of the project to help improve community access to the CBD and to Melbourne Airport.</p>
<p>Supporting evidence/adopted document:</p>	<p>Moonee Valley City Council Integrated Transport Plan (2008): http://www.mvcc.vic.gov.au/~media/Files/Parking%20and%20transport/10359_MVCC_IntegTranspPlan_WEB.pdf</p> <p>Airport West Structure Plan: http://www.mvcc.vic.gov.au/~media/Files/Strategic%20Planning/Long%20Term%20Planning%20in%20Moonee%20Valley/Activity%20Centres/Airport%20West/code%2010142_Airport%20West%20Structure%20Plan%20-%20Low%20Res.pdf</p> <p>Public Transport Users Association: http://www.ptua.org.au/2015/10/29/busiest-airports-rail/</p> <p>The Melbourne Airport Rail Link – Alternative Alignments Study November, Victorian Government (2012)</p> <p>Moonee Valley City Council Submission on the Preliminary Draft Melbourne Airport Master Plan (2013)</p> <p>Moonee Valley City Council Submission on the Draft Essendon Airport Master Plan (2013)</p> <p>Melbourne Airport Ground Transport Plan 2013 http://melbourneairport.com.au/docs/MasterPlan_2013_PreliminaryDraft_s9_Ground_Transport.pdf</p> <p>The world's most "liveable" cities: http://www.economist.com/blogs/graphicdetail/2015/08/daily-chart-5</p>

Chapter 11 - Improve access to middle and outer metropolitan major activity centres

Option ID:	Description and MVCC Response
<p>MTN</p> <p><i>Option type: New and expanded assets</i></p>	<p><i>Employment centre mass transit network</i></p> <p>Deliver a mass transit public transport system tailored for each employment centre (mode, frequency, design based on employment and population growth) that complements the existing heavy rail system.</p>
<p>MVCC Response:</p>	<p>Council strongly supports this option and recognises the importance of airports as both transport and employment centres. Council would like to highlight that Moonee Valley is well positioned to provide a key employment centre in Melbourne's inner northwest region, adjacent to several of Melbourne's major freeways (Tullamarine, Calder, Western Ring Road and City Link). Businesses in Moonee Valley enjoy close proximity to the CBD and the industrial hubs to the north and west of Melbourne. Moonee Valley is also well-positioned to provide access to Melbourne Airport, the National Rail Freight Centre and the Port of Melbourne.</p> <p>In particular, Council submits that the precinct made up by Airport West Activity Centre and Essendon Fields provides an excellent opportunity to cluster investment and employment growth. Council's commitment to the creation of this cluster is underpinned by its Economic Development Strategy. A key Theme (Theme 5: Creating jobs for everyone) within this strategy is to encourage the aviation industry to expand and develop in Essendon Fields and Airport West. Furthermore, in March 2014, the previous State Government announced the Metropolitan Planning Authority will prepare a new framework plan for Airport West and Essendon Fields to support its transition into a new aviation and employment precinct.</p> <p>Council has since invested a considerable amount of resources into reviewing its existing structure plan for the Airport West Activity Centre in order to inform the overall framework plan and would like to see the current State government confirm its continued support for the development of the Essendon Technology Precinct.</p> <p>Currently, the Airport West and Essendon Fields precincts accommodate over 600 actively trading enterprises, including several head offices of nationally significant companies. This includes a wide representation from diverse industry sectors such as construction, manufacturing, retail, aviation and transport. Together, the two precincts account for 27 per cent of all jobs within Moonee Valley.</p> <p>Essendon Fields is in a formative, but rapid, growth phase; attracting a wide range of core tenants and support services and is expected to become Melbourne's largest business community. It is projected to generate 15,000 new jobs and an estimated \$300 million in investment over the next decade. The current tenancy mix houses one of the largest retail transport hubs and is building an integrated logistics and specialised transport services capability. It has a significant retail sector comprising of DFO and large format supermarkets, an emerging professional services sector and a diverse leisure and tourism sector. Recently Essendon Fields announced the construction of a \$60 million hotel development that would create 70 new long term employment opportunities with 330 created through the construction phase.</p> <p>The area contains significant vacant and underused land parcels earmarked for aviation, retail, commercial and industrial development with the potential for significant economic growth and employment opportunities for the North West region of Melbourne, due to its</p>

Chapter 11 - Improve access to middle and outer metropolitan major activity centres	
Option ID:	Description and MVCC Response
	<p>size, location and existing private investment. The widespread industry development in Essendon Fields will provide significant flow on benefits to businesses in the Airport West Activity Centre.</p> <p>In Airport West, the rezoning of land to Commercial 1 and Commercial 2 from an industrial zone will help to facilitate the evolution of the activity centre to include more office and commercial services, community facilities and recreation uses. Given their ideal proximate location to Essendon Fields, these new businesses will have the opportunity to work synergistically, with the expected larger scale businesses in Essendon Fields to bring further investment into the region.</p> <p>At present, both precincts are under-supplied with public transport and significant improvements in frequency, options and rapid transit services are needed to service the entire emerging cluster. Combined with the Airport West Activity Centre, the Essendon Fields development is anticipated to generate a significant increase in trips within Moonee Valley. This represents an opportunity for the creation of a transport hub at the northern end of the Essendon technology precinct which would provide integration between Essendon Fields and the Airport West Activity Centre.</p> <p>The Melbourne International Airport also presents opportunities for a employment centre supported by mass transport and is outlined in our response to option Melbourne Airport heavy rail line (MAH).</p>
Supporting evidence/adopted document:	MVCC Airport West Structure Plan Review Issues and Opportunities Report, 2016
OMR	<i>Outer Metropolitan Ring Road</i>
Option type: New and Expanded Assets	Construct the outer metropolitan ring road to improve cross-Melbourne freight vehicle access and/or connections to the north and east from key freight precincts in the west.
MVCC Response:	Council supports this option and has endorsed this through the Western Transport Strategy (2012). Council encourages the existing outer metropolitan corridor to be referred to as an outer metropolitan transport corridor, ensuring that its emphasis is not just on road transport but also rail and active transport modes (i.e. it's a corridor not just a road, with opportunities for a range of transport modes).
Supporting evidence/adopted document:	<i>Western Transport Strategy</i> , Western Transport Alliance, 2012
RCP	Residential and commercial property densification
Option type: Better use	Increase residential and commercial density at employment centres through changes to the planning scheme.
MVCC Response:	<p>This option is not supported by Council.</p> <p>Council does not believe there is a need for reformed zones to achieve residential and commercial property densification.</p>

Chapter 11 - Improve access to middle and outer metropolitan major activity centres	
Option ID:	Description and MVCC Response
	<p>Council has spent considerable time and financial resources planning for its designated activity centres so that they develop into vibrant, mixed-use centres which provide co-location of jobs, people and facilities. This work has been based on sound planning principles in order to better integrate land use and transport planning and should continue to be supported by the State Government.</p> <p>It is acknowledged that, without density, it is not viable to have mixed-use land uses, and nearby accessible destinations and public transport. However, as the Ministerial Advisory Committee report, Plan Melbourne Review 2015 notes “Rather than freeing-up opportunities for new housing in many of our established inner and middle suburbs, the zone reform process has ‘locked up’ much of our land from contributing to addressing Melbourne’s burgeoning housing choice and affordability problems.” This constrains the ability to achieve the objective of linking housing growth with access to jobs and services as some of the best serviced areas may already be subject to restrictive development controls while other areas where development is encouraged may not have the equivalent accessibility.</p> <p>It is hoped this inequity will be addressed through the Managing Residential Development Advisory Committee review process of the application of the reformed residential zones across the metropolitan area. This will also need to be complemented by investing in existing urban areas where growth is supported but further public investment in transport, services and amenity improvements are required in order to attract private market investment.</p>
Supporting evidence/adopted document:	<ul style="list-style-type: none"> • Moonee Ponds Activity Centre Structure Plan (2012) • Airport West Activity Centre Structure Plan (2008) and Structure Plan Review (currently underway) • Keilor Road Activity Centre Structure Plan (2011) • North Essendon Activity Centre Structure Plan (2011) • Essendon Junction Activity Centre Structure Plan (2015) • Ministerial Advisory Committee Report, Plan Melbourne Review 2015
TNL <i>Option type: Filtered Out by Infrastructure Victoria</i>	<p><i>Tram network link extensions</i></p> <p>Tram network link extensions (TNL) were considered as an option to meet this need (<i>Improve access to middle and outer metropolitan major employment centres</i>). While this option could have positive network effects in the localised area, no small extensions have been identified that would benefit the middle and outer suburban employment centres.</p>
MVCC Response:	<p>There are currently areas of Moonee Valley that lack adequate public transport links to major activity areas and employment centres (including Melbourne Airport).</p> <p>Council strongly supports the extension of tram routes in Melbourne’s west, specifically the extension of tram routes 57 and 59 to Avondale Heights and Tullamarine respectively.</p> <p>It is noted that other options considered by Infrastructure Victoria to address this need include the delivery of a heavy rail connection between the central city and Melbourne Airport. While a direct rail link through Moonee Valley is supported by Council, an opportunity also exists to look at alternative options travelling through Moonee Valley</p>

Chapter 11 - Improve access to middle and outer metropolitan major activity centres	
Option ID:	Description and MVCC Response
	<p>including a light rail solution by extending tram route 59.</p> <p>The City of Moonee Valley and outer suburbs would benefit from this public transport link as it would support industry and population growth in the city's north, enabling residents to travel to and from the airport, and providing access to employment and services in key activity centres in Essendon Fields and Airport West.</p> <p>Council note that Infrastructure Victoria are considering the option to extend the tram route 48 from Balwyn Road/Doncaster Road intersection through to Doncaster shopping centre (option id: DTS), in order to meet growing demand for access to economic activity in central Melbourne. This appears contradictory to the discounted option of extending tram network links to improve access to middle and outer metropolitan areas.</p> <p>Council strongly believes that there are significant benefits to be obtained from the extension of tram links within and beyond its municipal boundaries and encourages Infrastructure Victoria to reconsider this option as a means of linking communities to major employment centres.</p>
Supporting evidence/adopted document:	<p>Moonee Valley City Council Integrated Transport Plan (2008): http://www.mvcc.vic.gov.au/~media/Files/Parking%20and%20transport/10359_MVCC_IntegTranspPlan_WEB.pdf</p> <p>Airport West Structure Plan: http://www.mvcc.vic.gov.au/~media/Files/Strategic%20Planning/Long%20Term%20Planning%20in%20Moonee%20Valley/Activity%20Centres/Airport%20West/code%2010142_Airport%20West%20Structure%20Plan%20-%20Low%20Res.pdf</p> <p>Public Transport Users Association: http://www.ptua.org.au/2015/10/29/busiest-airports-rail/</p> <p>Draft Essendon Airport Master Plan</p> <p>Melbourne Airport Light Rail Link – Business Case Study 2015</p>

Chapter 13 - Improve the efficiency of freight supply chains	
Option	Description and Response
EWE	<i>Eastern Freeway to Citylink connection</i>
<i>Option type: New and expanded assets</i>	Improve connectivity across the city from east to west linking the Eastern Freeway to CityLink.
MVCC Response:	Council is strongly opposed to the now scrapped East-West Link freeway project due to the impact that it would have had on Moonee Valley, most notably in terms of transport, social

Chapter 13 - Improve the efficiency of freight supply chains	
Option	Description and Response
	<p>impacts, urban design, economic impact and noise. These impacts are outlined in the Council report and minute of 17 December 2013. This report also considers that funding priority should be given to vital public transport projects that would ensure Melbourne is positioned to manage public transport challenges.</p> <p>Council believes the proposed options EWW and NEL will address a key driver of the original East West Link proposal which was to reduce the need for freight to move through the central city. EWW and NEL create a genuine alternative for east/west freight movement linking all parts of metropolitan Melbourne as identified in the Victoria The Freight State, The Victorian Freight & Logistics Plan, 2013 (Victorian Government, Department of Transport).</p> <p>Refer Council comments to options <i>CityLink to Western Ring Road connection</i> (EWW) and <i>North-East Link</i> (NEL).</p>
Supporting evidence/adopted document:	<p>Council minute, 17 December 2013 (East - West Link Submission to Comprehensive Impact Statement)</p> <p>http://mvcc.vic.gov.au/~media/Files/Governance/Council%20meetings/2013/Ordinary%2017%20December%202013/Minutes%20%20Ordinary%20Meeting%20of%20Council%20held%2017%20December%202013.pdf</p> <p><i>Victoria The Freight State, The Victorian Freight & Logistics Plan, 2013</i> (Victorian Government, Department of Transport, Planning and Local Infrastructure).</p>
<p>EWW</p> <p><i>Option type: New and expanded assets</i></p>	<p><i>CityLink to Western Ring Road connection</i></p> <p>Improve connectivity across the city from west to east, linking CityLink with M80. This option targets east-west links for road freight movement, including in and around the Port of Melbourne.</p>
MVCC Response:	<p>Council supports this option.</p> <p>Council has previously resolved to support a freeway connection between CityLink and the M80. This measure would assist in reducing freight movements on Racecourse Road and improve road safety in the areas of Flemington and Newmarket.</p> <p>As outlined in our response to options EWE and NEL, it would also reduce the need for freight to move through the central city; and discount the need for the East West Link project.</p>
Supporting evidence/adopted document:	<p>Council minute, 18 September 2012 (Western Transport Strategy).</p> <p>http://mvcc.vic.gov.au/~media/Files/Governance/Council%20meetings/2012/18%20September%202012/Minutes%20%20Ordinary%20Meeting%20of%20Council%20held%2018%20September%202012.pdf</p> <p>Western Transport Strategy, Western Transport Alliance, 2012</p>

Chapter 13 - Improve the efficiency of freight supply chains	
Option	Description and Response
NEL <i>Option type: New and expanded assets</i>	<i>North-East Link</i> Construction of the north-east link between the Eastern Freeway and the M80 to improve outer north-south links for road freight movement and improve travel time and reliability.
MVCC Response:	Council supports this option as an alternative to the potential construction of a freeway link between the Eastern Freeway and CityLink. As outlined in our response to options EWE and EWW, a completed M80 would also reduce the need for freight to move through the central city; and discount the need for the East West Link project. Whilst Council has not adopted a formal position regarding this option (NEL), it is consistent with the principles outlined in the Council endorsed <i>Western Transport Strategy</i> (2012).
Supporting evidence/adopted document:	Western Transport Strategy, Western Transport Alliance, 2012

Chapter 14 - Manage threats to water security	
Option	Description and Response
RTH, SRH, SRQ and WIO2 <i>Option type: Concepts needing further work</i>	<i>Recycled treated wastewater for non-potable household use (RTH)</i> Increase the use of recycled wastewater for non-potable household use through purple pipe schemes in new and existing estates. <i>Stormwater harvesting and re-use for non-potable purposes (SRH)</i> Harvest stormwater in Melbourne and regional cities for use in a range of non-potable purposes such as watering of public spaces and meeting water demands at urban and industrial sites. <i>Water infrastructure optimisation through governance arrangements (WIO2)</i> Update governance arrangements to allow greater sharing of infrastructure and ensure role clarity. <i>Stormwater water quality management (SRQ)</i> Collate, coordinate and implement a suite of measures to improve stormwater quality prior to drainage in waterways or coastal areas. These measures would include all development types and investigation of suitable mechanisms for existing developments.
MVCC response:	Council supports these options and agrees that they require further work. Council's adopted Water Strategy takes an integrated approach to manage all sources of water across the water cycle – rainwater, groundwater, potable water, stormwater, wastewater, and alternative water supplies as well as the health of our waterways. With the long-term uncertainty surrounding potable water supply (due to environmental

Chapter 14 - Manage threats to water security

Option	Description and Response
	<p>drivers such as long periods of drought, rising costs, water restrictions and the impacts of climate change), Councils are increasingly looking at alternative water servicing strategies.</p> <p>Council's Water Security Plan, developed with City West Water (CWW), sets out an alternative water supply portfolio for open space in the City of Moonee Valley.</p> <p>In partnership with CWW and Melbourne Water, Council successfully constructed the large scale Afton Street Wetland and Stormwater Harvesting project, providing a sustainable water supply to maintain local sports fields and saving more than 20 million litres of water each year. It also reduces untreated run-off and improves environmental water quality discharged to the Maribyrnong River.</p> <p>Under the project's Water Transfer Agreement, City West Water constructs, owns and operates the pipeline infrastructure and Council is responsible for paying for the use of water, water quality and water quality monitoring. Over the 25 year life of the agreement, CWW will recover its costs and Council is projected to pay less for the treated stormwater than it would for potable water – a successful water supply model for both parties.</p> <p>Council would like to see further projects like this implemented through its Water Security Plan, however this requires the construction of major water recycling projects with significant up front capital costs. Given the current low cost of water, it is difficult to build the business case. The State Government can assist Councils through funding opportunities and support in quantifying the multiple benefits that these projects provide.</p> <p>Regarding the use of treated recycled water for new housing estates, it is important that purple pipe schemes are fully explored and made available to significant infill development sites too, not only greenfield sites. This requires proactive coordination across water authorities and Councils to identify opportunities.</p> <p>In response to the question posted in the Discussion Paper 'Are there any options regarding water security that have been missed?', Council has the following contributions:</p> <p>Water infrastructure projects are typically assessed with a single benefit in mind e.g. flood protection, water security or waterway health. For such projects to be viable in future they need to demonstrate that they achieve multiple benefits and maximise the return on investment for multiple parties. There is a need for state government agencies, the water sector and local government to put in place such a framework for investment. For instance, the Moonee Ponds Creek is more than just a flood way – it provides opportunities for cooling the city, water harvesting and enhanced habitat that need to be properly valued when planning for the creek.</p> <p>The discussion paper appears to be silent on the issue of flood risk management. While the scale and timing is uncertain, with a changing climate we expect to see more flood and storm events across Greater Melbourne. Both state and local governments need to consider the adequacy of infrastructure to cope with future flood risk and to consider options to mitigate flood in a holistic way. For example, it is worth exploring cost-effective flood mitigation options that hold water higher in the catchment, enable stormwater reuse and may reduce the level of investment needed in large scale drainage infrastructure.</p>
Supporting evidence/adopted document:	<p>Public or adopted documents:</p> <ul style="list-style-type: none"> • Moonee Valley City Council Water Strategy (2010) • Moonee Valley Flood Management Plan, (2014)

Chapter 14 - Manage threats to water security	
Option	Description and Response
	<p>Internal /operational documents:</p> <ul style="list-style-type: none"> Moonee Valley City Council and City West Water Integrated Water Security Plan Several stormwater harvesting studies for parks and reserves.

Chapter 16 - Help preserve natural environments and minimise biodiversity loss	
Option	Description and Response
<p>EWD, RWN, WIR</p> <p><i>Option type: Concepts needing further work</i></p>	<p><i>Environmental water delivery infrastructure (EWD)</i></p> <p>Further develop the use of infrastructure to deliver effective watering for the environment.</p> <p><i>River and waterways natural flow regimes (RWN)</i></p> <p>Assess the opportunities to improve environmental outcomes, for example, through optimising flow releases for the environment from storages.</p> <p><i>Waterway infrastructure to remove pollutants (WIR)</i></p> <p>Provide new pollutant/litter traps along waterways to remove pollutants from and enhance river water quality.</p>
MVCC response:	<p>Council supports these options and agrees that they require further work.</p> <p>Council strongly supports an integrated catchment management approach for waterway health. For example, the urban sections of the Maribyrnong River would benefit from an increase in environmental flows in its tributaries, especially Deep Creek.</p> <p>In response to the question posted in the Discussion Paper ‘Are there any options to improve waterways that have been missed?’, Council has the following contributions:</p> <p>To properly protect and enhance the quality and health of local waterways, Council wishes to emphasise the importance of having appropriate planning controls in place for land use along our waterways.</p> <p>There is a strong need for Melbourne Water, in collaboration with Council and land management agencies, to put in place permanent planning controls for development along the Maribyrnong River. Currently Council is spending considerable time and resources on temporary planning controls to protect the river’s environmental and social values. This action has also been identified as a priority by our Integrated Waterways Advisory Committee.</p> <p>Council, and active community groups, are working to improve the condition of this priority waterway, through the Maribyrnong River Master Plan and the Maribyrnong River Design Guidelines, however this needs to be supported by regulatory controls.</p> <p>The other highly valued waterway in the municipality – the Moonee Ponds Creek - could provide an excellent case study in improving ecological value and livability benefits, while maintaining and enhancing its role in flood protection. Land and waterway managers are working together to better align their work, however to achieve substantial improvement in waterway condition, Council would value support from the State Government towards</p>

Chapter 16 - Help preserve natural environments and minimise biodiversity loss	
Option	Description and Response
	<p>developing an overarching plan to achieve multiple goals for this waterway.</p> <p>Council supports the use of more pollutant and litter traps, and would also like to see the paper emphasise infrastructure that provides multiple benefits to our city, such as Water Sensitive Urban Design (WSUD). Such landscape and street design not only helps prevent pollution entering waterways, but also enables water capture and reuse, supports vegetation that helps cool our city and enhances biodiversity.</p>
Supporting evidence/adopted document:	<p>Public or adopted documents:</p> <ul style="list-style-type: none"> Moonee Valley City Council Water Strategy (2010) Moonee Valley City Council Urban Ecology Strategy (2014)
HCL	<i>Habitat corridor link expansion and improvement</i>
<i>Option type: Better Use</i>	Develop and implement mechanisms to better link key habitat areas and improve the migration of key species.
MVCC response:	<p>Council strongly supports this option. In the Urban Ecology Strategy (2014), Council committed to protecting remnant vegetation and native fauna to prevent further loss of indigenous flora or fauna species and improve the health of remnant vegetation and native fauna communities.</p> <p>Council specifically committed to supporting flora and fauna corridors to help provide a vegetation bridge for animals and insects.</p>
Supporting evidence/adopted document:	<p>Public or adopted documents:</p> <ul style="list-style-type: none"> Moonee Valley City Council Urban Ecology Strategy (2014)

Chapter 18 - Transition to lower carbon energy supply and use	
Option	Description and Response
ACG, EDM1, LSE	<i>Ageing coal generation asset transition (ACG)</i>
<i>Option type: Better use</i>	<p>Provide subsidies for the development and use of lower emission energy sources instead of brown coal power plants</p> <p><i>Energy demand management efficiency schemes (EDM1)</i></p> <p>Develop energy efficiency programs within the industrial and commercial sectors.</p> <p><i>Local solar energy generation (LSE)</i></p> <p>Further development of solar generation projects at the residential, commercial and industrial building level.</p>
MVCC response:	<p>Council supports the transition away from coal generation for Victoria and the introduction of a market based mechanism for regulated exit of emissions-intensive power stations from the electricity grid should be supported.</p> <p>Regarding energy demand management efficiency schemes, the Government could consider</p>

Chapter 18 - Transition to lower carbon energy supply and use

Option	Description and Response
	<p>extending the Victorian Energy Efficiency Target (VEET) to all industries and businesses and to have it apply to project-based assessments rather than only for individual activities (e.g. lighting, hot water systems etc). Broadening the scope for potential energy savings would drive cost-effective efficiency improvements as well as deliver substantial financial benefits to businesses.</p> <p>Research by the Western Alliance for Greenhouse Action (WAGA) and other Victorian regional greenhouse alliances (WAGA and EAGA, 2014, <i>Environmental Upgrade Agreement Finance for the Regions</i>) shows that an additional 15% uptake in commercial building retrofitting could unlock \$4.5B in investment and create more than 18,000 jobs across Victoria, with annual savings for Victorian businesses of approximately \$0.4B and emissions reductions of 1.7M tonnes. This could play a key role in assisting Victoria to achieve its newly adopted zero net emissions by 2050 target.</p> <p>Regarding local solar energy generation, through the Greenhouse Strategy (2010) Council has committed to deliver home and business retrofit programs to help the community reduce emissions.</p> <p>Based on work carried out by a regional greenhouse alliance of councils, the state government could provide financial or other support to drive the installation of solar PV systems, particularly for low income and vulnerable households.</p> <p>The Eastern Alliance for Greenhouse Action's Solar Rates Business Case report (EAGA, 2016) presents an independent and objective analysis of the costs and benefits of a state wide Solar Rates program to assist low income households in Victoria to access solar systems. The report assessed the potential for scaling up Darebin City Council's Solar Savers program and compared the economic, regulatory and technical viability and risks of funding its implementation through a number of different financing models.</p> <p>The report demonstrated that whilst there is no shortage of finance for renewable technologies, the terms of current finance products exclude low income segments of the community, who are most vulnerable to energy hardship, from accessing solar systems. A state-wide low income solar finance program has the potential to deliver immediate net savings of around \$10-30 per month on electricity costs for large numbers of low income households, materially reduce Victorian Government concession payments, and meet broader social and environmental policy objectives.</p>
Supporting evidence/adopted document:	Moonee Valley City Council Greenhouse Strategy (2010) Eastern Alliance for Greenhouse Action (EAGA) (2016) Solar Rates Business Case report WAGA and EAGA, 2014, Environmental Upgrade Agreement Finance for the Regions
UFF <i>Option type: Filtered Out by Infrastructure Victoria</i>	<p><i>Urban Forest</i></p> <p>An option for Urban Forest (UFF) was considered. This option makes a low contribution to the need as it will have a minor impact on emissions.</p>
MVCC response:	<p>Council supports this initiative and notes that Strategic objective 2 of the MVCC Council Plan 2013-17 includes the strategy: <i>"Further develop Moonee Valley as an urban forest through continued planting of appropriate species in streets, boulevards, plazas and other public meeting points."</i> (page 15)</p>

Chapter 18 - Transition to lower carbon energy supply and use

Option	Description and Response
	<p>Council's view is that Infrastructure Victoria should consider the other benefits provided by increased vegetation and canopy cover in urban areas, and not solely consider urban forestry for its potential to reduce greenhouse gas emissions. It is suggested that Infrastructure Victoria include an additional need entitled, 'Enhance green infrastructure to reduce urban heat island effects and improve health outcomes'.</p> <p>The urban heat island effect is caused by the prevalence in cities of heat absorbing materials, such as roads and buildings and a lack of shade and green space in dense urban environments. As the climate continues to change and we experience higher average temperatures and longer heat waves, it's increasingly important to cool our city.</p> <p>Combating the urban heat island effect within our cities is becoming a major public health issue. The State of Australian Cities 2013 reports 'People living in cities can be more susceptible than non-urban dwellers to the effects of heatwaves as a result of the urban heat island effect'. On hotter days and nights health risks increase for the most vulnerable, particularly the sick, very young and elderly. Melbourne averaged approximately 200 heat-related deaths in 2013, in comparison to the state road toll of 242 deaths. By 2030, the number of deaths as a result of heat is expected to double.</p> <p>As set out in Council's Urban Ecology strategy, thermal studies in Melbourne suggest that on average, a 10 per cent increase in urban green cover could reduce the daytime surface temperature during heatwaves in our cities by around 1°C. There would be benefit in state and local governments setting targets to increase canopy cover and coordinate action to achieve such targets. Infrastructure Victoria has a key role to play in elevating the value of 'green infrastructure' when setting investment priorities, rather the focus remaining on traditional grey infrastructure, such as roads and drains.</p> <p>There is a need to better integrate roads, water and tree management as currently, roads and streetscapes are not designed and built in a way that readily enables an increase in canopy cover and urban cooling. With support from Alluvium consulting, a study is currently being carried out by VicRoads, Moreland and Moonee Valley City Councils to identify solutions and develop design specifications that achieve multiple benefits, such as extending the asset life of roads, and retaining and using stormwater to support street trees. Once completed, Council would be happy to provide this work to Infrastructure Victoria.</p>
Supporting evidence/adopted document:	<p>Public or adopted documents:</p> <p><u>Council Plan 2013 – 17</u></p> <p>Moonee Valley City Council Urban Ecology Strategy (2014)</p> <p>Greening the West Strategic Plan</p> <p>Infrastructure.gov.au, (2015) State of Australian Cities 2013 [online] Available from: <u>http://www.infrastructure.gov.au/infrastructure/pab/soac/files/2013_00_INFRA1782_MCU_SOAC_CHAPTER_4_WEB_FA.pdf</u></p>

Chapter 19 - Improve the resilience of critical infrastructure

Option	Description and Response
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Chapter 19 - Improve the resilience of critical infrastructure

Option	Description and Response
MVCC additional option	<p><i>Major Stormwater Infrastructure</i></p> <p>Improve the ability of major infrastructure in agriculture, water, energy, ICT and transport sectors to adapt to increased temperatures, decreased rainfall, and rising sea-levels.</p>
MVCC response:	<p>Council would like to see further development of options to provide additional capacity in major stormwater infrastructure, taking into consideration the ultimate development potential of catchment areas, impacts of climate change and Integrated Water Management principles.</p> <p>Additionally, Council seeks an ongoing commitment to reduce flood risks in all catchments with a 'extreme' risk rating,</p> <p>As the Moonee Valley region grows, redevelopment and infill development is occurring across established urban areas. The increase in impervious surfaces associated with new development increases the volume of stormwater runoff contributing to downstream floods.</p> <p>Unless well managed, infill development across a catchment may increase flood risks downstream or expose new properties to flood risk. A key role of Council in flood management is to provide and manage local drainage infrastructure. (Generally refers to infrastructure serving an area of less than 60ha). Moonee Valley Council is committed to providing infrastructure that meets the needs of the community.</p> <p>One of the challenges Moonee Valley faces is the inadequate downstream capacity of Melbourne Water Main drains, limiting Councils capacity to deliver flood mitigation solutions within its area of responsibility. It is acknowledged that upgrading downstream flood and drainage systems to cope with extra stormwater is extremely expensive, and often challenging due to various construction constraints.</p> <p>Melbourne Water and councils have delivered a number of programs and projects to reduce the risk of flooding. These have included several significant infrastructure upgrades such as the Aberfeldie Main Drain upgrade, scheduled for completion in July 2016. Reducing flood risks cost-effectively, and within the timeframes expected by the community, is a significant challenge for both Councils & Melbourne Water. In recent years Major drainage infrastructure projects have been targeted at areas with 'extreme' risk (assessed using the Melbourne Water Flood Risk Assessment Framework). Extreme flood risks are those considered to be „intolerable“ and require measures to be put in place to reduce the risk to a more acceptable risk rating.</p> <p>New tools to manage extra stormwater, such as onsite or local water harvesting, are now being developed by Melbourne Water using integrated water management approaches. Ongoing studies and trials will enable us to understand the effectiveness, costs and benefits of new flood management tools.</p>

Chapter 19 - Improve the resilience of critical infrastructure	
Option	Description and Response
Supporting evidence/adopted document:	Moonee Valley City Council Water Strategy (2010). Moonee Valley Flood Management Plan (2011). Melbourne Water Flood Management Strategy – Port Phillip and Westernport. Victorian Floodplain Management Strategy.
BDL	<i>Big data leveraging</i> Develop governance arrangements and technological capability to collect, manage and analyse big data to improve service delivery and make better use of existing assets.
MVCC response:	Council notes this option but has no formal position. The option could present opportunities as governments at all levels are the custodians of broad range of databases that could underpin a revolution in digital assets and drive economic growth through entrepreneurial organisations. Through the considered release of Big Data (which carefully accounts for privacy issues), applications and programs supporting better access to services could be developed by the private sector. E.g. Government platform https://toiletmap.gov.au/Find and the commercial platform http://www.betomorrow.com/portfolio-item/toilet-finder/
Supporting evidence/adopted document:	https://toiletmap.gov.au http://www.betomorrow.com/portfolio-item/toilet-finder/
DCD <i>Option type: New and Expanded assets</i>	<i>Data centre location diversification</i> Relocate data centres, where appropriate, away from central Melbourne to ensure that there is a greater balance across the state so that back-ups can be provided in different locations.
MVCC response:	Council would support the mechanisms flagged in the Infrastructure Victoria Draft Options Book to deliver this option. Council is committed to creating a high performance organisation, building a culture of governance that instils a high level of community respect and confidence in Council decision-making. Council would consider using regional data centres based on performance and ROI considerations. Council is reviewing Software as a Service (SaaS) options, creating flexible IT solutions that scale to meet Council's needs, this would reduce the need for infrastructure in data centres in the future.
Supporting evidence/adopted document:	<u>Council Plan 2013 – 17</u> <u>Moonee Valley Next Generation 2035 Community Vision</u>
IRA <i>Option type: Better use</i>	<i>Infrastructure resilience assessment test</i> Develop an infrastructure resilience assessment test. This would require that proposals for new major capital works are subject to modelling that indicates, through siting, design, specifications and construction, the infrastructure will be able to withstand a range of major shocks.
MVCC response:	Council supports this option. A comprehensive infrastructure resilience assessment test could ensure that new major capital works properly consider climate change risks and impacts. This could be achieved by adopting the Australian Standard 'Climate change adaptation for settlements and infrastructure' as part of the approval process. This could be a standalone requirement or

Chapter 19 - Improve the resilience of critical infrastructure

Option	Description and Response
	incorporated into environmental impact assessments. It would allow for major projects to be independently assessed for consideration of climate change impacts and transparent and open to public scrutiny.
Supporting evidence/adopted document:	Public document: <p style="text-align: center;">Australian Standard 'Climate change adaptation for settlements and infrastructure'</p> Council endorsed document: <p style="text-align: center;">Western Alliance for Greenhouse Action (WAGA) Risk Assessment and Climate Change Adaptation Strategy.</p>

Funding and Financing

Option type:	N/A
Option ID:	N/A (refer Funding & Financing section, page 125)
MVCC response:	<p>Council's submission to the Plan Melbourne Refresh Discussion Paper states the following:</p> <p><i>It is important to note that the introduction of rate capping will significantly impact the ability for Council to fund any projects identified in the strategy's implementation plan. Council does not currently have funds established to meet obligations implied in the Discussion Paper. Compounding this, Council does not currently enjoy any financial funding partnerships and whilst these are available, as a metropolitan and minimum council for Financial Assistance Grants, Moonee Valley is limited in its ability to access funding. To this end, the ability to leverage cash will be difficult unless the State Government intends to invest in capital projects at the local level.</i></p> <p>Council requests that alternative mechanisms to general local government revenue be investigated further in order to offset the above-referenced impacts of rate capping, as highlighted above. The <i>Funding and Financing Draft Additional Information Paper</i> outlines the different mechanisms the Victorian State Government can use to raise revenue to fund infrastructure. Council specifically supports the establishment of mechanisms to collect beneficiary charges.</p> <p>Council notes that the <i>Standard Development Contributions Advisory Committee Report 2 – Setting the Levies</i> states the following (on page 24):</p> <p><i>For consistency and simplicity, State owned infrastructure is not included in the Urban Area or Strategic Development Area levies. The Committee believes that to do so would create complexities in the collection and distribution of funds that would not justify the benefits.</i></p> <p><i>In the future the State has the policy options of introducing a state infrastructure levy for non-Growth Areas or perhaps adding a Supplementary Levy for Strategic Development Areas for State infrastructure. The Committee sees any recommendation on this as outside the scope of its current Terms of Reference.</i></p>

Funding and Financing	
Option type:	N/A
	Council recommends that the Victorian State Government further investigate the establishment of a State infrastructure levy for non-Growth Areas and/or add a Supplementary Levy for Strategic Development Areas for State infrastructure, in order to best align with the State Development Contributions Reform.
Supporting evidence/adopted document:	Plan Melbourne Refresh Discussion Paper Moonee Valley City Council Submission to Plan Melbourne Refresh Discussion Paper Standard Development Contributions Advisory Committee Report 2 – Setting the Levies

Procurement Policy

June 2016

POLICY TITLE	PROCUREMENT POLICY
POLICY TYPE	MANAGEMENT
GROUP	CORPORATE SERVICES

PROCUREMENT POLICY STATEMENT

Moonee Valley City Council is committed to providing best value in the services it delivers to the community.

Council has implemented fundamental procurement control mechanisms to ensure orderly and efficient supply and delivery of, and payment for, goods, services and works.

Procurement activities will be carried out in compliance to Section 186, 208A, 136, of the Local Government Act 1989 ("the Act"), Council plan, strategies, aims and objectives, relevant Council policies, other relevant legislation and the Victorian Local Government Best Practice Procurement Guidelines.

This Procurement Policy encompasses the principles, processes and procedures applying to all procurement of goods, services and works by Council.

1. Foundations of this policy

The objective of this Policy is to foster fair, ethical and financially effective practices in all procurement and contracting activities. Procurement decisions must be made in consideration of Council's triple bottom line (financial, social and environmental) approach and demonstrating accountability to rate payers.

1.1. Foundation principles

The foundation principles of this Policy are:

- Full compliance with all statutory requirements and regulations;
- Financial control, efficiency and ease of operation;
- Open and fair competition and value for money;
- Commitment to environmentally sustainable procurement;
- Probity and ethical behaviour;
- Social considerations; and
- Risk Management & Occupational Health and Safety requirements.

1.2. Council practices

- This policy establishes a consistent basis upon which Council is able to ensure practices are in place so that the commitment of Council funds

for procurement activities is considered appropriate, in line with best practices.

- All expenditure is made prudently with the goal of making the most efficient and effective use of public money.
- Council will consider supply arrangements that deliver the best value outcomes in terms of time, expertise, cost, value and overall results.

2. Scope

This Policy is produced for the information and guidance of all Council Officers authorised with the operation of procurement and applies to all contracting and procurement activities at the Council procured from suppliers external to Council..

This Policy excludes services provided by staff employed via the Council payroll.

This Policy is binding upon Council officers and temporary employees, contractors and consultants while engaged by the Council.

3. Internal Controls

3.1. Fraud and Corruption Control

Council has zero tolerance for corrupt conduct or fraudulent activity. Council is committed to preventing, deterring, detecting and reporting corrupt and fraudulent behaviour.

Council has developed a Fraud and Corruption Policy and Plan which provides a comprehensive framework for preventing the risk of fraud and strengthening organisational integrity.

The Fraud and Corruption Policy is available on Councils website and intranet.

3.2. Responsible Procurement Structure

The Council will establish a procurement management responsibility structure and delegations ensuring accountability, traceability and auditability of all procurement decisions made over the lifecycle of all goods, services and works purchased by the Council

The Council will install and maintain a framework of internal controls over procurement processes that will ensure:

- More than one person is involved and responsible for a transaction end to end
- Transparency in the procurement process
- A clearly documented audit trail exists for procurement activities
- Appropriate authorisations are obtained and documented
- Systems are in place for appropriate monitoring and performance measurement
- It is flexible enough to procure in a timely manner the diverse range of material, goods, works and services required by Council
- Prospective contractors and suppliers are afforded an equal opportunity to tender/quote
- Competition is encouraged
- Policies that affect the procurement policy and practices are communicated and implemented
- A green procurement approach by supporting the principles of sustainable procurement, within the context of procuring on a Value for Money basis
- The acquisition of goods and services by the Council is free from corruption, fraud and conflict of interest.

3.3. Responsible Financial Management

The principle of responsible financial management shall be applied to all procurement activities.

Accordingly, to give effect to this principle, the availability of existing funds within an approved budget, or source of funds, shall be established prior to the commencement of any procurement action for the supply of goods, services or works. The appropriate procurement process will depend on the value of the procurement activity.

Council staff must not authorise the expenditure of funds in excess of their financial delegations.

Council funds must be used efficiently and effectively to procure goods, services and works and every attempt must be made to contain the costs of the procurement process without compromising any of the procurement principles set out in this Policy.

3.4. Delegation of Authority

3.4.1. Requirement

Delegations define the limitations within which Council staff are permitted to work. Delegation of procurement authority allows specified Council staff to approve certain purchases, quotation, tender and contractual processes without prior referral to the Council. This enables the Council to conduct

procurement activities in an efficient and timely manner whilst maintaining transparency and integrity.

Procurement delegations ensure accountability and provide confidence to the Council and the public that purchasing activities are dealt with at the appropriate level.

3.4.2. Delegations

(i) Council Staff

The Council shall maintain a documented scheme of procurement delegations, identifying Council staff authorised to make such procurement commitments in respect of goods, services and works, including variations, on behalf of the Council and their respective delegations contained in Financial Delegations policies.

(ii) Delegations Reserved for the Council

Commitments and processes which exceed the Chief Executive Officer's delegation and which must be approved by the Council are:

- Transactions between the value of \$750,000 and \$4,000,000 (incl. GST) requiring approval and initial signing of contract documents by Council's Tenders Committee.
- Transactions above \$4,000,000 (incl. GST) requiring approval, initial signing and sealing of contract documents by the Council.
- Variations and contract term extensions where the original contract was awarded under delegation of the Tenders Committee or Full Council and the right to vary or extend has not been delegated to the Chief Executive Officer.

4. Risk Management

Risk Management must be appropriately applied at all stages of procurement activities which will be properly planned and carried out in a manner that will protect and enhance the Council's capability to prevent, withstand and recover from interruption to the supply of goods, services and works.

A poor procurement decision can adversely affect Council's operations and service delivery.

4.1. Occupational Health and Safety (OH&S)

All contractors, suppliers and service providers must comply with all legislative and regulatory requirements, particularly in relation to OH&S. This is frequently (but not always) a mandatory requirement and non-compliance will disqualify prospective contractors, suppliers and service providers.

- Where an item to be procured poses a potential credible risk of injury/illness to employees and/or a potential credible risk or negative impact on the environment (through production or use) then, after consultation with affected employees, an item of lower risk should be selected;

- Depending on the extent of risk posed by an item, a judgment on whether a full hazard identification and risk assessment should be conducted needs to be made;
- Where an item poses or potentially poses a risk, consideration needs to be given to adequate and sustainable control measures to lessen the risk; and
- Where procurement of an item that poses or potentially poses a risk proceeds, training in safe use and handling is mandatory.

Council is committed to compliance with the Occupational Health and Safety Act (as amended) 2004. The current Act places duties on the designers of plant, on designers of buildings and structures, on manufacturers of plant and substances, on suppliers of plant and substances and on people installing, erecting or commissioning plant. Generally, they will be able to provide information on its intended safe use, testing procedures and results, instructions for operational safety and safe operating conditions. Where safety considerations apply, the responsible department manager and OH&S officer should be consulted.

4.2. Supply by contract

The provision of goods, services and works by contract potentially exposes the Council to risk.

4.3. Risk Minimisation

Council will minimise its risk exposure by measures such as standardising contracts to include current, relevant clauses

- (i). Requiring security deposits where appropriate;
- (ii). Referring specifications to relevant experts;
- (iii). Requiring contractual agreement before allowing the commencement of work;
- (iv). Use of or reference to relevant Australian Standards (or equivalent); and
- (v). Effectively managing the contract including monitoring and enforcing performance.

4.4. Contract terms

All contractual relationships must be documented in writing based on standard terms and conditions.

To protect the best interests of the Council, terms and conditions must be settled in advance of any commitment being made with a supplier. Any exceptions to doing this expose the Council to risk and thus must be authorised by the appropriate member of Council staff.

Procurement Policy Compliance and Control Council's procurement activities shall be performed with integrity and in a manner able to withstand the closest possible scrutiny.

4.5. Procurement Ethics and Conduct

The ethical behaviour expected of officers is premised on the belief that all staff involved in procurement and contracting functions must possess a high sense of professional ethics and a high standard of personal integrity and must conduct their procurement activities with the utmost probity.

4.5.1. Conduct of Councillors and Council Staff

Councillors and Council staff shall at all times conduct themselves in ways that are, and are seen to be, ethical and of the highest integrity.

They must pay due regard to the following when exercising the trust placed in them with regard to the expenditure of Council monies:

- Ensure that value for money is obtained by promoting fair, open and accessible competition when procuring goods or services and seeking or renewing contracts;
- Not seek or receive personal gain;
- Present the highest standards of professionalism and probity;
- Maintain confidentiality of Commercial in Confidence information such as contract prices and other sensitive information;
- Be honest and equitable in the treatment of all suppliers of goods and services;
- Deal with suppliers in an impartial manner that does not allow conflicts of interest;
- Ensure that every process is transparent, free from bias or the perception of bias, and that the benefits of all information, assistance and concessions apply or are equally available to all bidders/suppliers;
- Ensure that any staff conflicts of interest are identified, disclosed and mitigated against;
- Ensure that all potential suppliers are provided with identical information upon which to base tenders and quotations and are given equal opportunity to meet the requirements;
- Establish and maintain procedures to ensure that impartial, fair and equal consideration is given to each tender or quotation received;
- Be able to account for all decisions and provide feedback on them;
- Keep accurate records to justify the process and any decisions made;
- Maintain confidentiality and respect the rights of suppliers or potential suppliers in relation to their intellectual property and commercially confidential information;
- The acceptance of any nominal gifts or services from a supplier is to be reported in accordance with the Council's Code of Conduct for Staff;

- Abstain from soliciting or accepting remuneration or other benefits from a supplier for the discharge of official duties;
- Items that are personal or private in nature must not be charged to the Council;
- Information obtained on behalf of the Council should not be used for personal gain or to the detriment of the Council; and
- Ensure compliance with the Competition and Consumer Act 2010, in that no officers engage in practices such as misleading and deceptive conduct and price collusion and fixing with other parties.

(**Note:** In certain cases, a breach of these ethical standards constitutes a contravention of the law. Breaches of these standards may result in disciplinary action or even dismissal of staff. Where laws have been or appear to be contravened the Council has an obligation to report such behaviour to the Victoria Police.)

For further information on the ethical behaviour generally expected of Council staff, please refer to Council's Code of Conduct.

4.5.2. Conflicts of Interest

Being employed by Moonee Valley City Council is a position of public trust. Employees must only exercise their duties in the service of the community and Moonee Valley City Council.

Council staff must never use their position to serve their own or someone else's private interests.

If Council staff have a conflict of interest that arises through their involvement in any procurement process, they must disclose it in writing to the Coordinator Procurement and Contracts.

A failure to disclose a conflict of interest is a breach of the Local Government Act and can attract significant penalties.

Note: Councillors and Council staff shall not participate in any action or matter associated with the arrangement of a contract (e.g. evaluation, negotiation, recommendation, or approval), where that person or any member of their immediate family has a significant interest, or holds a position of influence or power in a business undertaking tendering for the work. It also extends to contractors, including consultants engaged under a contract to provide advice or service to a Council.

Councillors and Council staff shall at all times avoid situations in which private interests' conflict, or might reasonably be thought to conflict, or have the potential to conflict, with their Council duties.

The onus is on the Councillor and the member of the Council staff involved being alert to and promptly declaring an actual or potential conflict of interest to the Council.

Council staff involved in the procurement process, in particular preparing tender documentation, including writing tender specifications and tender evaluation panels and Councillors, must:

- **Avoid** conflicts, whether actual, potential or perceived, arising between their official duties and their private interests. Private interests include

the financial and other interests of Councillors and Council Staff, plus their relatives and close associates

- **Declare** that there is no conflict of interest. Where future conflicts, or relevant private interests arise Council Staff must make their manager, or the chairperson of the relevant tender assessment panel or board aware and allow them to decide whether the officer should continue to be involved in the specific Procurement exercise
- **Observe** prevailing Council, VGPB and e-hub guidelines on how to prevent or deal with conflict of interest situations; and not take advantage of any tender related information whether or not for personal gain.

4.6. Outside Employment

Council staff are not restricted from undertaking paid and unpaid work external to Moonee Valley City Council as long as there is no conflict of interest (actual, potential or perceived) and it does not have a detrimental impact on staff's ability to perform their position at Council. If staff wish to engage in outside employment where there may be a conflict or potential to impact on their performance, staff must obtain prior approval from their manager and speak to HR.

4.7. Contracting for Services

Council staff are precluded from working for Moonee Valley City Council under contract arrangements e.g. sub-contracting or consulting. Employees cannot act as staff and suppliers simultaneously.

4.8. Gifts and Hospitality

No Councillor or member of the Council staff shall, either directly or indirectly solicit or accept gifts or presents from any supplier, member of the public, organisation or body involved with any matter that is connected with the duties of the officer, or in which the Council is interested.

Councillors and the Council staff must exercise the utmost discretion in accepting hospitality from contractors or their representatives, or from organisations, firms or individuals with whom they have official dealings. Councillors and the Council staff should also avoid the ambiguous situation created by visiting the premises of a contractor, organisation, firm or individual uninvited and/or not on official business.

The acceptance of gifts and hospitality may lead to a perception of being influenced and/or of a conflict of interest.

Council staff must comply with the Acceptance of Gifts, Benefits and Hospitality procedure.

Offers of bribes, commissions or other irregular approaches from organisations or individuals (no matter how vague the evidence available), must be promptly brought to the attention of the Chief Executive Officer.

4.9. Disclosure of Information

Commercial in confidence information received by the Council must not be disclosed and is to be stored in a secure location.

Council staff must comply with Council's Information Privacy Policy at all times and must not make improper use of information gained by being a staff member.

Councillors and the Council staff are to protect such information, by refusing to release or discuss the following:

- Allocated Council budgets for proposed tenderers;
- Information disclosed by organisations in tenders, quotation or during tender negotiations;
- All information that is commercial in confidence; and
- Pre-contract information including but not limited to information provided in quotes and tenders or subsequently provided in pre-contract negotiations.

Councillors and the Council staff are to avoid references to current or proposed contracts in discussion with acquaintances or outside interests.

Discussion with potential suppliers during tender evaluations should not go beyond the extent necessary to resolve doubt on what is being offered by that supplier.

At no stage should any discussion be entered into which could have potential contractual implications prior to the contract approval process being finalised other than authorised pre-contract negotiations.

Procurement activities will be carried out in a way that supports Council staff in meeting their obligations – to ensure information of a commercially sensitive or confidential nature is obtained, stored, processed, published (where applicable) and used in accordance with privacy legislation, Freedom of Information and Council policies and procedures, including records management practices.

5. Probity

Probity is a defensible process which is able to withstand internal and external scrutiny.

When Council staff approach the market to procure goods, services or the carrying out of works, they have a responsibility to obtain value for money. This must be achieved by acting in an unbiased and ethical manner.

The key probity fundamentals for ensuring the achievement of the legislative requirements in which resources are used efficiently and effectively and reflect transparency and accountability are:

- Use of an appropriately competitive process
- Fairness and impartiality
- Consistency and transparency of the process
- Appropriate security and confidential arrangements

- Identification and management of conflicts of interest

5.1. Use of an appropriately competitive process

5.1.1. Public Tenders

All tender processes shall be conducted in accordance with the requirements of this Policy and any associated procedures, relevant legislation, relevant Australian Standards and the Act.

Section 186 of the Act requires Councils to undertake a public tender. Procurement of goods or services, to the value of \$150,000 or more, or for the carrying out of works, to the value of \$200,000 or more for the whole term of the contract, will be undertaken by a public tender process, unless one of the nominated exemptions apply.

A public tender may be used for values less than \$150,000 if this will service Council interests and produce a better outcome in the context of this policy.

(i) Council's tendering process will:

- Comply with the procurement principles set out in this policy
- Require a public notice inviting tenders, to be placed in the council-chosen newspaper, otherwise seek the widest access to marketplace
- Not levy a charge for access to tender documentation
- Provide common advice to all tenderers on all clarifications and amendments

(ii) A tendering process may, at the discretion of the Procurement Unit:

- Utilise a pre-tender briefing
- Engage an agent to act on Council's behalf providing that Council reserves to itself the final decision on whether to award the contract and that it meets the other requirements of the Act such as giving public notice.

(iii) Tender documentation:

- Tender documents will vary according to particular requirements but should clearly specify the Council required outcomes to allow tenderers to bid for and price works and/or services accurately.
- To minimise risks and uncertainties, the tender documents should be a clear communication to prospective tenderers of Council's expectations.
- Tender documentation will include selection criteria and evaluations will be based on these selection criteria. For public tender an evaluation panel will always be required.

(iv) Tender evaluation:

- The evaluation process must be robust, systematic and unbiased. Council staff must be accountable and provide an audit trail for all procurement decisions showing that the process has been followed and that the process was fair and reasonable.
- Appropriately trained staff will rotate through contract evaluation panels to ensure the correct mix of skills and impartiality.
- Council staff must evaluate the tender in accordance with the appropriate evaluation criteria developed for the purpose.
- Tender evaluation panels can include external personnel in order to ensure value for money.
- Negotiations can be conducted with shortlisted suppliers in order to obtain the optimal solution and commercial arrangements, providing they remain within the intent and scope of the tender.
- Tender evaluation panels will produce written report of their evaluation using an appropriate reporting method and prescribed templates.

(v) Tendering Agents:

Council may appoint a tendering agent pursuant to the provisions of section 186 of the Act to:

- Act as an agent for the Council and invite tenders in the name of the Council in accordance to section 186 of the local Act;
- Assess the tenders in accordance with the tender documents;
- Make recommendations to the Council regarding the tenders received including the recommended Tenderer/s for the consideration of the Council;
- Prepare draft contract documents for execution by Council; and
- Provide ongoing assistance in the contract management phase.

5.1.2. Quotations

For procurement activities up to the total value of \$150,000 (including GST) for goods and services and \$200,000 (including GST) for works (construction) or less Council will define its own thresholds ensuring that procurement activities provide the maximum benefit to Council.

Thresholds for procurement activities <u>up to</u> the total value of \$150,000 (including GST) for goods and services and \$200,000 (including GST) for works/ construction			
\$0 - \$500	\$501 - \$10,000	\$10,001 - \$30,000	\$30,001 - \$150,000 \$30,001 - \$200,000
No quotes required	Minimum one written quote required	Minimum two written quotes required	Minimum three written quotes required
-	Brief Description of requirement	A written brief or specification document to selected suppliers	Use of Council's Request for Quotation documentation and process

Note: Amounts shown in the table above apply over the life of the contract including all extension options.

5.2. Fairness and Impartiality

All prospective contractors and suppliers must be afforded an equal opportunity to tender or quote.

Impartiality must be maintained throughout the procurement process so it can withstand public scrutiny.

The commercial interests of existing and potential suppliers must be protected.

Confidentiality of information provided by existing and prospective suppliers must be maintained at all times, particularly commercially sensitive material such as, but not limited to prices, discounts, rebates, profit, manufacturing and product information.

Promoting equality through procurement can improve competition, Value for Money, the quality of public services, satisfaction among users, and community relations. It should be a consideration in every procurement project and reflect corporate commitment to diversity and equal opportunities wherever possible.

5.3. Consistency, Accountability and Transparency

The essence of a consistent and transparent procurement process is that it builds the confidence of potential suppliers in the council.

All prospective supplier submissions need to be evaluated in a systematic manner against clearly predetermined and disclosed evaluation criteria.

Accountability in procurement means being able to explain and provide evidence on the process followed. The test of accountability is that an independent third party must be able to see clearly that a process has been followed and that the process is fair and reasonable.

Therefore the processes by which all procurement activities are conducted must be in accordance with Council procurement policy and procedures and other related, relevant Council policies and procedures. Additionally:

- All Council staff must be able to account for all procurement decisions made over the lifecycle of all goods, services and works purchased by the Council and provide feedback on them;
- Where tenders or quotations are sought documentation should include the evaluation criteria. Where criteria are weighted the weighting should be decided and documented before the closing time/ date for receipt of quotations and tenders. Importantly, where certain tender requirements are mandatory these must be identified. These generally relate to risk management factors including insurance, financial viability and occupational health and safety. They are generally assessed in terms of pass or fail and are the first criteria to be assessed; and
- All procurement activities are to provide for an audit trail for monitoring and reporting purposes.

5.4. Appropriate security and confidential arrangements

Council has adopted an electronic tendering system for securely and confidentially receiving and managing tender and supplier information.

e-Procurement is integral to the overall development of procurement processes and involves the use of an electronic system/s to tender for, acquire and pay for supplies, services and works.

By utilising e-procurement the Council aims to:

- Reduce transaction costs;
- Achieve greater leverage;
- Make processes more efficient;
- Improve management information and visibility of spend;
- Increasing control and consistency of processes; and
- Improve spend compliance.

Appropriate security and confidentiality measures commence with preparation of the tender documentation. The documentation should remain confidential until released to the marketplace in order to maintain fair competition.

From that point forward in the procurement process discussions and documentation will remain secure and confidential, particularly through the council/committee agenda preparation phase, at least until a decision on a tender is made public.

6. Demonstrate Sustained Value

6.1. Integration with Council's Objectives

This policy shall support the strategic objectives of the Council Plan, including but not limited to those related to sustainability, protection of the environment, corporate social responsibility and meeting the needs of the local community such as:

- Feeling safe;
- Living in a clean and pleasant environment; and
- Receiving good quality and well managed council services that are Value for Money.

6.2. Achieving Value for Money

The Council's procurement activities will be carried out on the basis of obtaining Value for Money. This means minimising the total cost of ownership over the lifetime of the requirement consistent with acceptable quality, reliability and delivery considerations. Lowest price is not the sole determinate of value for money.

This will be facilitated by:

- Developing, implementing and managing procurement strategies that support the co-ordination and streamlining of activities throughout the lifecycle;
- Effective use of competition;
- Using aggregated contracts where appropriate;
- Identifying and rectifying inefficiencies in procurement processes;
- Developing cost efficient tender processes including appropriate use of e-solutions
- Council staff responsible for providing procurement services or assistance within the Council providing competent advice in terms of available products and agreements; and
- Working with suppliers to create relationships that are professional and productive, and are appropriate to the value and importance of the goods, services and works being acquired.

6.3. Environmentally Sustainable Procurement

Council is committed to achieving sustainability and ensuring it monitors and reports on Council activities and programs that have an impact on or contribute to the environment including but not limited to the following:

- Energy saving
- Water protection
- Waste avoidance
- Ecosystem safe

Council prefers to purchase environmentally preferred products and services whenever they perform satisfactorily and achieve the same function and Value for Money outcomes.

Where products that are not environmentally preferred are chosen solely on the basis of cost, the employee must detail those reasons for not purchasing environmentally preferred products.

Refer to the Sustainable Procurement Guidelines 2014 at **Appendix A** of this document.

6.4. Local Procurement

Council encourages the utilisation, where possible, of locally sourced goods, services and works contractors. Engaging local business is not only environmentally sustainable, but encourages local employment. A price preference of up to 10% can be provided for local suppliers and those suppliers that source Australian produce for Councils catering needs. It is imperative, however, that all procurement processes are adhered to. Localised content of procured goods, services and works would contribute to the added value for the community.

Council is committed to supporting the local economy, economic diversity and creation of employment by purchasing goods and services from local business and/or business employing locally or from within the region. To achieve this Council will provide increased access to and awareness of Council's procurement opportunities providing local business with training and development programs that increase their capability and competitiveness when tendering.

The procurement process must be transparent and undertaken without favouritism or bias. With all factors being equal Council may give preference to local economic benefits when sourcing products or services. These benefits must be identifiable and reasonable and may take the form of:

- increased local employment;
- increased activity and spend in the local economy with identifiable benefits; and
- the level of local content in the goods, services or works.

Council also acknowledges its obligations under s186 (6) of the Local Government Act 1989 to, whenever practicable, give preference to contracts for the purchase of goods and services manufactured or produced in Australia or New Zealand.

6.5. Corporate Social Responsibility and Diversity

Corporate Social Responsibility is about taking positive action to demonstrate the Council's commitment to the local community and environment on which it impacts. This means the Council maximising the benefits of the services they provide across the community and minimising the negative aspects of their activities.

The Council integrates Corporate Social Responsibility into its organisational policies and practices through social procurement, sustainability, diversity, and Community Partnerships. Promoting equality through procurement can improve competition, Value for Money, the quality of public services, satisfaction among users, and community relations. It should be a consideration in every procurement project to value and reflect on an organisations commitment to Corporate Social Responsibility and its willingness to support the local Community.

7. Strategic Procurement and Supplier Management

Council recognises that in order to achieve sustainable value, a strategic assessment of the appropriate 'channel to market' should be undertaken – whether to go to market on its own, participate in regional or sector aggregated projects or panels, access State Government panel agreements or other means.

7.1. Developing and Managing Suppliers

The Council recognises the importance of effective and open working relationships with its suppliers and is committed to the following:

- Managing existing suppliers, via the appropriate development programmes and performance measurements to ensure the benefits are delivered;
- Maintaining approved supplier lists; and
- Developing new suppliers and improving the capability of existing suppliers where appropriate.

Council need to interact with the market and suppliers in particular to understand their views and what enables and encourages diverse parts of the market to bid for work with the Council. At the same time Council will ensure that the relationship with strategic suppliers is mutually productive and that goals are shared. Council aims to develop a relationship with suppliers that create mutually advantageous, flexible and long term relations based on the quality of performance and financial savings.

7.2. Supply Market Development

A wide range of suppliers should be encouraged to compete for Council work. The focus for new work need not always be with the larger more familiar businesses. Other types of organisations offering business diversity include:

- Local businesses;
- Green suppliers;

- Small to medium sized enterprises;
- Social enterprises;
- Ethnic and minority business; and
- Voluntary and community organisations.

7.3. Relationship Management

The Council is committed to developing constructive long-term relationships with suppliers. It is important that the Council identifies its key suppliers so that its efforts are focused to the best effect. Such areas may include:

- Size of spend across the Council;
- Criticality of goods / services, to the delivery of the Council's services;
- Availability of substitutes; and
- Market share and strategic share of suppliers.

8. Review

The Procurement Policy is issued under the authority of the Director Corporate Services. It is reviewed and updated by the Procurement and Contracts Unit. The contents of this document represent the current policy of Council and reflect the current practices and experience of Council. This policy is subject to annual review and will be altered (and the alterations communicated to users) as, and when, appropriate in order to ensure that it remains current.

Changes to this policy can be requested by presenting a suitable case to the Manager Finance.

9. Related Documents

The content of information contained in the following documents relate to this Policy. With respect to the application of this Policy, if there is any inconsistency or ambiguity within the documents listed this Policy prevails.

10.1 Essential

- Moonee Valley City Council Excellence in Governance, September 2008;
- Sustainable Procurement Guidelines 2015;
- Councillor Code of Conduct, June 2009;
- OHS-011 Project Design Risk Management Policy; and
- OHS Purchasing Policy.

10.2 General

- AS4120 – 1993: Australian Standard Code of Tendering (Standards Australia Committee on Construction Industry Practice).
- Victorian Local Government Best Practice Guidelines 2013
- Competition Code (Trade Practices Act/ Competition and Consumer Act)

Sustainable Procurement Guidelines 2016

APPENDIX A

A. Introduction

Moonee Valley City Council is committed to reducing its environmental footprint joining worldwide efforts to protect our environment.

Council works from the premise that every purchase has an impact on our environment and has developed Sustainable Procurement Guidelines to advance the procurement of sustainable products and services.

The Sustainable Procurement Guidelines recognise that the words 'procurement' and 'purchasing' are used interchangeably throughout the industry, which is reflected in our guidelines and general communications.

The Sustainable Procurement Guidelines are primarily guiding environmental considerations. The Guidelines will be enhanced at a later date to assist in incorporating social considerations.

B. Definition of Sustainable Procurement

What makes a purchase 'green'?

A purchase is a sustainable purchase if it meets at least one of the following four criteria:

- 1) **Necessary Goods** manufactured **more sustainably** than goods we currently buy, and/or manufactured to best practice sustainability standards.
Example: 100% recycled paper
- 2) **Goods** that will **improve the sustainability** of our business.
Example: solar panels
- 3) **Necessary services** provided **more sustainably** than services we currently buy, and/or provided to industry best practice in sustainability.
Example: green cleaning services
- 4) **Services** to **improve the sustainability** of our business.
Example: Energy audits



Council will demonstrate to the community that our purchasing decisions can:

- enhance our environment and human health
- be resource responsible and contribute to towards sustainability
- improve markets for environmentally preferred products
- provide better value for money over the long term

This Policy covers all Council employees, contractors and agents.

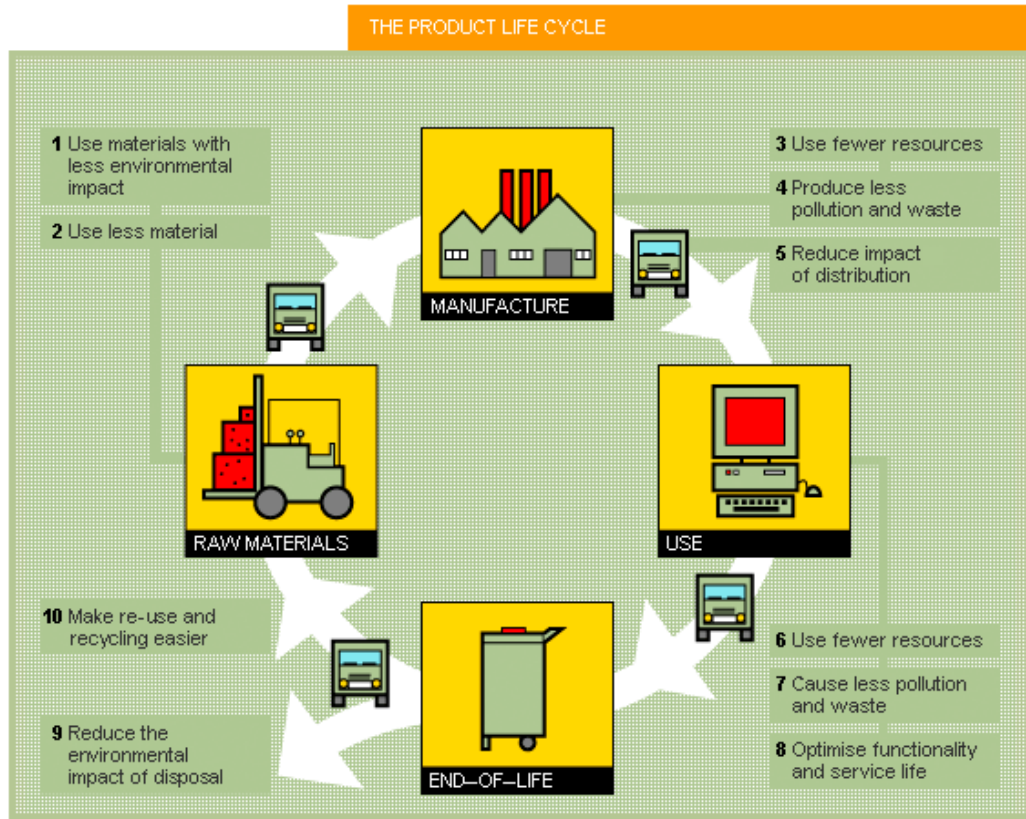
C. Policy context

In 2004, Council committed to the implementation of a green purchasing program.

The determination to develop a Sustainable Procurement Policy has since been supported in the City Sustainability Policy 2014 and supporting strategies.

The Policy addresses Council's direct and embodied resource use:

- Direct resource use refers to Council's operation of the product eg. electricity, gas, fuel water consumption and products incidental to maintenance eg. parts, paints, cleaning products, lubricants.
- Embodied resource use refers to the total resources needed to produce a product or service. This may include production, packaging, distribution, potential for reuse and recycling and disposal of the product.
- A full product lifecycle resource use assessment is the combined direct and embodied resource use.



Source: Eco-Buy member resources

Even though Council is not directly responsible for embodied resources, it is important to purchase and monitor sustainable products to reach environmental sustainability.

D. Terms and Definitions

Energy efficient products use less energy than typical products or facilities to provide a given service (e.g. heating, lighting).

Environmentally preferred products and services are those that have less effect on human health and the environment than competing products and services. This comparison may consider the source of raw materials, production, packaging, distribution, potential for reuse and recycling, operation, maintenance, or disposal of the product.

Embodied resource use

Embodied resource use is defined as the amount of resources (e.g. materials, energy, water) needed to produce a product or service. This includes raw materials, production, distribution and disposal including all intervening transportation steps necessary or caused by the product's existence.

Green product

See environmentally preferred product.

Green purchase/green procurement

When it is a product or service that is environmentally preferable to what you are currently purchasing and/or meets industry best practice in sustainability.

Post-consumer waste is material generated by households or by commercial, industrial and institutional facilities in their role as end users of the product, which can no longer be used for its intended purpose. This includes returns of material from the distribution chain.

Pre-consumer waste is material diverted from the waste stream during the manufacturing process. Excluded is re-utilisation of materials such as rework, regrind or scrap generated in a process and capable of being reclaimed within the same process that generated it.

Practicable means satisfactory in performance and available at a reasonable cost.

Recycled materials are those that have been reprocessed from recovered (reclaimed) material by means of a manufacturing process and made into a final product or into a component for incorporation into a product.

Recycled content products are made from materials that have been recovered from a waste stream, processed and used as a raw material for the manufacture of a useful new product through a commercial process. These products will contain a specified percentage of material that would otherwise have been disposed of as waste.

Remanufacture means to renew or restore a used product into its original form or into a useful new product through a commercial process.

Sustainable use of resources is use that meets the present needs of the user while also taking into account external and future costs, including costs to the environment, human health and depletion of resources.

E. Green procurement targets

Council will purchase environmentally preferred products and services whenever they perform satisfactorily and are available at a reasonable price.

Procurement decisions will be made on the basis of *value for money over time* (Total Cost of Ownership) and environmental impacts, rather than *just the cheapest up-front* purchase price.

It will be considered that environmentally preferred products might have higher upfront costs, but are more durable, of higher quality, require less maintenance and therefore last longer thereby reducing the Total Cost of Ownership.

It will also be considered that products that lower Council's electricity, gas, fuel and water consumption reduce costs over time. For example energy efficient appliances or solar panels will save money through reduced energy bills thereby reducing the Total Cost of Ownership.

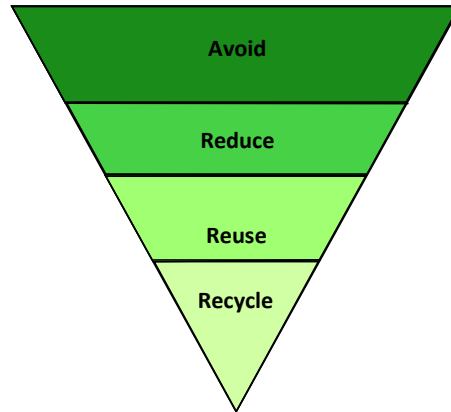
Where products are chosen solely on the basis of purchase cost, the employee may be required to provide detailed reasons for not considering the Total Cost of Ownership.

Employees and contractors will pursue the following guiding principles when purchasing products and services.

F. Guiding principles

Sustainability hierarchy

The sustainability hierarchy sets the guiding principles for Moonee Valley's Sustainable Procurement Policy.



Avoid – Buy only what is needed and avoid purchasing unnecessary products (e.g. check the reusable stationary cupboard first, borrow items from your colleagues that you need infrequently)

Reduce – Select durable products that use fewer resources and avoid waste (e.g. purchasing in bulk to reduce packaging, purchase of printing equipment that prints double sided).

Reuse – Use the same item more than once, and extending the life of products before replacing an item. Aim to re-use or repair an existing product. Ensure that new purchases are durable and are easy to maintain and upgrade.

Recycle – Purchase products that contain recycled materials or those that have or can be re-manufactured.

1. Reduce greenhouse emissions

- a) Purchase durable products that remove the need for energy to be used (e.g. a bike)
- b) Purchase durable products that are energy efficient (e.g. a high energy rating fridge)
- c) Purchase products with lower embodied energy (e.g. steel cans rather glass jars)
- d) Purchase renewable energy and reduce the purchase of fossil fuels (e.g. accredited Green Power)
- e) Purchase products that have not been transported long distances (e.g. made in Moonee Valley)

2. Save water

- a) Purchase products that reduce the need for potable water to be used (e.g. mulch, rainwater tanks)
- b) Purchase products that are water efficient (e.g. high water rating shower heads)
- c) Purchase products with low water requirements for its production (e.g. recycled paper, photovoltaic electricity)

3. Reduce waste and material use

- a) Purchase durable products for which there is a clear, present and ongoing need.

- b) Purchase products with minimal packaging (e.g. avoid individually packaged products)
- c) Purchase products with low material requirements for its production (e.g. cups made from corn starch rather than plastic)
- d) Purchase products with low material requirements for its operation (e.g. printers with reusable toner cartridges)
- e) Purchase second hand products (e.g. used tables and chairs from a business that no longer needs them)
- f) Purchase products with recycled content (e.g. wheelie bins made from recycled plastic)
- g) Purchase products with end-of-life options for reuse, recycling, disassembly (e.g. bike hoops that can be moved to another location)

4. Protect ecosystems, air, soil and water quality

- a) Purchase durable products that reduce disruption of ecosystems (e.g. wood products with a forest stewardship label)
- b) Purchase products and services that will not reduce air, land or water quality by releasing toxic substances at any stage of their life cycle
- c) Purchase products that reduce the amount of stormwater, wastewater and/or groundwater pollution (e.g. avoid toxic substances in cleaning products)

G. Implementation

The Guidelines and Action Plan (**Attachment 1**) will be included in Council's Procurement Policy.

The environment and finance departments will be responsible for communicating and implementing the policy. A Sustainable Procurement Toolkit (**Attachment 2**) will be provided to assist staff in finding green suppliers and products and guide through some of the questions to ask when assessing the environmental impact of a product or product-based service.

Green purchases will be tracked through Council's finance system (**Attachment 3**).

Managers and supervisors will ensure, via information, training, instruction and supervision, that all employees are aware of the Guidelines and of their responsibilities.

Employees who requisition supplies and who authorise purchases have a responsibility to comply with the Policy by ensuring that sustainable products are purchased in place of alternatives.

Council will continue to participate in the ECO-Buy program to stay up to date with changes in knowledge, awareness, attitude and technology for the impacts of products and services on the environment and human health. This self-funded program also provides access to a wide range of services and resources, from policy and strategy development and implementation to practical tools, templates and advice.

H. Monitoring and reporting

The finance system has been identified as a medium to assist Council in tracking and monitoring its green procurement. It is expected that the finance system will be the single point at which all sustainable purchases will be captured to allow Council to monitor and report the effectiveness of its Sustainable Procurement Policy (**Attachment 3**).

To effectively monitor and track the expenditure associated with Council's sustainable procurement it is anticipated that the finance system will provide an annual report identifying the expenditure totals associated with sustainable purchases.

A report on implementation of the policy and action plan will be prepared every year.

The review will identify areas in need of additional or alternative actions to ensure sustainable procurement practices will be embedded and followed through in all of Council's procurement processes.

Procurement goals and definitions of sustainable products and services will be reviewed and updated regularly and take into consideration changes in knowledge, awareness, attitude and technology for the impacts of products and services on the environment and human health.

Attachment 1 Action Plan

No	Action	Responsibility	Time Frame
Policy			
1	Adopt Sustainable Procurement Policy	Finance and Environment	Completed
Finance system			
2	Create sustainability codes in Technology One finance system.	Finance and Environment	Completed
3	Track sustainable purchases through Technology One finance system.	Finance and Environment	Ongoing since 2011
3a	Develop Total Cost of Ownership assessment methodology and practice	Finance and Environment	2016-2017
Training and staff information			
4	Prepare sustainable purchasing standard questions and criteria to include in tender documents.	Environment	Completed
5	Ensure via information, training, instruction and supervision, that all employees are aware of the Sustainable Procurement Policy and of their responsibilities.	Finance and Environment	Ongoing since 2011
6	Ensure that all staff have access to information on environmentally preferred products and sustainable suppliers.	Environment	Ongoing since 2011
7	Include Sustainable Procurement Policy in purchasing training.	Finance	Ongoing since 2011
8	Actively promote Council's Sustainable Procurement Policy.	Environment	Ongoing since 2011
Supplier information and liaison			
9	Inform contractors and agents about Sustainable Procurement Policy and ensure they adhere to the specified principles when purchasing products, materials and services.	Managers and Supervisors all departments	Ongoing since 2013
10	Include sustainability specifications in relevant tender documentation, consultant briefs and contract reviews. Include a requirement to track sustainable purchases and report back to Council.	Finance and Environment	Ongoing since 2011
11	Request contractors report on sustainable products they buy on behalf of Council.	Managers and Supervisors all departments	Ongoing since 2013

Monitoring			
12	Environment Unit to be invited to be present on all tender committees.	Environment	Ongoing since 2013
13	Provide an annual report on implementation of Sustainable Procurement Policy and actions.	Environment	Ongoing since 2012
14	Review and identify areas in need of additional or alternative actions to ensure sustainable procurement practices will be embedded and followed through in all of Council's procurement processes.	Environment	Ongoing since 2012
15	Review sustainable procurement goals and definitions regularly and take into consideration changes in knowledge, awareness, attitude and technology for the impacts of products and services on the environment and human health.	Environment	Ongoing since 2011

Attachment 2 Sustainable Procurement Toolkit

The Sustainable Procurement Toolkit helps you to find and identify sustainable products and services. The toolkit includes three components:

1. Information on where you can find sustainable suppliers and products
2. A checklist to assess the environmental impact of a product
3. Labels and certifications that help you identify sustainable products

1. Where can I find sustainable products?

You can find sustainable products and suppliers through the online [Eco- Find database](http://www.ecobuy.org.au/director/ecofind.cfm) (<http://www.ecobuy.org.au/director/ecofind.cfm>)

You can search by keyword or product category, and also by location.

When you search by product category, information and advice is displayed about the key environmental issues and the procurement and operational approaches to consider, including tips on how to avoid or minimise environmental impacts.

Also, try the Ecospecifier database: (<http://www.ecospecifier.com.au/products.aspx>)

2. Sustainable Procurement Checklist

The checklist on the following page guides you through some of the questions to ask when assessing the environmental impact of a product or product-based service.

Please note that not all questions will be relevant for every product depending on the significant environmental impact/s it has across its lifecycle

	Questions	Y	N	NA	Comments
Waste reduction					
1.	Is the product or service necessary?				
2.	Will the purchase minimise or reduce waste?				
3.	Does the product contain recycled materials?				
4.	Is the product reusable or does it contain reusable parts?				
5.	Is the product durable with a comparatively long life?				
6.	Does the product allow servicing or replacement of consumable components to extend its useful life?				
Packaging					
7.	Has the packaging been designed to minimise waste?				
8.	Is the packaging made from recycled materials?				
Energy efficiency					
9.	Does the product have an energy rating of 4 Star or above?				
10.	Is the product energy efficient during operation/standby?				
11.	Does the product or service reduce energy use?				
12.	Does the product or service produce renewable energy?				
Water efficiency					
13.	Does the product have a water rating of 4 Star or above?				
14.	Does the product or service reduce water use?				
15.	Does the product provide an alternative source of water?				
Health and safety					
16.	Is the product free of hazardous chemicals?				
17.	Is the product fully biodegradable?				
Price					
18.	Will the product result in long-term savings due to a lower Total Cost of Ownership through reduced ongoing operating costs, less use of electricity, water or fuel?				
19.	Will the product result in long term savings through a lower Total Cost of Ownership due to durability and savings in maintenance costs?				
Product and supplier Information					
20.	Will the manufacturer take the product back at the end of its life?				
21.	Is information provided outlining recovery options at the end of its useful life?				
22.	Does the supplier or service provider have an environmental policy and/or environmental management system?				

3. Are there any sustainable product labels?

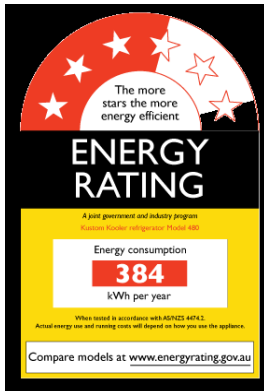
The labels and certifications below help you identify sustainability features (e.g. energy and water efficiency) and 'green' products that have been certified according to accredited standards in Australia or overseas.

Environmental life cycle performance



The Good Environmental Choice label indicates the environmental performance of a product from a whole of product life perspective for consumer goods. The label is awarded to products that meet voluntary environmental performance standards in conformance to international environmental labelling standards.

Reducing greenhouse emissions



The Energy Rating label compares the energy efficiency of appliances. It has two main features:

- The star rating gives a comparative assessment of the energy efficiency
- The comparative energy consumption (usually kilowatt hours/year) estimates the annual energy consumption based on the tested energy consumption and information about the typical use of the appliance.



The Greenhouse Friendly label indicates that the carbon dioxide emitted throughout the product's life-cycle is offset using an approved Greenhouse Friendly™ abatement method. This program is operated by the Australian government.



Energy Star is the US government-backed symbol for energy efficiency helping to save money and protect the environment through energy-efficient products and practices.



These labels tell you the amount of accredited GreenPower your energy retailer is purchasing on your behalf, as a percentage (10% – 100%).



Fifty per cent means that your energy supplier purchases renewable energy from accredited GreenPower sources to the amount equal to 50% of your consumption.

Saving water



The water rating label compares the water efficiency of water-using products. It has two main features:

- A zero to six star rating that allows a quick comparative assessment of the product's water efficiency. The more stars on the label the more water efficient the product.
- A figure showing the water consumption flow of the product based on laboratory tests.

Attachment 3 Tracking sustainable purchases through the finance system

The role of the finance system

The Technology One finance system is the single point at which all green purchases will be captured to allow Council to monitor and report the effectiveness of its Sustainable Procurement Policy.

The requisition heading title is named 'Green Type'.

Requisition header pick-list inputs

The finance system has the following features to track and monitor sustainable purchases:

- a list of mandatory fields

Code	Short Description	Description and examples
10	Energy Saving	Purchases that save energy and reduce greenhouse. Way 1: energy efficient appliances, accredited carbon offsets, even a 'carbon-neutral' accountant Way 2: solar products, insulation, bike racks, car-pool software
20	Water Protection	Purchases that save water or improve waterway health. Way 1: water efficient appliances, leak fixing, efficient irrigation, water tanks Way 2: raingardens, wetlands, creek planting, pollution traps, street cleaning, drain cleaning, water audits, water education
30	Waste Avoidance	Purchases that reduce the amount of waste created, and the amount of materials used in its production. Way 1: biodegradable products, repairs, recycled content, durable products Way 2: re-usable cups, re-new program, marketing for a community recycling program, promoting local green businesses
40	Ecosystem Safe	Purchases that prevent damage to our land, water, air, flora and fauna. They may even improve our ecosystem. Way 1: Biodegradable cleaning products, certified plantation timber, a table made with less resources than normal, organic food, tree planting Way 2: Signage for litter bins or 'no feeding ducks', bush food program
50	No Greener Option	Lower impact option was not considered or could not be found. This will almost NEVER be ticked, as there is usually a greener option Ask the environment team for help with your big or repeat purchases
60	Green Not Selected	Greener option available but not selected for purchase. Ticking this will see the ever-eager Environment Team coming to visit you for a 'helpful and inspirational' chat. At the same time, we understand that sometimes there will be concerns about the reliability and costs of products. We just want to be sure the information is available for you.

- Selection Code, Short Description and Description columns are embedded into the purchase requisition module to assist users and avoid confusion about their purchase

Table 1: Pick-list table contents for 'Green Type'

Just pick one...

It's great that green purchases often tick more than one box, but it can be confusing.

Use your discretion to select the code that is the primary environmental effect of the purchase.

Additional selection codes may be included in the future if desired.

Output functions

To effectively monitor and track the expenditure associated with Council's Sustainable Procurement Policy, Technology One provides an Excel report on demand identifying the quantities and expenditure totals associated with each field. The report provides the name and department of the staff member who raised the requisition to enable effective follow-up on data entry queries.



Procurement Policy

June 2016

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mvcc.vic.gov.au





POLICY TITLE	PROCUREMENT POLICY
POLICY TYPE	MANAGEMENT
GROUP	CORPORATE SERVICES

PROCUREMENT POLICY STATEMENT

Moonee Valley City Council is committed to providing best value in the services it provides-delivers to the community.

Council has implemented fundamental procurement control mechanisms to ensure orderly and efficient supply and delivery of, and payment for, goods, services and works. An important element of achieving this is the responsible procurement of goods, services and works.

Procurement activities will be carried out in compliance to Section 186, 208A, 136, of the Local Government Act 1989 ("the Act"), Council plan, strategies, aims and objectives, relevant Council policies, other relevant legislation and the Victorian Local Government Best Practice Procurement Guidelines.

This Procurement Policy encompasses the principles, processes and procedures applying to all procurement of goods, services and works by Council.

1. Background Foundations of this policy

The objective of this Policy is to foster fair, ethical and financially effective practices in all procurement and contracting activities. Procurement decisions must be made in consideration of Council's triple bottom line (financial, social and environmental) approach and demonstrating accountability to rate payers.

1.1. Foundation principles

The foundation principles of this Policy are:

- Full compliance with all statutory requirements and regulations;
- Financial control, efficiency and ease of operation;
- Open and fair competition and value for money;
- Commitment to environmentally sustainable procurement;
- Probity and ethical behaviour;
- Social considerations; and
- Risk Management & Occupational Health and Safety requirements.

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1.2. Council practices

Moonee Valley City Council recognises that:

- Developing a procurement strategy and adopting appropriate
- This policy establishes a consistent basis upon which Council is able to ensure practices are in place so that the commitment of Council funds for procurement activities is considered appropriate, in line with best practices.
- All expenditure is made prudently with the goal of making the most efficient and effective use of public money.
- Council will consider supply arrangements that deliver the best value outcomes in terms of time, expertise, cost, value and overall results.
- best practice contracting and procurement principles, policies, processes and procedures for all goods, services and works by the Council, will enhance achievement of the Council's objectives such as sustainable and socially responsible procurement; bottom-line cost savings; supporting local economies; achieving innovation; and better services for communities.
- The elements of best practice applicable to local government procurement incorporate:
 - Broad principles covering ethics, value for money, responsibilities and accountabilities;
 - Guidelines giving effect to those principles;
 - A system of delegations (i.e. the authorisation of officers to approve and undertake a range of functions in the procurement process); and
 - Procurement processes, with appropriate procedures covering minor, simple procurement to high value, more complex procurement and a professional approach.

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Corporate Services	Manager Finance			



Moonee Valley City Council requires that:

- Council's procurement, contracting, and contract management activities endeavour to:
 - Support Council's corporate strategies, aims and objectives including, but not limited to those related to sustainability, protection of the environment, and corporate social responsibility;
 - Take a long term strategic view of its procurement needs while continually assessing, reviewing and auditing its procedures, strategy and objectives;
 - Provide a robust and transparent audit trail which ensures that procurement projects are delivered on time, within cost constraints and that the needs of end users are fully met;
 - Ensure that risk is identified, assessed and managed at all stages of the procurement process;
 - Use strategic procurement practices and innovative procurement solutions to promote sustainability and best value, in particular making use of collaboration and partnership opportunities;
 - Use social procurement to enhance sustainable and strategic procurement to effectively contribute towards building stronger communities and meeting the wider social objectives of the Council;
 - Comply with legislation, corporate policies or other requirements, ensuring that all staff responsible for procurement and contract management are aware of and adhere to the legislative requirements, Council standards and best practice;
 - Span the whole life cycle of an acquisition from initial concept to the end of the useful life of an asset, including its disposal, or the end of a service contract;
 - Achieve value for money and quality in the acquisition of goods, services and works by the Council;
 - Demonstrate that public money has been well spent;
 - Are conducted, and are seen to be conducted, in an impartial, fair and ethical manner;
 - Seek continual improvement including the embrace of innovative and technological initiatives such as electronic tendering processes to reduce activity cost; and
 - Generate and support business in the local community and seeks to source Australian produce for its catering needs from an Australian producer.

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2. Purpose

The purpose of this Policy is to:

- Maximise benefits to Council and minimise the risk of exposure to Council and the community
- Provide guidance to the Council to allow consistency and control over procurement activities
- Demonstrate accountability to rate payers
- Provide guidance on ethical behaviour in public sector purchasing
- Demonstrate the application of elements of best practice in purchasing
- Increase the probability of obtaining the right outcome when purchasing goods and services

3.2. Scope

This Procurement Policy is made under Section 186 (A) of the Local Government Act 1989 ("the Act").

This section of the Act requires the Council to prepare, approve and comply with a Procurement Policy encompassing the principles, processes and procedures applied to all purchases of goods, services and works by the Council.

This Policy is produced for the information and guidance of all Council Officers authorised with the operation of procurement and This Policy applies to all contracting and procurement activities at the Council purchased procured from suppliers external to Council, as defined in Section 8 of this Policy.

This Policy excludes services provided by staff employed via the Council payroll.

This Policy is binding upon Council officers and temporary employees, contractors and consultants while engaged by the Council.

The Act and the Procurement Policy of the Council is the primary reference point for how all procurement should be performed.

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Moonee Valley City Council requires that:

- Council's procurement, contracting, and contract management activities endeavour to:
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3. Internal Controls

3.1. Fraud and Corruption Control

Council has zero tolerance for corrupt conduct or fraudulent activity. Council is committed to preventing, deterring, detecting and reporting corrupt and fraudulent behaviour.

Council has developed a Fraud and Corruption Policy and Plan which provides a comprehensive framework for preventing the risk of fraud and strengthening organisational integrity.

The Fraud and Corruption Policy is available on Council's website and intranet.

3.1.3.2. Responsible Procurement Structure The Council shall:

The Council will establish a procurement management responsibility structure and delegations ensuring accountability, traceability and auditability of all procurement decisions made over the lifecycle of all goods, services and works purchased by the Council

The Council will install and maintain a framework of internal controls over procurement processes that will ensure:

Ensure that the Council procurement structure:

- More than one person is involved and responsible for a transaction end to end
- Transparency in the procurement process
- A clearly documented audit trail exists for procurement activities
- Appropriate authorisations are obtained and documented
- Systems are in place for appropriate monitoring and performance measurement
- It is flexible enough to procure in a timely manner the diverse range of material, goods, works and services required by Council
- ensures that prospective contractors and suppliers are afforded an equal opportunity to tender/quote
- encourages competition is encouraged
- Policies that affect the procurement – policy and practices are communicated and implemented
- ensures a green procurement approach by supporting the principles of sustainable procurement, within the context of procuring on a Value for Money basis
- ensures comprehensive and well-documented records are maintained on all acquisition of goods and services

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- ~~ensures that~~ The acquisition of goods and services by the Council is free from corruption, fraud and conflict of interest.

3.2.3.3. Responsible Financial Management

The principle of responsible financial management shall be applied to all procurement activities.

Accordingly, to give effect to this principle, the availability of existing funds within an approved budget, or source of funds, shall be established prior to the commencement of any procurement action for the supply of goods, services or works. The appropriate procurement process will depend on the value of the procurement activity.

Council staff must not authorise the expenditure of funds in excess of their financial delegations.

Council funds must be used efficiently and effectively to procure goods, services and works and every attempt must be made to contain the costs of the procurement process without compromising any of the procurement principles set out in this Policy.

3.3.3.4. Delegation of Authority

3.4.1. Requirement

3.3.1. Requirement

Delegations define the limitations within which Council staff are permitted to work. Delegation of procurement authority allows specified Council staff to approve certain purchases, quotation, tender and contractual processes without prior referral to the Council. This enables the Council to conduct procurement activities in an efficient and timely manner whilst maintaining transparency and integrity.

Procurement delegations ensure accountability and provide confidence to the Council and the public that purchasing activities are dealt with at the appropriate level.

3.4.2. Delegations

3.3.2. Delegations

(i) Council Staff

The Council shall maintain a documented scheme of procurement delegations, identifying Council staff authorised to make such procurement commitments in respect of goods, services and works, including variations, on behalf of the Council and their respective delegations contained in Financial Delegations policies.

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(ii) Delegations Reserved for the Council

Commitments and processes which exceed the CE's Chief Executive Officer's delegation and which must be approved by the Council are:

- Transactions between the value of \$750,000 and \$4,000,000 (incl. GST) requiring approval and initial signing and sealing of contract documents by Council's Tenders Committee.
- Transactions above \$4,000,000 (incl. GST) requiring approval, initial signing and sealing of contract documents by the Council.
- Variations and contract term extensions where the original contract was awarded under delegation of the Tenders Committee or Full Council and the right to vary or extend has not been delegated to the Chief Executive Officer.

4. Risk Management

Risk Management must be appropriately applied at all stages of procurement activities which will be properly planned and carried out in a manner that will protect and enhance the Council's capability to prevent, withstand and recover from interruption to the supply of goods, services and works.

A poor procurement decision can adversely affect Council's operations and service delivery.

4.1. Occupational Health and Safety (OH&S)

All contractors, suppliers and service providers must comply with all legislative and regulatory requirements, particularly in relation to OH&S. This is frequently (but not always) a mandatory requirement and non-compliance will disqualify prospective contractors, suppliers and service providers.

- Where an item to be procured poses a potential credible risk of injury/illness to employees and/or a potential credible risk or negative impact on the environment (through production or use) then, after consultation with affected employees, an item of lower risk should be selected;
- Depending on the extent of risk posed by an item, a judgment on whether a full hazard identification and risk assessment should be conducted needs to be made;
- Where an item poses or potentially poses a risk, consideration needs to be given to adequate and sustainable control measures to lessen the risk, and
- Where procurement of an item that poses or potentially poses a risk proceeds, training in safe use and handling is mandatory.

Council is committed to compliance with the Occupational Health and Safety Act (as amended) 2004. The current Act places duties on the designers of plant, on designers of buildings and structures, on manufacturers of plant and substances, on suppliers of plant and

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<p>substances and on people installing, erecting or commissioning plant. Generally, they will be able to provide information on its intended safe use, testing procedures and results, instructions for operational safety and safe operating conditions. Where safety considerations apply, the responsible department manager and OH&S officer should be consulted.</p>	<p>Formatted</p>
<p>4.2. Supply by contract</p> <p>The provision of goods, services and works by contract potentially exposes the Council to risk.</p>	<p>Formatted: Font: 12 pt, Not Italic, Font color: Custom Color(RGB(0,103,143))</p> <p>Formatted: Font: 12 pt, Font color: Custom Color(RGB(0,103,143))</p> <p>Formatted: Font: 12 pt</p>
<p>4.3. Risk Minimisation</p> <p>Council will minimise its risk exposure by measures such as standardising contracts to include current, relevant clauses</p> <p>(i). Requiring security deposits where appropriate;</p> <p>(ii). Referring specifications to relevant experts;</p> <p>(iii). Requiring contractual agreement before allowing the commencement of work;</p> <p>(iv). Use of or reference to relevant Australian Standards (or equivalent); and</p> <p>(v). Effectively managing the contract including monitoring and enforcing performance.</p>	<p>Formatted: Font: Not Italic, Font color: Custom Color(RGB(0,103,143))</p> <p>Formatted: Font: Not Bold, Font color: Custom Color(RGB(0,103,143))</p> <p>Formatted: Font: 12 pt</p> <p>Formatted: Justified, Indent: Left: 1.75 cm, Space After: 12 pt</p> <p>Formatted: Font: 12 pt, Not Bold</p> <p>Formatted: Justified, Indent: Left: 1.75 cm, Hanging: 0.75 cm</p> <p>Formatted</p> <p>Formatted</p> <p>Formatted</p> <p>Formatted</p> <p>Formatted</p>
<p>4.4. Contract terms</p> <p>All contractual relationships must be documented in writing based on standard terms and conditions.</p> <p>To protect the best interests of the Council, terms and conditions must be settled in advance of any commitment being made with a supplier. Any exceptions to doing this expose the Council to risk and thus must be authorised by the appropriate member of Council staff.</p>	<p>Formatted: Font: 12 pt, Not Italic, Font color: Custom Color(RGB(0,103,143))</p> <p>Formatted: Font: 12 pt, Font color: Custom Color(RGB(0,103,143))</p> <p>Formatted: Default, Indent: Left: 1.75 cm, Space Before: 0 pt, Tab stops: Not at 16 cm</p> <p>Formatted: Default, Left, Indent: Left: 1.75 cm, Space Before: 0 pt, Tab stops: Not at 16 cm</p> <p>Formatted: Font: 12 pt</p> <p>Formatted: Justified, Indent: Left: 1.75 cm</p> <p>Formatted: Font: 12 pt</p> <p>Formatted: Font color: Black</p> <p>Formatted: Default, Left, Indent: Left: 1.75 cm, Space Before: 0 pt, Tab stops: Not at 16 cm</p>

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4. Definitions and Abbreviations

Term	Definition
Act	The Local Government Act 1989.
Aggregated Purchasing Agreement (APA)	Any purchase through an approved purchasing scheme under section 186 of the Local Government Act (e.g. Procurement Australia).
Category Management	A 'Category' is an area of spend determined by known market boundaries separating different products, services or industries. Category management recognises that suppliers with a certain market are likely to have similarities which enable a tailored approach to procurement.
Chief Executive (CE)	The Chief Executive of the Moonee Valley City Council.
Commercial in Confidence	Information that, if released, may prejudice the business dealings of a party (e.g. prices, discounts, rebates, profits, methodologies and process information).
Contract Management	The process that ensures both parties of the contract fully meet their respective obligations as efficiently and effectively as possible, in order to deliver the business and operational objectives required from the contract and in particular, to provide value for money.
Council	Moonee Valley City Council.
Council Plan	The Council Plan adopted by Moonee Valley City Council according to Section 125 of the Local Government Act 1989.
Councillors	The elected members of the Moonee Valley City Council.
Council Staff	All full-time and part-time council officers, and temporary employees, contractors and consultants while engaged by the Council.
eTendering	Refers to an internet-based electronic tendering system that provides the facility to electronically invite Request for Tenders, distribute RFT documents, securely receive, and open tender submissions, and provide various notices to the suppliers.
Expression of Interest (EOI)	An invitation to receive submissions for the provision of goods, services and/or works. An EOI process is used as a precursor to a public tender.
MAV	Municipal Association of Victoria.

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Probity	A procurement process that conforms to the expected standards of probity is one in which clear procedures that are consistent with the Council's policies and legislation are established, understood and followed from the outset. These procedures need to consider the legitimate interests of suppliers and ensure that all potential suppliers are treated equitably.
Procurement	The whole process of acquisition of goods, works and/or services at the best possible total cost of ownership, in the right quality and quantity, at the right time, in the right place and from the right source for the direct benefit or use of Council. The procurement process spans the whole life cycle from initial concept through to the end of the useful life of an asset (including disposal) or the end of a service contract.
PA	Procurement Australia.
Request for Tender (RFT)	Means the collection of documents and forms available on the Council's website or directly from the Council inviting Tenderers to submit a Tender.
Socially Responsible Procurement	Is the Procurement using Procurement processes and purchasing power to generate positive social outcomes; to cover all social impacts of products and services including health, safety, human rights, ethical production processes, social justice, fair trade, diversity, access and purchasing locally and domestically made products.
Sustainability	Means activities that meet the needs of the present without compromising the ability of future generations to meet their needs. This definition has been adapted from the definition attributed to the World Commission on Environment and Development.
Tender	Means the submission by the Tenderer, constituting an offer, for the provision of the goods, services or works in accordance with the provisions of the Tender Process.
Tenderer	Means a person/company who submits a Tender under the Quotation or Tender Process.
Tender Process	Means the process of inviting parties to submit a quotation by tender using public advertisement, followed by evaluation of submissions and selection of a successful bidder or Tenderer.

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Total Cost of Ownership	Means the identification and inclusion of all direct and indirect costs, savings and benefits associated with a particular product, material or service. This includes the initial cost of purchase, length of warranty, cost of operating the product, anticipated maintenance and repair, and the direct and indirect costs (or financial return) associated with disposal or removal of the product at the end of its useful life.
Value for Money	Means selecting the supply of goods, services or works taking into account both cost and non-cost factors including: <ul style="list-style-type: none"> • contribution to the advancement of the Council's priorities • non-cost factors such as fit for purpose, quality, service and support • cost-related factors including whole-of-life costs and transaction costs associated with acquiring, using, holding, maintaining and disposing of the goods, services or works

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5. Legislation

5.1. General

Principal legislation governing this policy is contained in:

- Section 186 of the Local Government Act 1989 ("the Act") matters relating to the Council entering into contracts;
- Section 186 (A) of the Act (adoption of a procurement policy);
- Section 208A (Best Value Principles);
- Competition and Consumer Act 2010; and
- A New Tax System Act 1999

5.2. State Legislation

Section 186 of the Act requires councils and regional library corporations to undertake a competitive process to test the market before entering into contracts greater than:

- \$150,000 for the purchase of goods or services; or
- \$200,000 for contracts for the carrying out of works

Councils are required to conduct a public tender process before entering into contracts of the specified amount or more.

The Act allows councils to conduct an EOI process as a precursor to a public tender. There are specific circumstances when a council may enter into a contract without first putting that contract to a public tender. The Council or the Chief Executive Officer can only determine these circumstances. Contracts for legal services are exempt from this provision of the Act.

Section 186 (A) of the Act requires a council to prepare and approve a procurement policy. A procurement policy must include any prescribed matter and a council must have regard to Ministerial Guidelines made under the section when preparing its policy. A council must review its procurement policy annually and make it available for public inspection.

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Section 208A of the Act requires councils to apply the following Best Value Principles:

- All services provided by a Council must meet the quality and cost standards, including consideration of:
 - The need to review services against the best on offer in both the public and private sectors;
 - An assessment of value for money in service delivery;
 - Community expectations and values;
 - The balance of affordability and accessibility of services to the community;
 - Opportunities for local employment growth or retention;
 - The value of potential partnerships with other councils and State and the Commonwealth governments; and
 - Potential environmental advantages for the council's municipal district.
- All services provided by a council must be responsive to the needs of its community;
- Each service provided by a council must be accessible to those members of the community for whom the service is intended;
- A council must achieve continuous improvement in the provision of services for its community;
- A council must develop a program of regular consultation with its community in relation to the services it provides; and
- A council must report regularly to its community on its achievements in relation to the principles.

5.3. Commonwealth Legislation

5.3.1. Competition Code (Trade Practices Act)

The Council is required to comply with the Competition Code (Part IV of the Competition and Consumer Act 2010).

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The competition and Consumer Act 2010 prohibits certain forms of anti-competitive conduct. The following practices are regarded as being so inherently anti-competitive that they are prohibited:

- primary boycotts
- price fixing between competitors
- third line forcing
- resale price maintenance
- anti-competitive agreements
- misuse of market power
- exclusive dealing
- mergers
- other boycotts

Part IV also prohibits other forms of conduct if they have the purpose or are likely to have the effect of substantially lessening competition in a market.

5.4. Standards

The Council's procurement activities shall be carried out to the professional standards required by best practice and in compliance with:

- The Act;
- The Council's policies;
- The Council's Code of Conduct;
- Local Government Procurement Best Practice Guidelines; and
- Other relevant legislative requirements such as but not limited to the Competition and Consumer Act, Goods Act and the Environmental Protection Act.

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6.5. Procurement Policy Compliance and Control

6.1. Ethics and Probity

The Council's procurement activities shall be performed with integrity and in a manner able to withstand the closest possible scrutiny.

Ethics and Probity

6.2.5.1. Procurement Ethics and Conduct

The ethical behaviour expected of officers is premised on the belief that all staff involved in procurement and contracting functions must possess a high sense of professional ethics and a high standard of personal integrity and must conduct their procurement activities with the utmost probity.

5.1.1. Conduct of Councillors and Council Staff

Councillors and Council staff shall at all times conduct themselves in ways that are, and are seen to be, ethical and of the highest integrity.

They must pay due regard to the following when exercising the trust placed in them with regard to the expenditure of Council monies:

- Ensure that value for money is obtained by promoting fair, open and accessible competition when procuring goods or services and seeking or renewing contracts;
- Not seek or receive personal gain;
- Present the highest standards of professionalism and probity;
- Maintain confidentiality of Commercial in Confidence information such as contract prices and other sensitive information;
- Be honest and equitable in the treatment of all suppliers of goods and services;
- Deal with suppliers in an impartial manner that does not allow conflicts of interest;
- Ensure that every process is transparent, free from bias or the perception of bias, and that the benefits of all information, assistance and concessions apply or are equally available to all bidders/suppliers;
- Ensure that any staff conflicts of interest are identified, disclosed and mitigated against;
- Ensure that all potential suppliers are provided with identical information upon which to base tenders and quotations and are given equal opportunity to meet the requirements;
- Establish and maintain procedures to ensure that impartial, fair and equal consideration is given to each tender or quotation received;
- Be able to account for all decisions and provide feedback on them;
- Keep accurate records to justify the process and any decisions made;
- Maintain confidentiality and respect the rights of suppliers or potential

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suppliers in relation to their intellectual property and commercially confidential information;

- The acceptance of any nominal gifts or services from a supplier is to be reported in accordance with the Council's Code of Conduct for Staff;
- Abstain from soliciting or accepting remuneration or other benefits from a supplier for the discharge of official duties;
- Items that are personal or private in nature must not be charged to the Council;
- Information obtained on behalf of the Council should not be used for personal gain or to the detriment of the Council; and
- Ensure compliance with the *Competition and Consumer Act 2010*, in that no officers engage in practices such as misleading and deceptive conduct and price collusion and fixing with other parties.

(Note: In certain cases, a breach of these ethical standards constitutes a contravention of the law. Breaches of these standards may result in disciplinary action or even dismissal of staff. Where laws have been or appear to be contravened the Council has an obligation to report such behaviour to the Victoria Police.)

For further information on the ethical behaviour generally expected of Council staff, please refer to Council's Code of Conduct.

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6.2.1—Conduct of Councillors and Council Staff

(i) General

Councillors and Council staff shall at all times conduct themselves in ways that are, and are seen to be, ethical and of the highest integrity and will:

- Treat potential and existing suppliers with equality and fairness;
- Not seek or receive personal gain;
- Maintain confidentiality of Commercial in Confidence information such as contract prices and other sensitive information;
- Present the highest standards of professionalism and probity;
- Deal with suppliers in an honest and impartial manner that does not allow conflicts of interest;
- Provide all suppliers and tenderers with the same information and equal opportunity; and
- Be able to account for all decisions and provide feedback on them.

Council staff responsible for managing or supervising contracts are prohibited from performing any works under the contract they are supervising.

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(ii) **Members of Professional Bodies**

~~Councillors and the Council staff belonging to professional organisations shall, in addition to the obligations detailed in this Policy, ensure that they adhere to any code of ethics or professional standards required by that body.~~

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5.1.2. Conflicts of Interest

6.2.2. Conflict of Interest

Being employed by Moonee Valley City Council is a position of public trust. Employees must only exercise their duties in the service of the community and Moonee Valley City Council.

Council staff must never use their position to serve their own or someone else's private interests.

If Council staff have a conflict of interest that arises through their involvement in any procurement process, they must disclose it in writing to the Coordinator Procurement and Contracts.

A failure to disclose a conflict of interest is a breach of the Local Government Act and can attract significant penalties.

Note: Councillors and Council staff shall not participate in any action or matter associated with the arrangement of a contract (e.g. evaluation, negotiation, recommendation, or approval), where that person or any member of their immediate family has a significant interest, or holds a position of influence or power in a business undertaking tendering for the work. It also extends to contractors, including consultants engaged under a contract to provide advice or service to a Council.

Councillors and Council staff shall at all times avoid situations in which private interests' conflict, or might reasonably be thought to conflict, or have the potential to conflict, with their Council duties.

~~Councillors and Council staff shall not participate in any action or matter associated with the arrangement of a contract (e.g. evaluation, negotiation, recommendation, or approval), where that person or any member of their immediate family has a significant interest, or holds a position of influence or power in a business undertaking tendering for the work.~~

The onus is on the Councillor and the member of the Council staff involved being alert to and promptly declaring an actual or potential conflict of interest to the Council.

~~Councillors and~~ Council staff involved in the procurement process, in particular preparing tender documentation, including writing tender specifications, ~~tender opening,~~ and tender evaluation panels ~~and Councillors,~~ must:

- **Avoid** conflicts, whether actual, potential or perceived, arising between their official duties and their private interests. Private interests include the financial and other interests of Councillors and Council Staff, plus their relatives and close associates
- **Declare** that there is no conflict of interest. Where future conflicts, or relevant private interests arise Council Staff must make their manager, or the chairperson of the relevant tender assessment panel or board

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aware and allow them to decide whether the officer should continue to be involved in the specific Procurement exercise

- **Observe** prevailing Council, VGPB and e-hub guidelines on how to prevent or deal with conflict of interest situations; and not take advantage of any tender related information whether or not for personal gain.

5.2. Outside Employment

Council staff are not restricted from undertaking paid and unpaid work external to Moonee Valley City Council, as long as there is no conflict of interest (actual, potential or perceived) and it does not have a detrimental impact on staff's ability to perform their position at Council. If staff wish to engage in outside employment where there may be a conflict or potential to impact on their performance, staff must obtain prior approval from their manager and speak to HR.

5.3. Contracting for Services

Council staff are precluded from working for Moonee Valley City Council under contract arrangements e.g. sub-contracting or consulting. Employees cannot act as staff and suppliers simultaneously.

6.2.3.5.4. Gifts and Hospitality

No Councillor or member of the Council staff shall, either directly or indirectly solicit or accept gifts or presents from any supplier, member of the public, organisation or body involved with any matter that is connected with the duties of the officer, or in which the Council is interested.

Councillors and the Council staff must exercise the utmost discretion in accepting hospitality from contractors or their representatives, or from organisations, firms or individuals with whom they have official dealings. Councillors and the Council staff should also avoid the ambiguous situation created by visiting the premises of a contractor, organisation, firm or individual uninvited and/or not on official business.

The acceptance of gifts and hospitality may lead to a perception of being influenced and/or of a conflict of interest.

Council staff must comply with the Acceptance of Gifts, Benefits and Hospitality procedure.

Offers of bribes, commissions or other irregular approaches from organisations or individuals (no matter how vague the evidence available), must be promptly brought to the attention of the Chief Executive Officer.

6.2.4.5.5. Disclosure of Information

Commercial in confidence information received by the Council must not be disclosed and is to be stored in a secure location.

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Council staff must comply with Council's Information Privacy Policy at all times and must not make improper use of information gained by being a staff member.

Councillors and the Council staff are to protect such information, by refusing to release or discuss the following:

- Allocated Council budgets for proposed tenderers;
- Information disclosed by organisations in tenders, quotation or during tender negotiations;
- All information that is commercial in confidence; and
- Pre-contract information including but not limited to information provided in quotes and tenders or subsequently provided in pre-contract negotiations.

Councillors and the Council staff are to avoid references to current or proposed contracts in discussion with acquaintances or outside interests.

Discussion with potential suppliers during tender evaluations should not go beyond the extent necessary to resolve doubt on what is being offered by that supplier.

At no stage should any discussion be entered into which could have potential contractual implications prior to the contract approval process being finalised other than authorised pre-contract negotiations.

Procurement activities will be carried out in a way that supports Council staff in meeting their obligations – to ensure information of a commercially sensitive or confidential nature is obtained, stored, processed, published (where applicable) and used in accordance with privacy legislation, Freedom of Information and Council policies and procedures, including records management practices.

6. Probity

Probity is a defensible process which is able to withstand internal and external scrutiny.

When Council staff approach the market to procure goods, services or the carrying out of works, they have a responsibility to obtain value for money. This must be achieved by acting in an unbiased and ethical manner.

The key probity fundamentals for ensuring the achievement of the legislative requirements in which resources are used efficiently and effectively and reflect transparency and accountability are:

- Use of an appropriately competitive process
- Fairness and impartiality
- Consistency and transparency of the process
- Appropriate security and confidential arrangements

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- Identification and management of conflicts of interest

6.1. Use of an appropriately competitive process

6.1.1. 6.2.1 Public Tenders

All tender processes shall be conducted in accordance with the requirements of this Policy and any associated procedures, relevant legislation, relevant Australian Standards and the Act.

Section 186 of the Act requires Councils to undertake a public tender. Purchases-Procurement of goods or services, to the value of \$150,000 or more, or for the carrying out of works, to the value of \$200,000 or more for the whole term of the contract, will be undertaken by a public tender process, unless one of the nominated exemptions apply.

A public tender may be used for values less than \$150,000 if this will service Council interests and produce a better outcome in the context of this policy.

(i) Council's tendering process will:

- Comply with the procurement principles set out in this policy
- Require a public notice inviting tenders, to be placed in the council-chosen newspaper, otherwise seek the widest access to marketplace
- Not levy a charge for access to tender documentation
- Provide common advice to all tenderers on all clarifications and amendments

(ii) A tendering process may, at the discretion of the Procurement Unit:

- Utilise a pre-tender briefing
- Engage an agent to act on Council's behalf providing that Council reserves to itself the final decision on whether to award the contract and that it meets the other requirements of the Act such as giving public notice.

(iii) Tender documentation:

- Tender documents will vary according to particular requirements but should clearly specify the Council required outcomes to allow tenderers to bid for and price works and/or services accurately.
- To minimise risks and uncertainties, the tender documents should be a clear communication to prospective tenderers of Council's expectations.
- The tender process shall be conducted in a way that is fair to all parties using its best endeavours to demonstrate fairness and equality of process to prospective tenderers and in a manner that encourages competition.

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- Tender documentation will include selection criteria and evaluations will be based on these selection criteria. For public tender an evaluation panel will always be required.

(iv) Tender evaluation:

- The evaluation process must be robust, systematic and unbiased. Council staff must be accountable and provide an audit trail for all procurement decisions showing that the process has been followed and that the process was fair and reasonable.
- Appropriately trained staff will rotate through contract evaluation panels to ensure the correct mix of skills and impartiality.
- Council staff must evaluate the tender in accordance with the appropriate evaluation criteria developed for the purpose.
- Late tenders will not be accepted under any circumstances.
- Tender evaluation panels can include external personnel in order to ensure value for money.
- A price preference of 10% can be applied to the evaluation of submissions from local suppliers.
- Negotiations can be conducted with shortlisted suppliers in order to obtain the optimal solution and commercial arrangements, providing they remain within the intent and scope of the tender.
- Tender evaluation panels will produce written report of their evaluation using an appropriate reporting method and prescribed templates.
- The Council's procurement activities will be carried out on the basis of obtaining Value for Money. This means minimising the total cost of ownership over the lifetime of the requirement consistent with acceptable quality, reliability and delivery considerations. Lowest price is not the sole determinate of Value for Money. Best value is often mistaken for meaning the lowest price, however, in terms of the contracting process, best value requires us to balance quality and price with as much transparency as is reasonably achievable.

(v) Tendering Agents:

Council may appoint a tendering agent pursuant to the provisions of section 186 of the Act to:

- Act as an agent for the Council and invite tenders in the name of the Council in accordance to section 186 of the local Act;
- Assess the tenders in accordance with the tender documents;

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- Make recommendations to the Council regarding the tenders received including the recommended Tenderer/s for the consideration of the Council;
- Prepare draft contract documents for execution by Council; and
- Provide ongoing assistance in the contract management phase.

6.2.5.6.1.2. Quotations

For procurement activities up to the total value of \$150,000 (including GST) for goods and services and \$200,000 (including GST) for works (construction) or less Council will define its own thresholds ensuring that procurement activities provide the maximum benefit to Council. In ensuring that purchasing activities provide the maximum benefit to Council and meet legislative requirements, the following information on procurement thresholds and competition is provided below.

Thresholds for procurement activities up to the total value of \$150,000 (including GST) for goods and services and \$200,000 (including GST) for works/ construction			
\$0 - \$500	\$501 - \$10,000	\$10,001 - \$30,000	\$30,001 - \$150,000 \$30,001 - \$200,000
No quotes required	Minimum one written quote required	Minimum two written quotes required	Minimum three written quotes required
	Brief Description of requirement	A written brief or specification document to selected suppliers	Use of Council's Request for Quotation documentation and process

Note: Amounts shown in the table above apply over the life of the contract including all extension options.

For procurement for goods and services between \$30,001 (inclusive of GST) and \$150,000 (inclusive of GST) and procurement for works between \$30,001 (inclusive of GST) and \$200,000 (inclusive of GST) at least three formal quotations are to be invited from suppliers who are considered able to meet Council's requirements. A request for quotation process must be followed with written invitations to quote and responses lodged via email or Council's e-tendering system, evaluated against pre-approved evaluation criteria and documented on respective contract file.

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Procurement Thresholds and Competition (incl. GST)				
Below \$1,000	\$1,001– \$10,000	\$10,001– \$30,000	\$30,001– \$150,000	Over \$150,000 (goods & services) or \$200,000 (works)
No quotes required	Minimum 2 verbal quotes required	Minimum 2 written quotes required	Minimum 3 written quotes required	Advertised Public Tender

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Note: Amounts shown in the table above apply over the life of the contract including all extension options.

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6.2.6.6.2. Fairness and Honest Dealing/Impartiality

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All prospective contractors and suppliers must be afforded an equal opportunity to tender or quote.

Impartiality must be maintained throughout the procurement process so it can withstand public scrutiny.

The commercial interests of existing and potential suppliers must be protected.

Confidentiality of information provided by existing and prospective suppliers must be maintained at all times, particularly commercially sensitive material such as, but not limited to prices, discounts, rebates, profit, manufacturing and product information.

Promoting equality through procurement can improve competition, Value for Money, the quality of public services, satisfaction among users, and community relations. It should be a consideration in every procurement project and reflect corporate commitment to diversity and equal opportunities wherever possible.

6.2.7.6.3. Consistency, Accountability and Transparency

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The essence of a consistent and transparent procurement process is that it builds the confidence of potential suppliers in the council.

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All prospective supplier submissions need to be evaluated in a systematic manner against clearly predetermined and disclosed evaluation criteria.

Accountability in procurement means being able to explain and provide evidence on the process followed. The test of accountability is that an

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independent third party must be able to see clearly that a process has been followed and that the process is fair and reasonable.

Therefore the processes by which all procurement activities are conducted must be in accordance with Council procurement policy and procedures and other related, relevant Council policies and procedures.

Additionally:

- All Council staff must be able to account for all procurement decisions made over the lifecycle of all goods, services and works purchased by the Council and provide feedback on them;
- Where tenders or quotations are sought documentation should include the evaluation criteria. Where criteria are weighted the weighting should be decided and documented before the closing time/ date for receipt of quotations and tenders. Importantly, where certain tender requirements are mandatory these must be identified. These generally relate to risk management factors including insurance, financial viability and occupational health and safety. They are generally assessed in terms of pass or fail and are the first criteria to be assessed; and
- All procurement activities are to provide for an audit trail for monitoring and reporting purposes.

6.4. Appropriate security and confidential arrangements

Council has adopted an electronic tendering system for securely and confidentially receiving and managing tender and supplier information.

e-Procurement is integral to the overall development of procurement processes and involves the use of an electronic system/s to tender for, acquire and pay for supplies, services and works.

By utilising e-procurement the Council aims to:

- Reduce transaction costs;
- Achieve greater leverage;
- Make processes more efficient;
- Improve management information and visibility of spend;
- Increasing control and consistency of processes; and
- Improve spend compliance.

Appropriate security and confidentiality measures commence with preparation of the tender documentation. The documentation should remain confidential until released to the marketplace in order to maintain fair competition.

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From that point forward in the procurement process discussions and documentation will remain secure and confidential, particularly through the council/committee agenda preparation phase, at least until a decision on a tender is made public.

At no stage should any discussion be entered into which could have potential contractual implications prior to the contract approval process being finalised other than authorised pre-contract negotiations.

6.5. Identification and management of conflicts of interest

The importance of this aspect of procurement cannot be over-emphasised, as significant penalties and consequences may follow a breach.

Declaration of conflicts of interest process applies to a quotation as well as a public tender process.

Refer to section 5.1.2 for detailed information.

6.3. Procurement Processes

6.4. Procurement Principles and Methods

6.4.1. Procurement Principles

Council procurement processes are based on a number of principles:

(i) Diversity

Promoting equality through procurement can improve competition, Value for Money, the quality of public services, satisfaction among users, and community relations. It should be a consideration in every procurement project and reflect corporate commitment to diversity and equal opportunities wherever possible.

(ii) Open and Fair Competition

All suppliers are treated fairly in an open and transparent manner and have access to the same information.

(iii) Accountability

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The Council maintains consistency in the approach to procurement across the whole organisation through coherent frameworks, policies and procedures. Accountability in procurement means being able to explain and provide evidence on the process followed. The test of accountability is that an independent third party must be able to see clearly that a process has been followed and that the process is fair and reasonable.

Therefore the processes by which all procurement activities are conducted will be in accordance with the Council's procurement policies and procedures as set out in this policy and related, relevant Council policies and procedures.

Additionally:

- all Council staff must be able to account for all procurement decisions made over the lifecycle of all goods, services and works purchased by the Council and provide feedback on them; and
- all procurement activities are to provide for an audit trail for monitoring and reporting purposes.

(iv) Risk Management

Strategies for managing risks associated with all procurement processes are in place and consistent.

(v) Probity and Transparency

All Council procurement processes must be conducted in a fair, honest and open manner, with the highest levels of integrity and in the public interest.

6.5. Category Management

The Council has a Category Management approach to procurement which brings together expertise from across the Council to identify the most appropriate and effective approach to deliver the Council's outcomes through sourcing and supply arrangements.

The main objective of category management is to reach a point where all or a very high percentage of the Council's spend within a category is being consolidated through approved arrangements, aligned with strategic priorities such that value is maximised on every dollar of expenditure.

All Council contracts are to include contract management requirements. Furthermore, contracts are to be proactively managed by the member of the Council staff responsible for the delivery of the contracted goods, services or works to ensure the Council receives Value for Money.

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6.6. e-Procurement

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6.7.7. Demonstrate Sustained Value

6.7.4.7.1. Integration with Council's Objectives

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This policy shall support the strategic objectives of the Council Plan, including but not limited to those related to sustainability, protection of the environment, corporate social responsibility and meeting the needs of the local community such as:

- Feeling safe;
- Living in a clean and pleasant environment; and
- Receiving good quality and well managed council services that are Value for Money.

6.7.2.7.1.1. Corporate Social Responsibility

Corporate Social Responsibility is about taking positive action to demonstrate the Council's commitment to the local community and environment on which it impacts. This means the Council maximising the benefits of the services they provide across the community and minimising the negative aspects of their activities.

The Council integrates Corporate Social Responsibility into its organisational policies and practices through social procurement, sustainability and diversity.

7.2. Achieving Value for Money

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The Council's procurement activities will be carried out on the basis of obtaining Value for Money. This means minimising the total cost of ownership over the lifetime of the requirement consistent with acceptable quality, reliability and delivery considerations. Lowest price is not the sole determinate of value for money.

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This will be facilitated by:

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- Developing, implementing and managing procurement strategies that support the co-ordination and streamlining of activities throughout the lifecycle;
- Effective use of competition;
- Using aggregated contracts where appropriate;
- Identifying and rectifying inefficiencies in procurement processes;
- Developing cost efficient tender processes including appropriate use of e-solutions

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- Council staff responsible for providing procurement services or assistance within the Council providing competent advice in terms of available products and agreements; and
- Working with suppliers to create relationships that are professional and productive, and are appropriate to the value and importance of the goods, services and works being acquired.

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6.7.3.7.3. Environmentally Sustainable Procurement

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Council is committed to achieving sustainability and ensuring it monitors and reports on Council activities and programs that have an impact on or contribute to the environment including but not limited to the following:

- Energy saving
- Water protection
- Waste avoidance
- Ecosystem safe

Council prefers to purchase environmentally preferred products and services whenever they perform satisfactorily and achieve the same function and Value for Money outcomes.

Where products that are not environmentally preferred are chosen solely on the basis of cost, the employee must detail those reasons for not purchasing environmentally preferred products.

Refer to the Sustainable Procurement Guidelines 2014 at Appendix A of this document.

6.7.4.7.4. Local Procurement

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Council encourages the utilisation, where possible, of locally sourced goods, services and works contractors. Engaging local business is not only environmentally sustainable, but encourages local employment. A price preference of up to 10% can be provided for local suppliers and those suppliers that source Australian produce for Councils catering needs. It is imperative, however, that all procurement processes are adhered to. Localised content of procured goods, services and works would contribute to the added value for the community.

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Council is committed to supporting the local economy, economic diversity and creation of employment by purchasing goods and services from local business and/or business employing locally or from within the region. To achieve this Council will provide increased access to and awareness of Council's procurement opportunities providing local business with training and development programs that increase their capability and competitiveness when tendering.

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The procurement process must be transparent and undertaken without favouritism or bias. With all factors being equal Council may give preference to local economic benefits when sourcing products or services. These benefits must be identifiable and reasonable and may take the form of:

- increased local employment;
- increased activity and spend in the local economy with identifiable benefits; and
- the level of local content in the goods, services or works.

Council also acknowledges its obligations under s186 (6) of the Local Government Act 1989 to, whenever practicable, give preference to contracts for the purchase of goods and services manufactured or produced in Australia or New Zealand.

6.7.5.7.5. Corporate Social Responsibility and Diversity

Corporate Social Responsibility is about taking positive action to demonstrate the Council's commitment to the local community and environment on which it impacts. This means the Council maximising the benefits of the services they provide across the community and minimising the negative aspects of their activities.

The Council integrates Corporate Social Responsibility into its organisational policies and practices through social procurement, sustainability and diversity.

The Council integrates Corporate Social Responsibility into its organisational policies and practices through social procurement, sustainability, diversity, and Community Partnerships. Promoting equality through procurement can improve competition, Value for Money, the quality of public services, satisfaction among users, and community relations. It should be a consideration in every procurement project to value and reflect on an organisations commitment to Corporate Social Responsibility and its willingness to support the local Community.

6.8. Apply a Consistent and Standard Approach

Council will provide effective and efficient commercial arrangements for the acquisition of goods and services.

8. Strategic Procurement and Supplier Management

Council recognises that in order to achieve sustainable value, a strategic assessment of the appropriate 'channel to market' should be undertaken – whether to go to market on its own, participate in regional or sector aggregated projects or panels, access State Government panel agreements or other means.

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6.9. Build and Maintain Supply Relationships

The Council recognises that in order to achieve sustainable value, a strategic assessment of the appropriate 'channel to market' should be undertaken – whether to go to market on its own, participate in regional or sector aggregated projects or panels, access State Government panel agreements or other means. The Council will consider supply arrangements that deliver the best value outcomes in terms of time, expertise, cost, value and outcome.

6.9.4.8.1. Developing and Managing Suppliers

The Council recognises the importance of effective and open working relationships with its suppliers and is committed to the following:

- Managing existing suppliers, via the appropriate development programmes and performance measurements to ensure the benefits are delivered;
- Maintaining approved supplier lists; and
- Developing new suppliers and improving the capability of existing suppliers where appropriate.

Council need to interact with the market and suppliers in particular to understand their views and what enables and encourages diverse parts of the market to bid for work with the Council. At the same time Council will ensure that the relationship with strategic suppliers is mutually productive and that goals are shared. Council aims to develop a relationship with suppliers that create mutually advantageous, flexible and long term relations based on the quality of performance and financial savings.

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6.9.4.8.2. Supply Market Development

A wide range of suppliers should be encouraged to compete for Council work. The focus for new work need not always be with the larger more familiar businesses. Other types of organisations offering business diversity include:

- Local businesses;
- Green suppliers;
- Small to medium sized enterprises;
- Social enterprises;
- Ethnic and minority business; and
- Voluntary and community organisations.

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6.9.4.8.3. Relationship Management

The Council is committed to developing constructive long-term relationships with suppliers. It is important that the Council identifies its key suppliers so that its efforts are focused to the best effect. Such areas may include:

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- Size of spend across the Council;
- Criticality of goods / services, to the delivery of the Council's services;
- Availability of substitutes; and
- Market share and strategic share of suppliers.

6.9.4. Communication

External communication is very important in ensuring a healthy interest from potential suppliers and partners to the Council.

The Council external website will be updated and provide:
Information about Council and how to become an approved supplier;

- A list of existing and forthcoming contract opportunities, projected over a number of years;
- Guidelines for doing business with Council;
- Standard documentation used in the procurement process; and
- Links to other relevant sites.

6.10.9. Review

The Procurement Policy is issued under the authority of the Director Corporate Services. It will be reviewed and updated by the Procurement and Contracts Unit at least annually in accordance with section 186 (7) of the Act.

The contents of this document represent the current policy of Council and reflect the current practices and experience of Council. This policy is subject to annual review and will be altered (and the alterations communicated to users) as, and when, appropriate in order to ensure that it remains current.

Changes to this policy can be requested by presenting a suitable case to the Manager Finance.

7. Consultation

This Policy is based on workshops convened by the MAV in March and April 2009. The purpose of the workshops was to develop a model Procurement Policy to assist councils update or review current Procurement Policy.

8.10. Related Documents

The content of information contained in the following documents relate to this Policy. With respect to the application of this Policy, if there is any inconsistency or ambiguity within the documents listed this Policy prevails.

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8.1 Essential

- Moonee Valley City Council Excellence in Governance, September 2008;
- Sustainable Procurement Guidelines [2014/2015](#);
- Councillor Code of Conduct, June 2009;
- OHS-011 Project Design Risk Management Policy; and
- OHS Purchasing Policy.

8.2 General

- AS4120 – 1993: Australian Standard Code of Tendering (Standards Australia Committee on Construction Industry Practice).
- [Victorian Local Government Best Practice Guidelines 2013](#)
- [Competition Code \(Trade Practices Act/ Competition and Consumer Act\)](#)

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Sustainable Procurement Guidelines 2016⁵

APPENDIX A

A. Introduction

Moonee Valley City Council is committed to reducing its environmental footprint joining worldwide efforts to protect our environment.

Council works from the premise that every purchase has an impact on our environment and has developed Sustainable Procurement Guidelines to advance the procurement of sustainable products and services.

The Sustainable Procurement Guidelines recognise that the words 'procurement' and 'purchasing' are used interchangeably throughout the industry, which is reflected in our guidelines and general communications.

The Sustainable Procurement Guidelines are primarily guiding environmental considerations. The Guidelines will be enhanced at a later date to assist in incorporating social considerations.

B. Definition of Sustainable Procurement

What makes a purchase 'green'?

A purchase is a sustainable purchase if it meets at least one of the following four criteria:

- 1) **Necessary Goods** manufactured **more sustainably** than goods we currently buy, and/or manufactured to best practice sustainability standards.
Example: 100% recycled paper
- 2) **Goods** that will **improve the sustainability** of our business.
Example: solar panels
- 3) **Necessary services** provided **more sustainably** than services we currently buy, and/or provided to industry best practice in sustainability.
Example: green cleaning services
- 4) **Services** to **improve the sustainability** of our business.
Example: Energy audits

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Council will demonstrate to the community that our purchasing decisions can:

- enhance our environment and human health
- be resource responsible and contribute to towards sustainability
- improve markets for environmentally preferred products
- provide better value for money over the long term

This Policy covers all Council employees, contractors and agents.

C. Policy context

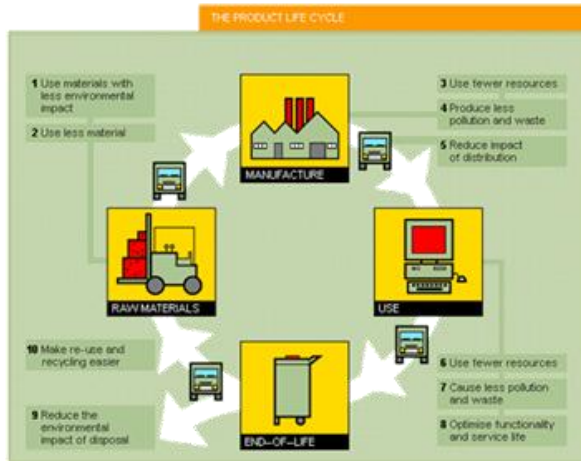
In 2004, Council committed to the implementation of a green purchasing program. In 2004, Council signed a Memorandum of Understanding with ECO-Buy and became a member of the ECO-Buy program. The Memorandum states that we have agreed to be member of ECO-Buy and will commit to the implementation of a green purchasing program.

The determination to develop a Sustainable Procurement Policy has since been supported in the City Sustainability Policy 2014 and supporting strategies.

The Policy addresses Council's direct [as-](#) and embodied resource use:

- Direct resource use refers to Council's operation of the product eg. electricity, gas, fuel water consumption [as-](#) and products incidental to maintenance eg. parts, paints, cleaning products, lubricants.
- Embodied resource use refers to the total resources needed to produce a product or service. This may include production, packaging, distribution, potential for reuse and recycling and disposal of the product.
- A full product lifecycle resource use assessment is the combined direct and embodied resource use.

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Source: Eco-Buy member resources

Even though Council is not directly responsible for embodied resources, it is important to purchase and monitor sustainable products to reach environmental sustainability.

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D. Terms and Definitions

Energy efficient products use less energy than typical products or facilities to provide a given service (e.g. heating, lighting).

Environmentally preferred products and services are those that have less effect on human health and the environment than competing products and services. This comparison may consider the source of raw materials, production, packaging, distribution, potential for reuse and recycling, operation, maintenance, or disposal of the product.

Embodied resource use

Embodied resource use is defined as the amount of resources (e.g. materials, energy, water) needed to produce a product or service. This includes raw materials, production, distribution and disposal including all intervening transportation steps necessary or caused by the product's existence.

Green product

See environmentally preferred product.

Green purchase/green procurement

When it is a product or service that is environmentally preferable to what you are currently purchasing and/or meets industry best practice in sustainability.

Post-consumer waste is material generated by households or by commercial, industrial and institutional facilities in their role as end users of the product, which can no longer be used for its intended purpose. This includes returns of material from the distribution chain.

Pre-consumer waste is material diverted from the waste stream during the manufacturing process. Excluded is re-utilisation of materials such as rework, regrind or scrap generated in a process and capable of being reclaimed within the same process that generated it.

Practicable means satisfactory in performance and available at a reasonable cost.

Recycled materials are those that have been reprocessed from recovered (reclaimed) material by means of a manufacturing process and made into a final product or into a component for incorporation into a product.

Recycled content products are made from materials that have been recovered from a waste stream, processed and used as a raw material for the manufacture of a useful new product through a commercial process. These products will contain a specified percentage of material that would otherwise have been disposed of as waste.

Remanufacture means to renew or restore a used product into its original form or into a useful new product through a commercial process.

Sustainable use of resources is use that meets the present needs of the user while also taking into account external and future costs, including costs to the environment, human health and depletion of resources.

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E. Green procurement targets

Council will purchase environmentally preferred products and services whenever they perform satisfactorily and are available at a reasonable price. Procurement decisions will be made on the basis of value for money over time (Total Cost of Ownership) and environmental impacts, rather than just the cheapest up-front purchase price.

It will be considered that environmentally preferred products might have higher upfront costs, but are more durable, of higher quality, require less maintenance and therefore last longer thereby reducing the Total Cost of Ownership.

It will also be considered that products that lower Council's electricity, gas, fuel and water consumption reduce costs over time. For example energy efficient appliances or solar panels will save money through reduced energy bills thereby reducing the Total Cost of Ownership.

Where products are chosen solely on the basis of purchase cost, the employee may be required to provide detailed reasons for not considering the Total Cost of Ownership.

Employees and contractors will pursue the following guiding principles when purchasing products and services.

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Council has established the following operational targets to achieve by 2015:

- 70 per cent of all contracts specify green product requirements
- 70 per cent of contract evaluations include green procurement principles.

The above targets will be reviewed every 18 months based on our growing experience and knowledge of green procurement.

Council will purchase environmentally preferred products and services whenever they perform satisfactorily and are available at a reasonable price. Procurement decisions will be made on the basis of *value for money over time* and environmental impacts, rather than *just the cheapest up-front purchase price*.

It will be considered that environmentally preferred products might have higher upfront costs, but are more durable, of higher quality, require less maintenance and therefore last longer.

It will also be considered that products that lower Council's electricity, gas, fuel and water consumption reduce costs over time. For example energy efficient appliances or solar panels will save money through reduced energy bills.

Where products that are not environmentally preferred are chosen solely on the basis of cost, the employee must detail the reasons for not purchasing environmentally preferred products.

Employees and contractors will pursue the following guiding principles when purchasing products and services:

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F. Guiding principles

Sustainability hierarchy

The sustainability hierarchy sets the guiding principles for Moonee Valley's Sustainable Procurement Policy.



Avoid – Buy only what is needed and avoid purchasing unnecessary products (e.g. check the reusable stationary cupboard first, borrow items from your colleagues that you need infrequently)

Reduce – Select durable products that use fewer resources and avoid waste (e.g. purchasing in bulk to reduce packaging, purchase of printing equipment that prints double sided).

Reuse – Use the same item more than once, and extending the life of products before replacing an item. Aim to re-use or repair an existing product. Ensure that new purchases are durable and are easy to maintain and upgrade.

Recycle – Purchase products that contain recycled materials or those that have or can be re-manufactured.

1. Reduce greenhouse emissions

- a) Purchase durable products that remove the need for energy to be used (e.g. a bike)
- b) Purchase durable products that are energy efficient (e.g. a high energy rating fridge)
- c) Purchase products with lower embodied energy (e.g. steel cans rather glass jars)
- d) Purchase renewable energy and reduce the purchase of fossil fuels (e.g. accredited Green Power)
- e) Purchase products that have not been transported long distances (e.g. made in Moonee Valley)

2. Save water

- a) Purchase products that reduce the need for potable water to be used (e.g. mulch, rainwater tanks)
- b) Purchase products that are water efficient (e.g. high water rating shower heads)
- c) Purchase products with low water requirements for its production (e.g. recycled paper, photovoltaic electricity)

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3. Reduce waste and material use

- a) Purchase durable products for which there is a clear, present and ongoing need.
- b) Purchase products with minimal packaging (e.g. avoid individually packaged products)
- c) Purchase products with low material requirements for its production (e.g. cups made from corn starch rather than plastic)
- d) Purchase products with low material requirements for its operation (e.g. printers with reusable toner cartridges)
- e) Purchase second hand products (e.g. used tables and chairs from a business that no longer needs them)
- f) Purchase products with recycled content (e.g. wheelie bins made from recycled plastic)
- g) Purchase products with end-of-life options for reuse, recycling, disassembly (e.g. bike hoops that can be moved to another location)

4. Protect ecosystems, air, soil and water quality

- a) Purchase durable products that reduce disruption of ecosystems (e.g. wood products with a forest stewardship label)
- b) Purchase products and services that will not reduce air, land or water quality by releasing toxic substances at any stage of their life cycle
- c) Purchase products that reduce the amount of stormwater, wastewater and/or groundwater pollution (e.g. avoid toxic substances in cleaning products)

G. Implementation

The Guidelines and Action Plan (**Attachment 1**) will be included in Council's Procurement Policy.

The environment and finance departments will be responsible for communicating and implementing the policy. A Sustainable Procurement Toolkit (**Attachment 2**) will be provided to assist staff in finding green suppliers and products and guide through some of the questions to ask when assessing the environmental impact of a product or product-based service.

Green purchases will be tracked through Council's finance system (**Attachment 3**).

Managers and supervisors will ensure, via information, training, instruction and supervision, that all employees are aware of the Guidelines and of their responsibilities.

Employees who requisition supplies and who authorise purchases have a responsibility to comply with the Policy by ensuring that sustainable products are purchased in place of alternatives.

Council will continue to participate in the ECO-Buy program to stay up to date with changes in knowledge, awareness, attitude and technology for the impacts of products and services on the environment and human health. This self-funded program also provides access to a

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wide range of services and resources, from policy and strategy development and implementation to practical tools, templates and advice.

H. Monitoring and reporting

The finance system has been identified as a medium to assist Council in tracking and monitoring its green procurement. It is expected that the finance system will be the single point at which all sustainable purchases will be captured to allow Council to monitor and report the effectiveness of its Sustainable Procurement Policy (**Attachment 3**).

To effectively monitor and track the expenditure associated with Council's sustainable procurement it is anticipated that the finance system will provide an annual report identifying the expenditure totals associated with sustainable purchases.

A report on implementation of the policy and action plan will be prepared every year.

The review will identify areas in need of additional or alternative actions to ensure sustainable procurement practices will be embedded and followed through in all of Council's procurement processes.

Procurement goals and definitions of sustainable products and services will be reviewed and updated regularly and take into consideration changes in knowledge, awareness, attitude and technology for the impacts of products and services on the environment and human health.

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Attachment 1 Action Plan

No	Action	Responsibility	Time Frame
Policy			
1	Adopt Sustainable Procurement Policy	Finance and Environment	Completed
Finance system			
2	Create sustainability codes in Technology One finance system.	Finance and Environment	Completed
3	Track sustainable purchases through Technology One finance system.	Finance and Environment	Ongoing since 2011
3a	Develop Total Cost of Ownership assessment methodology and practice	Finance and Environment	2016-2017
Training and staff information			
4	Prepare sustainable purchasing standard questions and criteria to include in tender documents.	Environment	Completed
5	Ensure via information, training, instruction and supervision, that all employees are aware of the Sustainable Procurement Policy and of their responsibilities.	Finance and Environment	Ongoing since 2011
6	Ensure that all staff have access to information on environmentally preferred products and sustainable suppliers.	Environment	Ongoing since 2011
7	Include Sustainable Procurement Policy in purchasing training.	Finance	Ongoing since 2011
8	Actively promote Council's Sustainable Procurement Policy.	Environment	Ongoing since 2011
Supplier information and liaison			
9	Inform contractors and agents about Sustainable Procurement Policy and ensure they adhere to the specified principles when purchasing products, materials and services.	Managers and Supervisors all departments	Ongoing since 2013
10	Include sustainability specifications in relevant tender documentation, consultant briefs and contract reviews. Include a requirement to track sustainable purchases and report back to Council.	Finance and Environment	Ongoing since 2011

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11	Request contractors report on sustainable products they buy on behalf of Council.	Managers and Supervisors all departments	Ongoing since 2013
Monitoring			
12	Environment Unit to be invited to be present on all tender committees.	Environment	Ongoing since 2013
13	Provide an annual report on implementation of Sustainable Procurement Policy and actions.	Environment	Ongoing since 2012
14	Review and identify areas in need of additional or alternative actions to ensure sustainable procurement practices will be embedded and followed through in all of Council's procurement processes.	Environment	Ongoing since 2012
15	Review sustainable procurement goals and definitions regularly and take into consideration changes in knowledge, awareness, attitude and technology for the impacts of products and services on the environment and human health.	Environment	Ongoing since 2011

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Attachment 2 Sustainable Procurement Toolkit

The Sustainable Procurement Toolkit helps you to find and identify sustainable products and services. The toolkit includes three components:

1. Information on where you can find sustainable suppliers and products
2. A checklist to assess the environmental impact of a product
3. Labels and certifications that help you identify sustainable products

1. Where can I find sustainable products?

You can find sustainable products and suppliers through the online [Eco-Find database](http://www.ecobuy.org.au/director/ecofind.cfm) (<http://www.ecobuy.org.au/director/ecofind.cfm>)

You can search by keyword or product category, and also by location.

When you search by product category, information and advice is displayed about the key environmental issues and the procurement and operational approaches to consider, including tips on how to avoid or minimise environmental impacts.

Also, try the Ecospecifier database: (<http://www.ecospecifier.com.au/products.aspx>)

2. Sustainable Procurement Checklist

The checklist on the following page guides you through some of the questions to ask when assessing the environmental impact of a product or product-based service.

Please note that not all questions will be relevant for every product depending on the significant environmental impact/s it has across its lifecycle

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Questions	Y	N	NA	Comments
Waste reduction				
1. Is the product or service necessary?				
2. Will the purchase minimise or reduce waste?				
3. Does the product contain recycled materials?				
4. Is the product reusable or does it contain reusable parts?				
5. Is the product durable with a comparatively long life?				
6. Does the product allow servicing or replacement of consumable components to extend its useful life?				
Packaging				
7. Has the packaging been designed to minimise waste?				
8. Is the packaging made from recycled materials?				
Energy efficiency				
9. Does the product have an energy rating of 4 Star or above?				
10. Is the product energy efficient during operation/standby?				
11. Does the product or service reduce energy use?				
12. Does the product or service produce renewable energy?				
Water efficiency				
13. Does the product have a water rating of 4 Star or above?				
14. Does the product or service reduce water use?				
15. Does the product provide an alternative source of water?				
Health and safety				
16. Is the product free of hazardous chemicals?				
17. Is the product fully biodegradable?				
Price				
18. Will the product result in long-term savings due to a lower Total Cost of Ownership through reduced ongoing operating costs, less use of electricity, water or fuel? Will the product result in long-term savings due to lower ongoing operating costs, less use of electricity, water or fuel?				
19. Will the product result in long term savings through a lower Total Cost of Ownership due to durability and savings in maintenance costs? Will the product result in long term savings due to durability and savings in maintenance costs?				
Product and supplier Information				
20. Will the manufacturer take the product back at the end of its life?				
21. Is information provided outlining recovery options at the end of its useful life?				
22. Does the supplier or service provider have an environmental policy and/or environmental management system?				

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3. Are there any sustainable product labels?

The labels and certifications below help you identify sustainability features (e.g. energy and water efficiency) and 'green' products that have been certified according to accredited standards in Australia or overseas.

Environmental life cycle performance



The Good Environmental Choice label indicates the environmental performance of a product from a whole of product life perspective for consumer goods. The label is awarded to products that meet voluntary environmental performance standards in conformance to international environmental labelling standards.

Reducing greenhouse emissions



The Energy Rating label compares the energy efficiency of appliances. It has two main features:

- The star rating gives a comparative assessment of the energy efficiency
- The comparative energy consumption (usually kilowatt hours/year) estimates the annual energy consumption based on the tested energy consumption and information about the typical use of the appliance.



The Greenhouse Friendly label indicates that the carbon dioxide emitted throughout the product's life-cycle is offset using an approved Greenhouse Friendly™ abatement method. This program is operated by the Australian government.



Energy Star is the US government-backed symbol for energy efficiency helping to save money and protect the environment through energy-efficient products and practices.

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These labels tell you the amount of accredited GreenPower your energy retailer is purchasing on your behalf, as a percentage (10% – 100%). Fifty per cent means that your energy supplier purchases renewable energy from accredited GreenPower sources to the amount equal to 50% of your consumption.

Saving water



The water rating label compares the water efficiency of water-using products. It has two main features:

- A zero to six star rating that allows a quick comparative assessment of the product's water efficiency. The more stars on the label the more water efficient the product.
- A figure showing the water consumption flow of the product based on laboratory tests.

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Attachment 3 Tracking sustainable purchases through the finance system

The role of the finance system

The Technology One finance system is the single point at which all green purchases will be captured to allow Council to monitor and report the effectiveness of its Sustainable Procurement Policy.

The requisition heading title is named 'Green Type'.

Requisition header pick-list inputs

The finance system has the following features to track and monitor sustainable purchases:

- a list of mandatory fields

Code	Short Description	Description and examples	Formatted Table
10	Energy Saving	Purchases that save energy and reduce greenhouse. Way 1: energy efficient appliances, accredited carbon offsets, even a 'carbon-neutral' accountant Way 2: solar products, insulation, bike racks, car-pool software	
20	Water Protection	Purchases that save water or improve waterway health. Way 1: water efficient appliances, leak fixing, efficient irrigation, water tanks Way 2: raingardens, wetlands, creek planting, pollution traps, street cleaning, drain cleaning, water audits, water education	
30	Waste Avoidance	Purchases that reduce the amount of waste created, and the amount of materials used in its production. Way 1: biodegradable products, repairs, recycled content, durable products Way 2: re-usable cups, re-new program, marketing for a community recycling program, promoting local green businesses	
40	Ecosystem Safe	Purchases that prevent damage to our land, water, air, flora and fauna. They may even improve our ecosystem. Way 1: Biodegradable cleaning products, certified plantation timber, a table made with less resources than normal, organic food, tree planting Way 2: Signage for litter bins or 'no feeding ducks', bush food program	
50	No Greener Option	Lower impact option was not considered or could not be found. This will almost NEVER be ticked, as there is usually a greener option Ask the environment team for help with your big or repeat purchases	
60	Green Not Selected	Greener option available but not selected for purchase. Ticking this will see the ever-eager Environment Team coming to visit you for a 'helpful and inspirational' chat. At the same time, we understand that sometimes there will be concerns about the reliability and costs of products. We just want to be sure the information is available for you.	

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- Selection Code, Short Description and Description columns are embedded into the purchase requisition module to assist users and avoid confusion about their purchase

Table 1: Pick-list table contents for 'Green Type'

Just pick one...
It's great that green purchases often tick more than one box, but it can be confusing.
Use your discretion to select the code that is the primary environmental effect of the purchase.

Additional selection codes may be included in the future if desired.

Output functions

To effectively monitor and track the expenditure associated with Council's Sustainable Procurement Policy, Technology One provides an Excel report on demand identifying the quantities and expenditure totals associated with each field. The report provides the name and department of the staff member who raised the requisition to enable effective follow-up on data entry queries.

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CORPORATIONS ACT
CONSTITUTION OF

LEADWEST LTD

A Company Limited by Guarantee and not having a Share Capital.

Amended 11 May 2016

Barry F. Harvey A.M.

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PART ONE – INTRODUCTORY

1. Definition of Words and Expressions

- 1.1 Words or expressions contained in this Constitution, unless the contrary intention appears, shall have the following meanings:

Act means the Corporations Act unless otherwise stated;

Alternate Director means an Alternate Director appointed by a Participating Council or an Organisation.

Annual General Meeting means the Annual General Meeting of the Company convened in accordance with Part Three;

Board means the Board of Directors of the Company comprised of the Directors, nominated by the Participating Councils and elected by the Members and the Initial Independent Chairperson;

Chairperson of the Board means the Chairperson of the Board elected by the Board of Directors;

Committee means any committee formed by the Board to assist with the governance of the Company;

Company means LeadWest Ltd;

Director means a member of the Board of the Company, nominated or elected;

Elected Director means a Director elected by the Membership from among the Organisation Members;

Executive Officer means an officer appointed by the Board to execute or oversee the execution of all Board decisions and to ensure that the Company's affairs are conducted in compliance with the Constitution, any adopted plans and the law;

Financial Year means the year ending on 30 June;

First Chairperson means the first Chairperson of the Board to be elected by the Board following the retirement of the Independent Initial Chairperson;

General Meeting means an Annual General Meeting or a Special General Meeting;

Independent Chairperson means a person who is neither a nominee of a Participating Council or a representative of an Organisation to chair the Board and oversee the operations of the Company.

Initial Independent Chairperson means a person who is neither a nominee of a Participating Council or a representative of an Organisation who is appointed by the Interim Board to chair the Board and oversee the successful establishment of the operations of the Company;

Interim Board means the Board, comprised of Directors nominated by the Participating Councils that govern the Company until the full Board of Directors is in place;

Member means any Participating Council or Organisation approved for Membership of the Company;

Organisation means any authority, company, incorporated association, or partnership, other than a Participating Council, that wishes to become a Member of the Company and fulfils the criteria and is accepted for Membership;

Participating Council means the local Councils in the Region that are Members of the Company;

Participating Council Nominated Director means a Director nominated by a Participating Council;

Region is the six Local Government areas comprising the cities of Wyndham, Brimbank, Hobsons Bay, Moonee Valley and Maribyrnong and the Shire of Melton;

Register means the Register of Members;

Regulations means regulations under the Corporations Act;

Relevant Documents has the same meaning as in the Act;

Representative means a representative appointed by a Member pursuant to s.250D of the Act which states that:

- "(1) A body corporate may appoint an individual as a representative to exercise all or any powers the body corporate may exercise:
 - (a) at meetings of a company's members; or
 - (b) at meetings of creditors or debenture holders; or
 - (c) relating to resolutions to be passed without meetings; or

- (d) in the capacity of a member's proxy appointed under subsection 249X(1).

The appointment may be a standing one.

- (2) The appointment may set out restrictions on the representative's powers. If the appointment is to be by reference to a position held, the appointment must identify the position.
- (3) A body corporate may appoint more than 1 representative but only 1 representative may exercise the body's powers at any one time.
- (4) Unless otherwise specified in the appointment, the representative may exercise, on the body corporate's behalf, all of the powers that the body could exercise at a meeting or in voting on a resolution."

The Representative may be either a named person or the person filling a specified office within the Member from time to time.

Secretary means the Secretary of the Company;

Special General Meeting means a Special General Meeting of Members convened in accordance with the Constitution;

Special Resolution means a resolution passed by a three quarters of those Members present at a General Meeting convened for the purposes of considering the resolution of which the appropriate period of notice has been given to all Members entitled to vote;

Strategic Forum means the Strategic Forum of Members at which the Members and the Board meet to discuss the Company's strategic direction and performance and to understand each other's perspectives and priorities for the Company.

General

1.2 In this Constitution:

- 1.2.1 a reference to any officer of the Company includes any person acting for the Company for time being as such an officer.
- 1.2.2 Words denoting a gender include all other genders.
- 1.2.3 A word or expression defined in the Corporations Act has the same meaning in this Constitution unless inconsistent with its context.
- 1.2.4 A reference to the Corporations Act includes:

1.2.4.1 any amendments, variation or replacement or the Corporations Act; and

1.2.4.2 any regulations proclaimed under the Corporations Act.

2. Name

2.1 The name of the incorporated Company is LeadWest Ltd.

2.2 The Constitution takes effect on the date that the Company is incorporated.

3. Objectives of the Company

3.1 The objective of LeadWest Ltd is to foster and undertake actions that will support sustainable growth and development of the Region.

3.2 Regard will be given to:

3.2.1 Legislative requirements;

3.2.2 available resources;

3.2.3 existing initiatives and programmes;

3.2.4 economic, social and environmental values; and

3.2.5 respecting individual differences between communities.

4. Functions of the Company

4.1 The functions of the Company are to build on the existing social, economic and environmental capacity of the Region and to plan and create a sustainable future for the wellbeing of the communities of the Region. This will be achieved through:

4.1.1 Leadership: Providing leadership within the Region through identifying issues and taking action in relation to those issues that are of key importance to the wellbeing of the region and its people.

4.1.2 Planning: The development of a Regional Strategy Plan that sets out strategies, objectives and actions;

- 4.1.2.1 updated annually; and
- 4.1.2.2 is reviewed at a frequency and in a manner as shall be determined by the Board.
- 4.1.3 Co-ordination: Ensuring a co-ordinated and integrated approach to the development of the LeadWest Regional Strategic Plan that minimises duplication and overlap of initiatives and development programmes.
- 4.1.4 Advocacy: On behalf of the Region to secure funding and influence planning and policy decisions to facilitate the activities of the Company.
- 4.1.5 Promoting and Marketing: Stakeholders being well informed about regional issues and initiatives.
- 4.1.6 Implementation: Ensuring Region plans and projects are implemented.
- 4.1.7 Performance Measurement: The setting and monitoring of Region performance indicators, targets and measures.
- 4.1.8 Research: The promotion and commissioning of research into activities which underpin the objectives of the Company.
- 4.1.9 Reporting: Ensuring the development, management and reporting to:
 - 4.1.9.1 Members of the Company;
 - 4.1.9.2 the Region and wider as appropriate.
- 4.2. In the event that the clauses of this Constitution are silent on any matter or issue essential to the running of the company, reference to the Act and associated Regulations will be made.

5. Powers of the Company and Directors

- 5.1 Subject to this Constitution, the Company may exercise, in a manner permitted by the Corporations Act, any power which a company limited by guarantee may exercise under the Act.
- 5.2 The business of the Company is to be managed by, or under the direction of, the Directors.

- 5.3 The Directors may exercise all the powers of the Company except any power that the Corporations Act requires the Company to exercise at a General Meeting.

6. Values and Principles

The Company is founded and administered to pursue the following values and principles:

6.1. LeadWest Values

Sustainability:

The Region's community, economy and environment are interdependent and outcomes will be designed to foster sustainable relationships.

Community Engagement:

The Regional community's diversity of needs will be reflected through broad involvement in planning, delivering and evaluating outcomes.

Integration:

Integration across a range of programmes and initiatives including social, economic, business, community and environmental will ensure that full capacity and aspirations of the Region and its people drive LeadWest's shared vision.

Community Wellbeing and Capability:

Outcomes will be sought that add to the overall wellbeing and capability of the Regional community.

6.2. LeadWest Principles

Exercising leadership:

LeadWest will provide leadership to the Region at both organisational and political levels to ensure that Regional development outcomes are delivered.

Efficiencies:

LeadWest will ensure an efficient and effective approach to the utilisation of Regional funds through avoidance of overlaps and duplication between existing bodies.

Building Partnerships:

A key driver of LeadWest is building relationships to enhance collaborative and coordinated Regional planning that encourages innovative and efficient use of resources.

Communication:

Open communication underpins the Company as an imperative that will foster understanding, coordination, co-operation and alignment of purpose and outcomes.

Advocacy:

LeadWest will develop the capacity to deliver advocacy and marketing in addition to providing leadership and fostering integration and co-ordination.

Sustainability:

LeadWest will foster Regional development in the broadest sense, focusing on a 'quadruple bottom line' approach to the region's development.

- 6.3. In pursuing these values and principles the Company may:
- 6.3.1. enter into arrangements with any Government or authority, including Local Government that are incidental or conducive to the attainment of the purposes and the exercise of the powers;
 - 6.3.2. enter into strategic alliances, joint ventures or partnerships with any agency where the purpose of the alliance, joint venture or partnership will further the purposes of the Company;
 - 6.3.3. become a member of any other Company; and
 - 6.3.4. do any such things as are necessary to promote, develop and expand the Company and its objectives.

7. Limited Liability of Members

- 7.1. The liability of Members is limited.
- 7.2. If the Company is wound up every Member:
- 7.2.1. who was a Member of the Company when winding up commenced; or
 - 7.2.2. who had been a Member of the Company within 12 months before winding up commenced;

must contribute to the property of the Company such sums, up to \$20.00, as may be required:

- 7.2.3. for payment of the debts and liabilities of the Company contracted before the Member ceased to be a Member;
- 7.2.4. for payment of costs, charges and expenses of winding up; and
- 7.2.5. for the adjustment of rights of contributors amongst themselves.

8. Distribution of Assets

- 8.1. The assets and income of the Company may only be applied to further its purposes and no portion may be distributed directly or indirectly to its Members except as bona fide compensation for services rendered or expenses incurred on behalf of the Company and in good faith and in the promotion of its purposes.
- 8.2. The preceding clause does not prevent the Company, with the approval of Directors and acting in good faith, paying:
 - 8.2.1. reasonable remuneration to a Member who is an employee of the Company; or
 - 8.2.2. Out of pocket expenses incurred by a Member acting for and on behalf of the Company.
 - 8.2.3. A remuneration or reimbursement of expenses to the Initial Independent Chairperson as determined by the Board.

PART TWO – MEMBERSHIP OF THE COMPANY

9. Categories of Membership

- 9.1. There shall be the following categories of Membership being:
 - 9.1.1. Participating Councils operating within the Region;
 - 9.1.2. An Organisation which operates in the Region.
- 9.2. Individuals cannot be Members of the Company.
- 9.3. A Participating Council, or any other Council which operates in the Region, or any Organisation which operates in the Region which applies and is approved for membership as provided in this Constitution, is eligible to be a Member of the Company.
- 9.4. A Council or any Organisation that is not a Member of the Company at the time of the incorporation of the Company (or who was a Member at that time but has ceased to be a Member) must not be admitted to Membership unless:
 - 9.4.1. the Council or Organisation applies for Membership in accordance with Clause 10.1; and
 - 9.4.2. the Board approves the admission as a Member.

10. Admission to Membership

- 10.1. The application of a Council or Organisation for Membership of the Company must be made in writing in the form set out in Appendix 1 and be lodged with the Secretary:
 - 10.1.1. as soon as is practicable after the receipt of an application, the Secretary shall refer the nomination to the Board;
 - 10.1.2. the Board must determine whether to approve or reject the application in its complete discretion and without having to provide reasons;

- 10.1.3. if the Board approves an application for membership, the Secretary must, as soon as practicable notify the applicant in writing of the approval for membership;
- 10.1.4. the Secretary must, within 28 days of the Board's approval of the membership application, enter the applicant's name in the Register of Members.
- 10.2. An applicant for membership becomes a Member and is entitled to exercise the rights of membership when its name is entered in the Register of Members.
- 10.3. If the Board rejects an application, the Board must, as soon as practicable, notify the applicant in writing that the application has been rejected.
- 10.4. A right, privilege, or obligation of a Participating Council or Organisation by reason of membership of the Company:
 - 10.4.1. is not capable of being transferred or transmitted to another Council or Organisation; and
 - 10.4.2. terminates upon the cessation of membership.
- 10.5. The Board may, at its discretion from time to time, set different categories of membership or expand membership, provided that any such proposal is passed by a Special Resolution.
- 10.6. A Member will continue to be a Member until the Member resigns, is expelled or otherwise ceases to be a Member.

11. Register of Members

- 11.1 The Secretary must keep and maintain a Register of Members containing:
 - 11.1.1 the name and address of each Member; and
 - 11.1.2 the date on which each Member's name was entered in the Register and, where relevant, the date any Member ceased to be a Member.

12. Cessation of Membership

- 12.1. Any Organisation who is a Member of the Company and who has paid all monies due and payable by a Member to the Company may resign from the Company by giving one month's notice in writing to the Secretary of their intention to resign.
- 12.2. After the expiry of the period referred to in Clause 12.1:
 - 12.2.1. the Member ceases to be a Member; and
 - 12.2.2. the Secretary must record in the Register of Members the date on which the Member ceased to be a Member.
- 12.3. Any Participating Council who is a Member of the Company may resign from the Company subject to the following provisions:
 - 12.3.1. the Participating Council must provide notice of an intention to resign, and then continue being a Member until the end of two financial years following the financial year in which notice is provided;
 - 12.3.2. the Participating Council must continue to pay financial contributions for the two financial years subsequent to the year in which notice is provided;
 - 12.3.3. Clause 12.3.1 does not apply to any Participating Council that provides notice of resignation within the six (6) months following a first Participating Council providing notice in accordance with Clause 12.3.1.
 - 12.3.4. A Participating Council to which Clause 12.3.3 applies will have its notice period and financial contributions requirement aligned with the first Participating Council to provide notice in accordance with Clause 12.3.1
- 12.4. At the end of the second financial year following the provision of notice referred to in Clause 12.3.1:
 - 12.4.1. the Participating Council ceases to be a Member;
 - 12.4.2. the Secretary must record in the Register of Members the date on which the Participating Council ceased to be a Member.

13. Expulsion From Membership

- 13.1 The Company may expel any Member from Membership by Special Resolution of the Members at a Special General Meeting.
- 13.2 A Member who wishes to propose a resolution to expel a Member must lodge with the Secretary written notice of the intention to do so identifying the Member and the grounds for the proposed expulsion at least six (6) weeks before the meeting at which the Special Resolution is to be considered.
- 13.3 The Secretary must promptly send a copy of any such notice it receives to the Member concerned.
- 13.4 The Member concerned may make representations to the Secretary in respect of the proposed expulsion.
- 13.5 If the Secretary received representation from the Member concerned the Secretary must:
- 13.5.1 state in the notice of meeting that representations have been received;
 - 13.5.2 send a copy of the representations to each Member to whom notice of the meeting has been given.
- Unless the Secretary received the representations too late to do so.
- 13.6 The Member concerned is entitled to be heard on the resolution at the Special General Meeting.
- 13.7 If the above procedure is not followed the resolution to expel a Member is invalid.
- 13.8 An expelled Member ceases to be a Member when the resolution expelling the Member is passed.

PART THREE - MATTERS RELATING TO THE CONDUCT OF GENERAL MEETINGS

14. Annual General Meeting of Members

- 14.1 The Company shall once in each calendar year convene an Annual General Meeting of its Members in accordance with the Act no later than five (5) months after the conclusion of the Company's Financial Year in any calendar year and such meeting will be open to the public.
- 14.2 The first Annual General Meeting may be held at any time within the period of eighteen (18) months after the Special General Meeting at which the Interim Board retires and the Board of Directors is determined.
- 14.3 The Board will determine the date, time and place of the Annual General Meeting of the Company.
- 14.4 If more than fifteen (15) months would have elapsed between Annual General Meetings, the Board must convene a Special General Meeting before the expiration of that period.
- 14.5 The ordinary business of the Annual General Meeting is to:
 - 14.5.1 confirm the minutes of any Annual General Meeting and Special General Meetings held in the previous year;
 - 14.5.2 review the report of the Board and audited statements of accounts for the Financial Year;
 - 14.5.3 elect the Elected Directors to the Board;
 - 14.5.4 consider any resolution of which at least fourteen (14) days written notice has been given; and
 - 14.5.5 appoint an auditor and fix his or her remuneration.
- 14.6 No business other than that set out in the notice convening the meeting may be transacted at the meeting.
- 14.7 The Annual General Meeting may conduct any special business of which notice has been given in accordance with Clause 14.4.

- 14.8 A Director or Member intending to bring any business before an Annual General Meeting must:
- 14.8.1 twenty-one (21) days prior to the date of the Annual General Meeting, give notice of that business in writing or by electronic transmission to the Secretary who shall include that business in the notice calling the next Annual General Meeting after receipt of the notice;
 - 14.8.2 state the details of the business; and
 - 14.8.3 personally sign the request for the inclusion of the business.

15. Special General Meetings of Members

- 15.1 If the Board or five (5) Members deliver to the Secretary a request in writing for a Special General Meeting, the Secretary must call a Special General Meeting.
- 15.2 Any request for a Special General Meeting must specify the purpose of the meeting. The Secretary must call the meeting within twenty-eight (28) days of receiving the request.
- 15.3 In the event that the Secretary or the Board does not within twenty-eight (28) days of receipt of a request to convene a Special General Meeting call a Special General Meeting, the requisitionists may then convene a Special General Meeting.
- 15.4 No business other than that specified in the notice of meeting is to be transacted at a Special General Meeting.
- 15.5 All reasonable expenses incurred in convening a Special General Meeting must be refunded by the Company to the persons incurring the expenses.

16. Notice of Meetings

- 16.1 The Secretary must, at least fourteen (14) days before the date fixed for holding a General Meeting of the Company, send to each Member a notice stating the place, date and time of the meeting and the nature of the

business to be transacted at that meeting. In the case of a meeting where a Special Resolution is proposed the Secretary must give twenty-one (21) days notice.

- 16.2 The non-receipt of a notice by any Member to attend an Annual General Meeting or Special General Meeting shall not invalidate the proceedings of or any resolution passed at any such meeting provided such notice was delivered to the last notified address of such Member.
- 16.3 A General Meeting may consider and pass a Special Resolution, without notice of the resolution having been given, to abridge any notice periods for the General Meeting.

17. Quorum for General Meetings

- 17.1 The quorum for a General Meeting is five (5) Members named in the Register at the time notice is given.
- 17.2 No business shall be transacted at a General Meeting unless a quorum is present. If within half an hour of the time fixed for the meeting no quorum is present:
 - 17.2.1 In relation to an Annual General Meeting, the meeting stands adjourned to a time, date and place specified by the Chairperson at the time of the adjournment or by written notice to Members given no less than seven (7) days before the day to which the meeting is adjourned; or
 - 17.2.2 In relation to a Special General Meeting, the meeting lapses and does not need to be reconvened.

18. Chairperson of General Meetings

- 18.1 The Chairperson or in his or her absence, a Director appointed by the Board, shall preside as Chairperson at each General Meeting of the Company.
- 18.2 The Chairperson shall have the right to adjudicate in cases of dispute, doubt or difficulty existing or arising out of matters or procedures of order.

19. Adjournment of General Meetings

- 19.1 The Chairperson of a General Meeting at which a quorum is present may, with the consent of the meeting, adjourn the meeting from time-to-time and place to place, but no business shall be transacted at an adjourned meeting other than the business at the meeting at which the adjournment took place.
- 19.2 Where a meeting is adjourned for fourteen (14) days or more, a notice of the adjourned meeting should be given as set out in Clause 16.1.

20. Voting at General Meetings

- 20.1 Voting at General Meetings is as follows:
- 20.1.1 Participating Councils shall each have ten votes;
- 20.1.2 An Organisation shall each have one vote.
- 20.2 A question arising at a General Meeting of the Company shall be determined on a show of hands or a poll if demanded as provided in Clause 20.6 before the Chairperson has declared a result. If a declaration is made by the Chairperson that a resolution has, on a show of hands, been carried or carried unanimously, or carried by a particular majority, or lost, and an entry to that effect is made in the minute book of the Company, it is evidence of how the resolution was determined.
- 20.3 In the case of an equality of votes on a question, the resolution is lost.
- 20.4 A Member may cast its vote at a General Meeting either by its Representative or by proxy. The instrument appointing a proxy shall be in writing and appropriately executed by the Member.
- 20.5 If a poll is demanded at any General Meeting on any question by no fewer than three Members, the poll shall be taken in such manner as the Chairperson may direct and the resolution of the poll shall be deemed to be the resolution of the meeting on that question.
- 20.6 An entry to that effect is recorded in the minute book of the Company as evidence of the fact, without proof of the number or proportion of the votes recorded in favour of, or against, that resolution.

- 20.7 At a General Meeting a Resolution, other than a Special Resolution, is passed with a majority of votes by Members present at the meeting or as proxies voting in favour of the resolution.
- 20.8 At a General Meeting a Special Resolution is passed with a three quarters majority of votes by Members present at the meeting or as proxies voting in favour of the resolution.
- 20.9 The calculation of a majority of votes required in the two preceding sub-clauses is in accordance with the votes available to Members specified in Clause 20.1.
- 20.10 A Special Resolution is required to amend the Constitution.

21. Proxy Voting at General Meetings

- 21.1 A Member is entitled to appoint a proxy by notice given to the Secretary before the General Meeting in respect of which the proxy is appointed.
- 21.2 If a Member appoints a proxy, the proxy shall be entitled to exercise all of the rights of the Member at the General Meeting in respect of which the proxy is appointed instead of the Member's Representative.
- 21.3 The notice appointing the proxy must be in the form set out in Appendix 2.
- 21.4 A proxy appointed to attend and vote for a Member has the same rights as the Member:
 - 21.4.1 to speak at the meeting;
 - 21.4.2 to vote (but only to the extent allowed by the appointment);
 - 21.4.3 join in a demand for a poll; and
 - 21.4.4 vote on a show of hands.

22. Strategic Forum

- 22.1 A Strategic Forum will be held at least each two years at a time and place determined by the Board.
- 22.2 The Strategic Forum shall be open to all Members and interested members of the public at the Board's discretion. Interested members of the public shall be requested to give notice of their intention to attend to the

Secretary within twenty-four (24) hours of the commencement of the meeting.

- 22.3 The purpose of the Forum shall be:
 - 22.1.1. discuss the strategic direction of the Company;
 - 22.1.2. facilitate an exchange of priorities for the Company; and
 - 22.1.3. provide a forum at which the Board and the Members have the opportunity to understand each other's perspectives and aspiration for the Region and the Company.
- 22.4 The Secretary will give at least twenty-eight (28) days notice to all Members of the date of the Strategic Forum.
- 22.5 The agenda for the Forum will be determined by the Board in consultation with Members.
- 22.6 The Forum has no authority to direct or instruct the Board in its responsibilities or the carrying out of its duties.
- 22.7 The outcomes of the forum will be documented and circulated to Members.

PART FOUR - MATTERS RELATING TO THE BOARD AND ITS STRUCTURE

23. Interim Board

- 23.1 There shall be an Interim Board comprised of Directors nominated by the Participating Councils who shall have the following role:
- 23.1.1 Appoint the Independent Initial Chairperson and Director who, on appointment, shall preside over the Interim Board and following the first Annual Meeting shall preside over the Board;
 - 23.1.2 Establish the level of Member fees for the initial three year period;
 - 23.1.3 Pursue the gaining of Members of the Company from among Councils and Organisations operating in the Region;
 - 23.1.4 Manage the business of the Company consistent with the stated Values and Principles;
 - 23.1.5 Appoint an Auditor to the Company;
 - 23.1.6 Oversee the process for the appointment and election of the Board;
 - 23.1.7 Call a Special General Meeting to be held not later than six (6) months after the registration of the Company for purposes defined in Clause 23.3;
 - 23.1.8 At the Special General Meeting provide a report on the operations of the Company to date;
 - 23.1.9 Provide a financial statement of the Company's affairs.
- 23.2 The Interim Board shall elect from among its number a Chairperson who shall preside over the affairs of the Interim Board until such time as the Independent Initial Chairperson is appointed.
- 23.3 The Interim Board will cease its duties following the Special General Meeting at which the following will take place:
- 23.3.1 the formation of the Board of Directors that shall comprise:
 - 23.3.1.1 One (1) nominee from each of the Participating Councils;
 - and

23.3.1.2 Four (4) Elected Directors.

23.3.2 ratification of the appointment of the Company Auditor by the Interim Board.

24. Board of Directors

24.1 A Board of Directors shall oversee and control the affairs of the Company as defined by the Act.

24.2 The Board of Directors shall be structured as follows:

24.2.1 Two (2) Directors nominated by each of the Participating Councils, with one to be a member of the Council and the other to be the Council's appointed chief executive officer or a senior officer;

24.2.2 up to four (4) Directors, elected by the Members at the Annual General Meeting;

24.2.3 for the first two (2) years only an appointed Initial Independent Chairperson and Director who shall be appointed by the Interim Board for his or her skills and attributes relevant to the successful formation and consolidation of the operations of the Company.

24.2.4 Following the Initial Independent Chairperson, an Independent Chairperson of the Company.

25. Council Nominated Directors

25.1 Each of the Participating Councils shall nominate two (2) persons meeting the requirement of clause 24.2.1, each of whom shall be eligible to remain a Director for up to a maximum of three two (2) year terms in office.

25.1.1 on the retirement, resignation or removal as a Director of the Company of a Participating Council Nominated Director, the Participating Council, shall notify the Board of a replacement Participating Council Nominated Director whose inclusion in the Board shall be automatic;

- 25.1.2 a Participating Council may at any time terminate the nomination of its Nominated Director and replace that person with another Participating Council Nominated Director of its choosing;
- 25.1.3 while a Participating Council may choose to exercise its prerogatives under 25.1.2 there is an expectation that, other than in exceptional circumstances, the Participating Council Nominated Director to be removed will serve until the completion of his or her current term in office or until the Annual General Meeting of that year;
- 25.1.4 a Participating Council exercising its rights under Clause 25.1.2 shall show due cause for the removal of the Director.

26 Elected Directors

- 26.1 Elected Directors shall be elected at the Special General Meeting referred to in Clauses 23.1.7 and 23.3 and an Annual General Meeting called pursuant to Clause 14 to fill vacancies caused by the end of a Director's term, retirement or to fill any unfilled vacancies not previously filled.
- 26.2 When the nominations for vacant positions do not exceed the vacancies no ballot is to be held and the Chairperson shall declare all such candidates duly elected.
- 26.3 When the number of candidates duly proposed for election to the Board exceeds the number of positions vacant a ballot shall be taken at the Annual General Meeting.
 - 26.3.1 each Member present or by proxy and entitled to vote shall be handed a ballot paper containing in alphabetical order the names of candidates;
 - 26.3.2 each ballot paper is to be initialled by the Secretary or Chairperson of the Company;
 - 26.3.3 a Member's vote shall be recorded by striking out the names of all those candidates for whom the Member does not wish to vote leaving only the name or names of those candidates for whom the Member wishes to vote;
 - 26.3.4 the calculation of votes for an election is in accordance with the votes available to Members specified in Clause 20.1;

- 26.3.5 in the event that the Member leaves more names on the list than there are positions to be filled the Member's ballot paper shall be declared invalid;
- 26.3.6 the Chairperson shall declare elected the candidate or candidates for whom the greatest number of votes is or are cast;
- 26.3.7 in the event of candidates for whom the same number of votes is cast the Chairperson shall have a determining or casting vote;
- 26.3.8 if a ballot is held pursuant to this clause, the Chairperson shall appoint one or more scrutineers to conduct the ballot. The scrutineers shall count the votes cast for each candidate and notify the Chairperson of the result of the count.

27 Alternate Directors

- 27.1 Notwithstanding the provisions of Clause 24.2.1 and Clause 25.1, a Participating Council or an Organisation may nominate a specific person as an Alternate Director.
- 27.2 An Alternate Director will have the same term as the Director to whom he or she is the Alternative.
- 27.3 Either the Director or the Alternate Director, but not both of them, may attend Board Meetings, participate in the Board deliberations and vote on matters before the Board.
- 27.4 The Alternate Director has the same duties as a Director.
- 27.5 The attendance of the Alternate Director is to be counted in calculating a quorum for a Board Meeting.

28. Term in Office

- 28.1 The term in office of Directors of the Interim Board will be until the Special General Meeting referred to in Clause 23.3 at which time all Directors except the Initial Independent Chairperson will retire.

- 28.2 The term in office for the Participating Council Nominated and Elected Directors shall be two (2) years.
- 28.3 No Participating Council Nominated or Elected Director shall hold office for more than three consecutive two year terms in office. When a Participating Council Nominated or Elected Director has concluded a third consecutive term in office he or she must vacate the position for a minimum of one year following which he or she is eligible for re-nomination or re-election.
- 28.4 Upon the commencement in office of the Board of Directors pursuant to Clause 23.3, all Participating Council Nominated Directors shall remain in office for an initial term of two years.
- 28.4.1 at the conclusion of this two year term, three Participating Council Nominated Directors shall be deemed to be eligible for two remaining terms in office and two shall be eligible for one remaining term to be determined by ballot;
- 28.4.2 the first two Elected Directors shall be deemed to be at the commencement of their first term in office;
- 28.4.3 the next two Elected Directors shall be deemed to be at the commencement of their second term in office;
- 28.4.4 The election of Directors pursuant to Clauses 28.3, 28.4.1 – 28.4.3 will only proceed if at least two Directors have not changed or resigned in the financial year prior to an Annual General Meeting.
- 28.5 If the number of Directors, Nominated or Elected, alter, the Board will resolve as to any variation of the numbers of Directors remaining in office.

29. Vacation of Office

- 29.1 A Director may resign from office by giving the Secretary notice in writing.
- 29.2 A Director, Nominated or Elected, ceases to be a Director if that Director:
- 29.2.1 becomes of unsound mind or a person whose property is liable to be dealt with under a law relating to mental health;
- 29.2.2 resigns;
- 29.2.3 is declared bankrupt;
- 29.2.4 is absent from three consecutive Board meetings without leave of the Board;

- 29.2.5 is removed from office by his or her nominating Participating Council;
 - 29.2.6 his or her Participating Council or Organisation ceases to be a Member of the Company; or
 - 29.2.7 is convicted of a serious criminal offence.
- 29.3 If a vacancy occurs in the position of a Participating Council Nominated Director, the Board shall seek a replacement nominee from the relevant Participating Council having regard for the skills required for directorship and needs of the Board.
- 29.4 If a vacancy occurs in the position of an Elected Director the Board shall, at its discretion, appoint another person to fill that vacancy.
- 29.5 An Elected or Participating Council Nominated Director filling the position of a vacancy shall complete the term in office of the retiring Director.

30. Initial Independent Chairperson

- 30.1 The Initial Independent Chairperson shall be appointed by the Interim Board for a period of two years on such conditions, including reimbursement of expense or remuneration, as the Interim Board determines. The Initial Independent Chairperson will be appointed as a Director of the Company. The Initial Independent Chairperson shall be a person of sound repute in the Region whose special tasks shall comprise.
- 30.1.1 overseeing the establishment of the operations of the Company;
 - 30.1.2 chairing Board meetings and General Meetings;
 - 30.1.3 leading the Board in the establishment of relationships with Region Councils, the State and Federal Governments and businesses in the Region;
 - 30.1.4 assisting the Board to establish sound governance practices and to design systems that will ensure sound governance of the Company;
 - 30.1.5 providing leadership to the Company and the Region on behalf of the Company.
- 30.2 The Initial Independent Chairperson will be independent and not be a representative of a Participating Council or an Organisation.
- 30.3 The Initial Independent Chairperson shall resign at the Annual General Meeting held after his or her second year in office.

31. The Independent Chairperson of the Board

- 31.1 The Independent Chairperson shall be elected at the last Annual General Meeting at which the Initial Independent Chairperson presides. The Board will nominate an Independent Chairperson for election at a General Meeting.
- 31.2 The Independent Chairperson shall hold office for a two year term at the conclusion of which he or she is eligible for a further term of two years to a maximum of four years as the Independent Chairperson on such conditions including reimbursement of expenses or remuneration as the Board determines.
- 31.3 Upon the conclusion of the Independent Chairperson's term in office, the Board shall nominate a new Independent Chairperson for election at a General Meeting..
- 31.4 The Independent Chairperson will be independent and not be a representative of a Participating Council or an Organisation.
- 31.5 A Special General Meeting in the event of the death or resignation of the Independent Chairperson will elect a replacement Independent Chairperson.
- 31.6 A Special General Meeting may by Special Resolution revoke the appointment of the Independent Chairperson and elect another person to that office.

32. Role of the Board

- 32.1 The Board oversees the management of the Company and directs and controls its affairs.
- 32.2 The Board has power, subject to the Act and the Constitution, to perform all such acts and things as appear to the Board to be necessary for the proper management of the Company. Such acts may include:
- 32.2.1 setting the strategic direction and determining the strategies for the Company;
- 32.2.2 monitoring and evaluating the performance of the Company;

32.2.3 supervising the financial performance of the Company; and

32.2.4 developing governance-level policies and overseeing their implementation.

32.3 The Board may exercise all the powers of the Company except those powers that:

- an Act of Parliament;
- the Constitution; or
- a resolution of the Members in a General Meeting

require the Members of the Company to exercise in a General Meeting.

32.4 Subject to the provisions of the Act and the Constitution the Board may, by resolution, authorise any person as the Board thinks fit to exercise any powers of the Board, which are delegable by law.

32.5 The Board may establish committees and may prescribe their functions and membership.

33. Duty of Directors

33.1 A duty to act in the best interests of the Company:

A Director must act in the best interests of the Company governed. A Director's first loyalty is to the Company, not to individual Members or groups of Members or to other organisations or other parties.

33.2 A duty of care and diligence:

In the exercise of his or her powers or the exercise of his or her duties, a Director must exercise the degree of care and diligence that a reasonable person in a like position in an organisation would exercise in the Company's circumstances.

33.3 No improper use of inside information:

A Director or former Director must not make improper use of information acquired by virtue of his or her position to gain, directly or indirectly, an advantage for him or herself as or for any other person or to cause detriment to the Company.

33.4 No gain by improper use of the position:

A Director must not make improper use of his or her position to gain, directly or indirectly, an advantage for him or herself as or for any other person or to cause detriment to the Company.

33.5 Not to trade while insolvent:

A Director must not permit the Company to trade while insolvent.

34. Proceedings of the Board

- 34.1 The Board shall meet at least 6 times in each year or as required at such place and time as the Board may determine.
- 34.2 The quorum for a meeting of the Board is nine (9) Directors.
- 34.3 No business shall be transacted unless a quorum is present and if within half an hour of the time appointed for the meeting a quorum is not present the meeting shall stand adjourned to a time, date and place specified by the Chairperson.
- 34.4 At meetings of the Board the Chairperson, or in his or her absence, a Director selected by the Board, shall preside.
- 34.5 Special meetings of the Board may be convened by the Chairperson or by any five (5) Directors at any time.
- 34.6 The Secretary must give notice to all Directors of the Board of any special meeting and must specify the general nature of the business to be transacted and no other business shall be transacted at the meeting.
- 34.7 A Director may appoint another Director as a proxy for a Board Meeting by notice given to the Chairperson before the Board Meeting in respect of which the proxy is appointed
- 34.8 If a Director appoints a proxy, the proxy shall be entitled to exercise all the rights of the Director by whom the proxy was appointed.
- 34.9 The proxy of a Director will be counted in determining a quorum for the Board Meeting.
- 34.10 The notice appointing the proxy must be in the form set out in Appendix 2.

35. Notice and Voting

- 35.1 The Secretary must ensure that notice of every meeting of the Board is served on each Director of the Board by delivering it to each Director at least 7 days prior to the meeting or by sending it by prepaid post addressed to his or her usual or nominated address or electronically at least 7 days prior to the meeting.
- 35.2 If an urgent Board Meeting is required, the Secretary will give so much notice as is possible in the circumstances to the Directors of the Meeting.
- 35.3 At all Board meetings all questions are to be decided by a majority.
- 35.4 In the event that there is an equality of votes, the motion shall be deemed to have failed.
- 35.5 A Board Meeting may be conducted electronically by phone, video, facsimile, email or other means as determined by the Chairperson. The votes of Directors and resolutions will be confirmed to all Directors and Minutes prepared and confirmed by the Chairperson.

36. Pecuniary Interests of Board Members

- 36.1 Any Director who has either directly or indirectly a financial or other interest in any contract or arrangement made or proposed to be made with the Company must disclose his or her interest at the first meeting of the Board at which the contract or arrangement is first raised, if that interest then exists. In any other case, a Director must, at the first meeting of the Board after the acquisition of his or her interest, notify the Board of that interest. If a Director becomes interested in a contract or arrangement after it is made or entered into, that Director must disclose his or her interest at the first meeting after he or she becomes so interested.
- 36.2 For the purposes of Clause 36.1, an interest includes any interest in any contract or arrangement by an individual in the Director's family and includes a beneficial interest in a company or trust held by the Director or an individual in the Director's family.

- 36.3 No Director shall vote in respect of any contract or arrangement in which he or she has an interest and if that Director does vote, his or vote shall not be counted.
- 36.4 A pecuniary interest disclosed pursuant to Clause 36.1 must be disclosed at the Annual General Meeting.

37. Committees

- 37.1 The Board may establish any committee and delegate any powers of the Board, which are delegable by law.

38. Secretary

- 38.1 The Board may appoint a person as the Secretary, for any period and on any terms as the Board resolves.
- 38.2 Subject to any agreement between the Company and the Secretary, the Board may dismiss or remove the Secretary at any time, with or without cause.
- 38.3 The Board may revoke or vary the appointment of the Secretary.

PART FIVE - MATTERS RELATING TO THE EXECUTIVE OFFICER

39. Executive Officer

- 39.1 The Board shall appoint a person as Executive Officer of the Company.
- 39.2 The Executive Officer must, on behalf of the Board, make appropriate arrangements for the recording of minutes of the proceedings and resolutions of General Meetings, Board meetings and Board committee meetings. Subject to the direction of the Board, the Executive Officer is responsible for:
- 39.2.1 the day-to-day management of the Company;
 - 39.2.2 supervision of all staff; and
 - 39.2.3 dealing with the correspondence of the Company and for the custody of books, records, documents and securities of the Company.
- 39.3 The Board may determine from time to time to have the same person perform the role of Executive Officer and Secretary.

40. Responsibilities

- 40.1 The Executive Officer acting within delegations determined by the Board from time to time:
- 40.1.1 is responsible for the collection and receipt of all monies due to the Company;
 - 40.1.2 shall ensure that all funds are paid into a bank account in the name of the Company and are held for the Company;
 - 40.1.3 must ensure that all expenditure is in accordance with a protocol developed by the Board;
 - 40.1.4 shall present to the Board at each Board meeting a financial statement that reflects an accurate record of the Company's finances to that point in time;

- 40.1.5 must ensure that proper accounts are kept for the Company and that the accounts of the Company are audited each year in accordance with the Act and any requirement imposed by Government policy or law and submitted to the Annual General Meeting as required by the Act;
- 40.1.6 must make available for inspection by Members during business hours the accounts and books showing the financial affairs of the Company and any document of the Company to which a Member is legally entitled (but excluding information of a personal nature regarding employees);
- 40.1.7 must ensure that all returns and reports are prepared and lodged in accordance with the Act;
- 40.1.8 must ensure that the Company complies with any requirement of any Government grant or funding authority; and
- 40.1.9 must ensure that the Company complies with all relevant laws, in particular the Act.

41. Custody of the Common Seal

- 41.1 The common seal of the Company must be kept in the safe custody of the Executive Officer.
- 41.2 The Executive Officer must ensure that the common seal is only affixed to an instrument after the Board has given that authority.
- 41.3 The Executive Officer must ensure that the affixing of the common seal is attested to by the signature of two Directors or one Director and the signature of the Executive Officer.

PART SIX - MATTERS RELATING TO THE OPERATION OF THE COMPANY

42. Memorandum of Understanding

- 42.1 A Memorandum of Understanding shall be agreed between the Company and each Participating Council. The term of the Memorandum of Understanding will be for a rolling four-year period and be reviewed annually by 28th February. The Memorandum of Understanding shall describe the funding commitments to be made to the Company by the Participating Council, and other general and specific arrangements.

43. Minutes to be Confirmed and Signed

- 43.1 The minutes for each meeting, whether a General Meeting or a Board meeting, must be confirmed by the subsequent meeting and signed by the person presiding over that next meeting, together with a record of the names of persons present at the meeting.

44. Finance

- 44.1 The financial year shall be from 1st July to 30th June.
- 44.2 The provisions of the Local Government Regulations 1990, Parts 6 & 7 of the Local Government Act 1989 and relevant Australian Accounting Standards, shall apply.
- 44.3 An annual budget shall be prepared each year by the Executive Officer for consideration by the Board in line with its annual financial planning and budgeting cycle.

- 44.4 The Company's financial transactions shall be transacted through a financial institution approved by the Board and the signatories for any cheque accounts shall be:
- the Executive Officer; and
 - any nominated employee that the Board deems fit; and
 - any Director/s nominated by the Board.
- 44.5 All submissions for funding shall contain a component to be allocated towards the administrative costs of the Company.
- 44.6 Directors shall not, by reason only of his or her being such a Director, be liable to contribute towards the payment of the debts and liabilities of the Company or the costs, charges and expenses of the winding up of the Company.

45. Financial Contributions

- 45.1 Each Member must pay an annual membership subscription of the amount established by the Board to be paid annually in accordance with the schedule of time for payment determined by the Board.
- 45.2 In determining the annual membership fees for Organisation Members, the Board may decide to establish different levels of fees for different sizes of Organisations.
- 45.3 The annual membership fees will be determined each year by the Board.
- 45.4 The Board shall prepare a budget to be completed by 1st March of each year specifying the contribution to be made by each Participating Council.
- 45.5 The process for resolving a dispute concerning financial contributions between a Participating Council and the Board is as follows:
- 44.5.1 the Participating Council will be invited to present a case in writing to the Board outlining its position;
 - 44.5.2 if, upon consideration, the Board is satisfied that the Participating Council's case or proposition is acceptable the Board will determine the action to be taken and will notify the Participating Council accordingly;
 - 44.5.3 if, upon consideration, the Board is not satisfied with the Participating Council's case or proposition the Board will request that a representative of the Participating Council attend a specially

convened meeting to be attended by the Chairperson of the Board and two other Board members;

- 44.5.4 the Participating Council and the Board may each have in attendance one advisor to assist in the process or resolution;
- 44.5.5 if resolution cannot be reached at this meeting the Board will issue one further notice for payment of all fees due together with a letter stating that failure to pay the required fees will result in the immediate suspension of membership of the Company, reinstatement being conditional upon the payment of all overdue fees.
- 45.6 Each financial year the Members must pay the contributions in accordance with the Board's schedule and by the due dates as set out in the schedule.
- 45.7 If a Member does not pay any instalment of a contribution by the due date then:
 - 44.7.1 it must pay interest to the Company from the due date to the date of payment on the balance outstanding from time-to-time at a rate equal to the highest rate normally charged by the Company's bank to any customer on overdraft loans of a similar account; and
 - 44.7.2 the Board may by written notice to that Member require it to pay within 14 days the balance of the whole of that Members' contribution for that year; and
 - 44.7.3 interest at the rate specified by Clause 44.7.1 applies on any overdue payment under Clause 44.7.
- 45.8 If a Member is overdue in the amount of any instalment of contributions by more than 14 days, the representative of that Member is not entitled to vote at any General Meeting while any amount of contributions or interest is overdue.
- 45.9 A Member who ceases to be a Member is not entitled to a refund of the membership subscription for the year in which Membership is relinquished.
- 45.10 Any Director (Nominated, Elected or Appointed) who is associated with a Member not entitled to vote pursuant to Clause 44.8, may attend the meeting in his or her capacity as a Director but is not entitled to vote on behalf of the Member.

46. Custody and Inspection of Books and Records

- 46.1 The Secretary must keep in his or her custody or under his or her control all books, documents and securities of the Company.
- 46.2 All accounts, books, securities and any other relevant documents of the Company must be available for inspection free of charge to any Member upon request subject to provisions relating to privacy as defined in relevant legislation.
- 46.3 A Member may make a copy of any accounts, books, securities and any other relevant documents of the Company subject to provisions relating to privacy as defined in relevant legislation.

47. Borrowings and Investments

- 47.1 Borrowings:

The Company may borrow money (or obtain any financial accommodation that has the same effect as borrowing money) provided that in any particular case:

 - 46.1.1 it has the approval by a vote of two thirds of the Membership; and
 - 46.1.2 the amount borrowed (or obtained by way of financial accommodation) is secured over the assets and income of the Company.

48. Indemnity

- 48.1 The Executive Officer, Secretary and every Director, delegate, manager, employee and agent of the Company shall be indemnified out of the property or assets of the Company against any liability incurred by him or her in his or her capacity as a Director, delegate, or agent in defending any proceedings, whether civil or criminal, in which judgement is given in his or her favour or in which he or she is acquitted or in connection with any application in relation to any such proceedings in which relief is, under the Act, granted by the court.
- 48.2 The Company shall indemnify its Directors, delegates, managers and employees against all damages and costs (including legal costs) for which

any such person may become liable to any third party in consequence of any act or omission except wilful misconduct:

- 47.2.1 in the case of a Director made while acting on behalf of and with the express or implied authority of the Company; and
- 47.2.2 in the case of an employee, performed or made in the course of, and within the scope of his or her employment by the Company.

APPENDIX 1:

**APPLICATION FOR MEMBERSHIP OF
LEADWEST LTD.**

[Name of Council or Organisation] of *[address of Council or Organisation]* applies for membership of LeadWest Ltd.

If *[Name of Council or Organisation]* is admitted as a member of LeadWest Ltd, it agrees to be bound by its Constitution and policies.

.....
[Position of Signatory]

for and on behalf of *[Name of Council or Organisation]*

Date:

APPENDIX 2:

**Form of Proxy
LeadWest Ltd
ACN 125 171 451**

.....being a *Member/Director of LeadWest Ltd
Appoint:

.....
(Name)

of.....
(Insert Address)

or

the person holding the office of (Insert description of office) (Insert name
of Member)

as its proxy for the whole of/part of the Annual General Meeting/Special
General Meeting/Board Meeting* of LeadWest Ltd to be held on (date
and time) at (Location) and any adjournment of that meeting.

the proxy is authorised to vote in favour/against the resolution in Item
(number) of the Agenda*

the proxy is authorised to vote at his or her discretion*

**Delete as appropriate*

Signed:..... Dated:

