Date: Monday 26 March 2018  
Time: 6.00PM – 8.00PM  
Location: Sam Merrifield Library. Meeting Room 2

Welcome to Jim Karabinis (Manager, Leisure) and Rosa Serratore (Dept Co-Lead).  
Apologies Malika Omar, Sherryn Jones-Vadala, Effie Margolis, Kendrea Pope (Sponsor Director)  
2 resignations due to relocation: Rebecca Slingo and Elysia Pitcher  
1. Minutes from last meeting. Accepted.  
2. Neighbourhood Planning  
   Presentation (attached) and discussion led by Jim Karabinis.  
Comments:  
- Library as a community room example in Singapore. Nation built on desire for maximum success.  
- Establish club to teach the community new skills. 3D learning, cooking.  
- Bring people - shared experience model. Simultaneous activities for different generations.  
- Workshops. Community courses. Mini events - festivals.  
• Improving equity
• Creating spaces that lend themselves to collaboration.
• Building design - how do you build affinity for a space so that people start caring about a space. Create as many touch points as possible. Bring all aspects of precinct together.
• Need a great communication model.
• Bring other expertise in eg from Men's Sheds.
• Importance of safe spaces.
• Having the right staff is important.

3. **Service Review of Library Programs** – Report (Rosa Serratore) provided a summary of the report (circulated previously)

3.1. Recommendations

• Some questions around differences between programs offered at different libraries.
• How participation and satisfaction rates are measured.
• Do we need to engage young people?
• Issues of literacy might be relevant.
• Marketing - need to do a better job. What other touch points? Could use other Youth Services areas. Could use other targeted social media advertising. YouTube. Livestream author talks. Rob has agreed to share his expertise and will meet with our Online Engagement Librarian.
• How do we sell the library as a lifelong learning space?

3.2. Lifelong Learning Mapping across Moonee Valley. Included in Appendix to report.

3.3. Volunteer Framework.

• How do we call for volunteers - make it attractive to be involved?
• What programs can be run with the demographic of retired professionals eg Ask an Expert day

4. **Festival and Events Review** (attached)

• Never previously undertaken a strategic view of festivals.
• Like joint partnerships. Decentralisation of festivals. More arts events.
• Running an event blueprint kit.
• Running a key event - what do we have that is unique? Satellite shows for city shows.
• Get more people into Moonee Valley. Rolling shows rather than a giant festival
5. **General Business**

- Items for future agendas. We will report back on how discussion at this meeting will be incorporated into change.
- Possible partnerships with secondary schools via the Library Children’s and Youth team and Youth Development team.
- Background noise of airconditioning noted. Council officers to follow up.

6. **Close of Meeting** – Meeting closed at 8pm

7. **Next Meeting** – To Be Confirmed
COMMUNITY WELLBEING PORTFOLIO ADVISORY COMMITTEE
Meeting Minutes

Date: Monday 13 November 2017, 6:30pm – 8:30pm
Venue: Moonee Valley Board Room, Caroline Chisholm Society, 977 Mt Alexander Rd, Essendon
Attendees: Cr Jim Cusack, Kate McCaughey, Sarah Edwards, Melissa Ensink, Helen Cooney, Majak Akot, Cathy Connop, Katherine Thorne, A.M, Noah,
Apologies: Katy Dib, Rhonda Collins, Shadia Mohamed

Chair: Cr Jim Cusack
PAC Lead: Kate McCaughey
PAC Co-lead: Sarah Edwards
Council Officer: Melissa Ensink

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<thead>
<tr>
<th>Item</th>
<th>Action &amp; Due date</th>
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<tbody>
<tr>
<td>1. Acknowledgement of Country</td>
<td>Noted</td>
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<tr>
<td>2. Welcome &amp; Recap</td>
<td>Noted. Previous meeting minutes endorsed.</td>
</tr>
<tr>
<td>3. MV2040 Visioning Paper and Themes Feedback Activity</td>
<td>Committee members invited to let Council know what you think about the vision and big ideas for your neighbourhood via a postcard or the online tool <a href="https://mv2040.mvcc.vic.gov.au/">https://mv2040.mvcc.vic.gov.au/</a>:</td>
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<tr>
<td>Officers provided a presentation regarding the MV2040 Visioning Paper as per the tabled powerpoint presentation. Noted a major community symposium recently held on 22 October.</td>
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</table>
| Committee members invited to let Council know what you think about the vision and big ideas for your neighbourhood via a postcard or the online tool [https://mv2040.mvcc.vic.gov.au/](https://mv2040.mvcc.vic.gov.au/):

Committee feedback by theme regarding the MV2040 Visioning Paper included:

a) Fair
   - Farmers markets, local selling opportunities that act as hubs
   - Medium density but more trees
   - Stop high rise and build community, eco-friendly cities
   - Push farmers markets and access to quality foods at affordable prices
   - Affordable

   The 22 October community symposium summary will be sent around to the
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<tr>
<td>b) Thriving</td>
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<tr>
<td>• Access to jobs or employment</td>
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<td>• Employment subject to residents first</td>
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<tr>
<td>• Supporting small/local businesses including networking</td>
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<tr>
<td>• Less developments and more access to parks</td>
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<td>• ‘Active’ includes ‘purposeful’, purposeful participation</td>
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<tr>
<td>• Develop integrated learning precincts – push state government on this</td>
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<td>• Art spaces/schools and libraries as ‘hubs’</td>
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<tr>
<td>• Commitment to funding learning centres, U3A</td>
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<td>• Encourage digital businesses to come to Moonee Valley</td>
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<td>• Create human spaces, meeting spaces and performing spaces in our activity centres</td>
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<td>• Lifelong learning: promote among different communities</td>
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<td>• Informal learning, social interaction, learning doesn’t stop when you leave school</td>
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<tr>
<td>• Link between training and employment</td>
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<td>• Hubs around food i.e. markets</td>
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<tr>
<td>• Specific learning precincts: preschool – U3A</td>
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<tr>
<td>• Community hubs, i.e. Newport hub</td>
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<td>c) Beautiful</td>
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<td>• Acquire new spaces</td>
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<td>• Art and culture expanded and a base for new jobs – fastest growing area of jobs for Australia</td>
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<td>• Ongoing commitment for green spaces</td>
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<td>• Gathering places for community (all of community and specific groups)</td>
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<td>• Medium density, it is important to see trees between buildings (i.e. between apartment blocks)</td>
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<td>• Love our waterways and fix up Moonee Ponds Creek</td>
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<td>d) Green</td>
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<td>• A spacious, resident sustained city that caters for resident needs</td>
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<td>• Help all citizens to buy into being enviro smart</td>
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<td>• Communal composting areas for those that don’t have green bins/free green bins</td>
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<td>• Nature strips and roundabouts producing fruit</td>
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<tr>
<td>• Community composting</td>
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<td>• Community gardens</td>
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<td>• More free planting</td>
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<tr>
<td>• Walkable</td>
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<td>• More parks and maintenance sustainable practices (how we look after...</td>
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### APPENDIX B

#### Item 9.5

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<tr>
<th>Item</th>
<th>Action &amp; Due date</th>
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<tbody>
<tr>
<td>1.</td>
<td>parks in response to climate change – get the balance right)</td>
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<td></td>
<td>• Additional comments about litter near river precinct:</td>
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<tr>
<td></td>
<td>• Public recycling bins. Ability to cater for crowds around river</td>
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<td></td>
<td>• Educate sports clubs</td>
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<td></td>
<td>• Introduce the ‘stick’, and carrots (Tidy Streets)</td>
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<td></td>
<td>• Links to employment, i.e. to pick up litter</td>
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| 2.   | Additional comments about litter near river precinct: |
|      | • Public recycling bins. Ability to cater for crowds around river |
|      | • Educate sports clubs |
|      | • Introduce the ‘stick’, and carrots (Tidy Streets) |
|      | • Links to employment, i.e. to pick up litter |

| e)    | Connected |
|       | • Change the structure of suburbs to create safer transport and improved transport. |
|       | • Signage for bike paths, connection |
|       | • Bike paths that are connected to other paths e.g. Moonee Ponds Creek trail and public transport |
|       | • Get the basics right i.e. cycling and walking infrastructure |

| 4.    | Neighbourhood planning |
|       | Officers provided a presentation regarding a very preliminary neighbourhood planning model as per the tabled powerpoint presentation. The neighbourhood planning model is being considered as a possible means of delivering the MV2040 Strategy once adopted by Council |
|       | Meeting discussion explored how Council might best consult with community on neighbourhood planning? Responses included: |
|       | • Use communities and libraries, consultation should be targeted to population groups i.e. go to the people (where do young people hang out?) |
|       | • Community consultation should be at the centre of decision making |
|       | • The process is not a linear process. Could this diagram be redesigned? (slide 23) |
|       | • Need to include time to reflect, pick up things that are left behind |
|       | • Continuation of PACS? |
|       | • Co-design with the community, what do they want and need? Where do they hang out? |
|       | • Groups that act as a ‘lighthouse’, guide the way forward and provide checks along the way |

| 5.    | Other feedback on the proposed the neighbourhood planning model pilot included: |
|       | • Doing both Ascot Vale and Flemington as a combined pilot might be too much- consider just doing one neighbourhood. |
|       | • Neighbourhood planning: |

<p>|       | Officers to incorporate feedback and provide update at next meeting |</p>
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<th>Item</th>
<th>Action &amp; Due date</th>
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| o Two options, pilot site/s or ‘lens’ approach  
   o How will this actually happen and play out? Resource implications? | |
| 6. Next meeting  
   • Could we include a standing agenda item where we are updated with the progress of the other PAC groups? Community Wellbeing fits into so many other PAC areas.  
   • Next meeting scheduled for February 2018. | Develop mechanism for a standing item in meeting agenda |
30 November 2017

Agenda – Strategic Planning Portfolio Advisory Committee

City of Moonee Valley

Strategic Planning Portfolio Advisory Committee

Minutes

Meeting #2
held Thursday 30 November 2017 at 6.30 pm
Committee Room, Civic Centre

Attendees:
Cr Nicole Marshall  Councillor and Chair
Jessie Keating  Manager Strategic Planning (MVCC)
Christina Collia  Coordinator Strategic Planning (MVCC)
David Kilroe  Senior Strategic Planner (MVCC)
Tyson Brennan  Committee Member
Adam Maciejewski  Committee Member
Jennifer Nola  Committee Member
Cat Turville  Committee Member
Lisa Riddle  Director, ETHOS URBAN
Kristen Wilkes  Principal, ETHOS URBAN

Apologies:
Adam Wojcik  Committee Member
Laura Oakley  Committee Member
Stephanie Pasharis  Committee Member
Senka Sestan  Committee Member
Jarrod Smith  Committee Member
Justin Wibrow  Committee Member
1. **Welcome**

Chair Cr Marshall opened the meeting at 6.30pm and welcomed members. It was acknowledged that the meeting agenda was circulated at short notice and efforts would be made to provide agendas earlier for future meetings.

Cr Marshall noted formal apologies from Senka Sestan, Adam Wojcik, Jarrod Smith and Natalie Reiter.

The Minutes of the previous meeting held on 14 September 2017 were confirmed - moved by Tyson Brennan and seconded by Adam Maciejewski.

Jennifer Nola requested a copy of the Strategic Planning team structure.

Cr Marshall asked the committee to think about the value of using Yammer.

Post meeting, Council officers sought advice from the Governance and Communications team who provided the following comments:

*Yammer is a transparent online engagement platform that allows all committee members, including Officers and Councillors to discuss ideas, share information and participate in conversations relating to the strategic objectives of their portfolio. Yammer is moderated by Council and all users comply with the MVCC Social Media Policy.*

To this end, Council’s Corporate Engagement Officer will attend the next meeting and provide a demonstration on how to get the most out of Yammer.

**ACTIONS:** MVCC officers to circulate presentation from Meeting #1 (containing Strategic Planning team structure) on Yammer.

MVCC officers to invite Corporate Engagement Officer to next meeting to provide a Yammer demonstration.

2. **Declaration of any conflicts of interest**

No members declared a conflict of interest with regard to any agenda items.

3. **Committee governance**

The following draft objectives were considered by the committee present at the meeting:

Objectives of the committee are to provide a forum whereby members:

- Provide advice to Council on strategic planning issues, including contributing to the development of planning policies and strategies. The focus will be on projects identified in the Council Plan and the forthcoming MV2040 strategy.
- Provide feedback and input on activities to engage the wider community on matters related to strategic planning.
- Respond to particular issues referred by Council to the Committee.
Cr Marshall suggested point 2 could be expanded upon. No further changes were suggested by the committee.
Given a quorum was not in attendance, the decision to finalise the Terms of Reference was deferred. The objectives will therefore be considered by members at the next meeting.

**ACTION:** MVCC officers to post draft objectives to Yammer for group to consider and discuss/confirm at next meeting.

4. Neighbourhood Character Study Review

Consultants Kristen Wilkes and Lisa Riddle of ETHOS URBAN provided an overview of the key findings from their background research/analysis.
Topics presented included:
- Project aims and objectives
- What is and is not Neighbourhood Character
- Project outputs
- Current status
- Draft Background Report: Preliminary findings
- Discussion
- Next steps

ETHOS URBAN and David Kilroe facilitated a group discussion focussing on the following questions:
- What do you like and dislike about the design of:
  - Higher density development (along main roads, stations, near activity centres)?
  - Infill development in suburban areas?
  - New development along the river?
  - Redevelopment of inner urban areas?

See Appendix A for a summary of discussion.

**ACTIONS:** MVCC officers to upload presentation, definition of character profiles and summary of relevant VCAT cases to Yammer.

MVCC officers to post discussion questions to Yammer for committee members not present to consider and respond to.

All members to post photos of local infill development they like onto Yammer.

5. MV2040

Jessie Keating provided an overview of the MV2040 Visioning Paper.

Topics presented included:
- Developing the Strategy – draft, final, implementation
30 November 2017

Agenda – Strategic Planning Portfolio Advisory Committee

- Visioning Paper – Trends, Principles, Themes, 13 Neighbourhoods
- “Fair” theme – Youtube clip

Due to time constraints, the planned mapping exercise was not completed. Members were therefore provided with a take home neighbourhood mapping exercise.

**ACTIONS:** MVCC officers to post out mapping exercise to all members not present.

Members to complete neighbourhood mapping exercise and encourage family/friends/networks to provide feedback via online survey.

6. General Business

Members were asked when they would like to resume meetings in 2018. There was consensus on meeting in February.

7. Close of meeting

The meeting closed at 8.30pm.

The next meeting will be held in February – date to be confirmed via Yammer. Likely topics to be discussed include the Draft MV2040 Strategy and progress on the Neighbourhood Character Study Review.

**ACTION:** MVCC officers to confirm next meeting date.
Portfolio Advisory Committee
Terms of Reference
STRATEGIC PLANNING

1. Purpose
To support strategy and policy development for the municipality and ensure Council’s decisions are evidence based and informed by strong community input.

2. Objectives
- Provide advice to Council on strategic planning issues, including contributing to the development of planning policies and strategies. The focus will be on projects identified in the Council Plan and the forthcoming MV2040 strategy
- Provide feedback and input on activities to engage the wider community on matters related to strategic planning
- Respond to particular issues referred by Council to the Committee.

3. Definitions
- **Acting Chairperson** means an alternative Senior Council Officer/delegate, in the absence of the Chairperson
- **Chairperson** means the Portfolio holder Councillor
- **Chief Executive** means the Chief Executive Officer of Council
- **Committee** means any Council created Portfolio Advisory Committee
- **Community Member** is a member of a Committee who is not a Councillor or a member of Council staff
- **Council** means Moonee Valley City Council
- **Councillor** means a Councillor of Moonee Valley City Council
4. **Code of Conduct**

4.1 All members of the Committee are required to observe the provisions of the Moonee Valley City Council Code of Conduct and any other policy or requirements applicable to the proper functioning of the Committee. For further information refer to Appendix A.

4.2 Committee members should feel free to express their opinions and views without fear of recrimination. It is therefore important that Committee members respect each other (often despite differences) and work together to create an open and trusting committee atmosphere.

4.3 It is essential for Committee Members to accept collective responsibility, and remain loyal to decisions of the Committee, even where they may not have agreed with the final decision.

4.4 A breach of the Code of Conduct may lead to the Member being expelled from the Committee and/or other appropriate action.

5. **Conflict of Interest and Confidentiality**

5.1 Committee Members must disclose a Conflict of Interest in accordance with the *Local Government Act 1989*.

5.2 In the event of a Conflict of Interest arising the Committee Member:

   (a) Must disclose the interest and clearly state the nature of the interest at the meeting before the matter is considered.

   (b) Must leave the room and not participant in any discussion and/or decision.

   (c) The disclosure must be recorded in the meeting minutes.

5.3 Members may have contact with confidential or personal information retained by Council. If so, Members are required to maintain the security of any confidential or personal information and not access, use or remove any information.

5.4 All members of Council Committees are required to observe the provisions of the Moonee Valley City Council Privacy Policy relating to their access to personal information.

5.5 Privacy legislation governs the collection, holding, use, correction, disclosure and transfer of personal information. More information about the legislation, can be obtained by contacting Council’s Privacy Officer.

5.6 Should a member become aware of any breach of the security, or misuses, of Council’s confidential or personal information, please contact the Privacy Officer.

6. **Media Protocol**

6.1 The Portfolio Councillor is the authorised spokesperson for the Committee.
6.2 Committee members are not permitted to speak to the media in their capacity as a portfolio committee member. Any media enquiries must be referred to the chairperson and the Council Sponsor Director.

7. Dates, Times and Places of Meetings

7.1 The Portfolio Advisory Committees will hold a minimum of three meetings per year.

7.2 Meetings shall be held at Moonee Valley City Centre, 9 Kellaway Avenue, Moonee Ponds or an appropriate alternative location.

7.3 An agenda for meetings held, will be delivered to each Committee member up to 5 working days before a scheduled meeting.

7.4 Allowances will be made to make remote access for meeting attendance possible. This is subject to prior approval of the Chair.

8. Membership and Attendance

8.1 Appointments

Council shall undertake an expression of interest process calling for community members, where a Portfolio Advisory Committee is to be established.

The following criteria shall apply for the selection of members:

- Skills and other attributes of the applicant
- Qualifications of the applicant
- The level of experience and interest in the work of the Committee
- A broad distribution of applicants, in terms of the geographic and physical location within municipality
- Broad representation of applicants that reflect the diversity of Moonee Valley

Necessary arrangements will be made by Council to facilitate the short-listing and selection of community applicants for Committees.

Where professional membership is necessary (i.e. industry specialist), an invitation will be extended to the appropriate body, seeking the appointment of a representative.

The Committee will be convened by Council and shall comprise:

a. Up to 10 community members selected from a public Expression of Interest process

b. Committee Sponsor will be a Council Director or delegated Council Officer

c. Delegated Council Officer from applicable Business Unit.
8.2 Term of Appointment

Councillor members shall be appointed for a period, as deemed appropriate, so long as the period of appointment does not extend past the Council term.

The period of appointment for Community members shall be for the duration of the existing Council term.

The period of appointment for professional membership shall be for the life of the Committee, or as deemed necessary by the Chairperson.

8.3 Attendance

A Committee member shall endeavor to advise the Chairperson and/or delegate of non-attendance at any meeting.

8.4 Failure to Attend Meetings

Any member who is unable to attend three (3) consecutive Portfolio Advisory Committee meetings shall notify the Chairperson or Chief Executive in writing as to their availability to continue to be a member of the Committee.

8.5 Resignation of Committee Member

A Committee member may resign from the Committee by advising the Chairperson and Chief Executive Officer in writing. In the event of resignations, Council may call for Expression of Interest on an as needed basis to fill Committee vacancies.

9. Quorum

9.1 A quorum is the majority of appointed members, but must include either the Chairperson and/or Acting Chairperson and delegated Council Officer.

9.2 Where possible a quorum will be present for the meetings. If a quorum is not present, the meeting will proceed but all decisions deferred until a quorum has been reached.

9.3 Business that is unfinished at the completion of a meeting may at the discretion of the Chairperson be referred to the next meeting of the Committee.

10. Chairperson

10.1 Meetings will be chaired by the Portfolio holder Councillor.

10.2 Duties and Discretions

(a) must not accept any motion, question or statement which is derogatory, or defamatory of any Councillor, Committee Member, member of Council staff, or member of the community; and

(b) must call to order any person who is disruptive or unruly during any meeting

11. Operations
11.1 The Committee will operate in accordance with adopted Terms of Reference for each Portfolio Advisory Committee.

11.2 The Committee has no budgetary responsibilities, decision-making powers or delegated authority but serves to make recommendations for Council's consideration.

11.3 The Committee shall follow the general consensus principle, when determining its preferred position on matters under discussion.

11.4 Committee members will not publicly comment on behalf of the group. Neither will it seek to advocate on the needs of individual organisations.

11.5 The Council will provide the necessary support to assist the Committee to function effectively including:

(a) Maintaining contacts details of members.

(b) Preparing and distributing agendas and prior reading materials.

(c) Preparing and distributing meeting minutes.

(d) Preparation of an Assembly of Councillors’ record as required under the Local Government Act 1989

12. Sub-Committees

12.1 The Portfolio Advisory Committee may auspice the establishment of Sub-Committees as needed to progress specific initiatives for a defined period of time.

12.2 Subject to the approval of the Committee, these Sub-Committees may invite other members as required to address the specific subject matter at hand.

12.3 All Sub-Committees will comprise two or more Committee Members and may include relevant Council Staff.

13. Reporting

13.1 Endorsed minutes of the Committee meetings shall be presented to the next practicable Ordinary Meeting of Council and published to the Council webpage.

14. Review

14.1 A review of the role, function, membership and productivity of the Portfolio Advisory Committee will be conducted June 2018 and thereafter once every four years or as required to ensure currency, effectiveness and stakeholder engagement.

14.2 Council retains the right to:

(a) Review, amend or alter the operations and membership of this Committee as it deems appropriate and necessary.

(b) Revoke these Terms of Reference at any time
PORTFOLIO ADVISORY COMMITTEES

TERMS OF REFERENCE

APPENDIX A CODE OF CONDUCT

1. Introduction

In line with Moonee Valley policies that are underpinned by Victorian and Australian legislation, Portfolio Advisory Committee members are required to respect the principles of human rights and equality and:

- act with integrity
- impartially exercise their responsibilities in the interests of the Moonee Valley community and
- not improperly seek to confer an advantage or disadvantage on any person.

2. Code of Conduct

Portfolio Advisory Committee members are expected to:

- avoid conflicts between their public duties and their personal interests and obligations
- act honestly and avoid statements (whether oral or in writing) or actions that will or are likely to mislead or deceive a person
- treat all persons with respect and have due regard to the opinions, beliefs, rights and responsibilities of other persons
- exercise reasonable care and diligence
- endeavour to ensure that public resources are used prudently and solely in the public interest
- act lawfully and in accordance with the trust placed in the person as an elected representative and
- support and promote these principles by leadership and example and act in a way that secures and preserves public confidence in the Portfolio Advisory Committees.
- abide by all Council adopted policies, protocols and guidelines.

A breach of any of these will be deemed to be a breach of this Code of Conduct.

Where an alleged breach of this Code of Conduct is reported:
• the Portfolio Advisory Committee members concerned will agree to work towards resolving the dispute by the appointment of an arbiter who is suitably independent and able to carry out the role of arbiter fairly.

• this Arbiter, as nominated by the Chief Executive Officer will be acceptable to both parties.

3. Child Safety Principles

Under Victorian law children and young people have the right to both feel and be safe all of the time.

Portfolio Advisory Committee members will uphold appropriate behaviours demonstrating a zero tolerance to child abuse and will:

• support the empowerment and participation of children by upholding their right to be heard
• responding responsibly and respectfully to children’s views and concerns, in the practice of engagement, developing policies and implementing decisions.
Environment Portfolio Advisory Committee

MINUTES

Date and Time: Monday 11 December 2017, 6.30pm – 8.05pm

Location: Sam Merrifield Library, 762 Mt Alexander Rd, Moonee Ponds

Attendees:

Cr Nicole Marshall  Chair
Natalie Reiter  Director, Planning and Development
Kelly Heffer  Coordinator, Sustainability
Stephanie Mitten  Senior Sustainability Officer
Michelle Martin  Waste Projects Officer
Karen Cosson  Committee Member
Grant Duthie  Committee Member
J.K  Committee Member
Ashley-Cara Onori  Committee Member
Melinda Scarigi  Committee Member
Marcus Somerset  Committee Member
Kathy Faulkner  Committee Member
Order of Business

1. Welcome and introduction
   - Overview of agenda
   - Any other business? Plastic bags and energy from waste items suggested by Kathy Faulkner (added as item 6).
   - Apologies – Erin Rhoades and Sally White (+ Eleanor & Justine - observers)

2. Actions from last meeting
   - All actions in minutes carried out (refer minutes previously circulated).
   - Minutes accepted

3. Waste and Resource Recovery Plan
   \(\text{(Presentation circulated)}\)

   Whole group discussion:
   - Different recycling rules between councils causes confusion
   - Confusion around washing items and identifying which items can and can’t be recycled e.g. soft plastics, coffee cups
   - Could supply stickers or some other communications that go on the bin but are difficult to keep relevant. Perhaps something sent out annually with the waste calendar?
   - Note that Council is writing to all households with green bins to encourage them to use the bin for food waste.
   - How to work with apartment building owners on food processing – this is a gap. How can we support apartment dwellers to have green bins?
   - How to best target communications – will need to increase education around these topics. Note a dedicated communications plan for diverting food to green waste bins is scheduled for roll out from February 2018.
   - The compost provided for residents at the transfer station is to Australian standards and for free pick up by residents.
   - Council seeking ideas for community driven project we can support to reduce waste

   Workshop ideas:
   - Focus on school education around recycling and food waste
   - Promote organic / recycle options at points of purchase
   - Work with supermarkets to educate around food waste
   - Communications – social media and educational materials at council buildings
   - Language - refer to ‘food organics’ rather than ‘waste’
   - Consider biodigesters for converting food into energy – could trial
   - Biosolids recovered for energy via water treatment plant
   - Multi Unit Developments – consider CoM approach of charity bins for collections at MUD’s
   - Open shed programs/ tool library – mowers and garden items most popular. Connect people through sharing platforms. May not need a physical space to store items for sharing.
   - Sharing economy ideas / many sites exist already which could be better promoted (e.g app for tool exchange).
- Trial booked collections of hard waste
- App to help avoid food waste – mapping fruit over hanging fruit trees / feral fruit mapping
- Connecting businesses with community groups and schools. Excess waste that would be of use for schools using a ‘reverse garbage’ idea
- Communicate the quality of compost available at transfer station for free
- Better utilise our men’s sheds for workshops that attract different demographics
- Repurposing furniture – e.g. through social enterprise. Moving to at-call services would divert a lot of those large items because they wouldn’t be left out in elements.
- Re-new household - confusing messaging / info not accurate.
- Sustainable Champions – using community to get message out.
- Research for better engaging CALD communities
- How do you safety clear data from phone etc – communicate this when promoting e waste collections
- More spaces for upskilling and upcycling e.g. sewing, repair
- Partner with businesses to upcycle their waste e.g cardboard, plastics etc
- Consider delaying Public Place Recycling until certainty around Container Deposit Scheme

**Action:** Suggestions to be considered as part Waste and Resource Recovery Plan update in the new year.
Justine to send through link from Netherlands community driven projects.

4. **MV2040 draft submission from Environment PAC**
Reviewed draft submission based on contributions from members.
Discussion and additions:
- Discourage black roofs
- Go get campaign to ask community to lobby Go get for car share sites / car next door.
- Utilising car batteries to export power to the grid during peak times

Draft submission finalised and endorsed.
- Any additional comments can be emailed through. Sally White’s additional comments included.

5. **Other business**
State government discussion paper on banning plastic bags and reducing plastic waste – out for public consultation.
Discussion:
- Council will contribute to the Municipal Association of Victoria (MAV) submission

**Action:** Members may like to make submissions individually: [https://engage.vic.gov.au/waste/plastic-pollution](https://engage.vic.gov.au/waste/plastic-pollution)
State government discussion paper on energy from waste.
Discussion:
- Council will contribute to the Municipal Association of Victoria (MAV) submission
- Emphasised importance of appropriate regulatory controls to ensure energy from waste facilities don’t undermine other higher order recycling options.
- Modern energy recovery facilities have tighter air emission controls than past incinerators.

6. Waste-wise kris-kringle and festive treats

7. Close of meeting and socialising
- Upcoming events and other notifications
- Reminder to encourage others to participate in the Sustainability Champions program.
- Cr Marshall thanked all participants for their contributions this year.
- Reminder future meeting date: Monday 19 February, 6.30pm
Portfolio Advisory Committee
Terms of Reference

1. Purpose
To support strategy and policy development for the municipality and ensure Council’s decisions are evidence based and informed by strong community input.

2. Objectives
Objectives of the committee are to provide a forum whereby members:

- Provide advice to Council on environmental and sustainability issues, including contributing to the development of environmental sustainability policy, strategy and programs. The focus will be on sustainability programs under the MV2040 strategy.
- Assist Council to engage with, obtain feedback from and work collaboratively with the community on matters related to environmental sustainability.
- Connect with one another, as well as external partners and networks, which may lead to members initiating projects to create a sustainable Moonee Valley.
- Identify sustainability issues, initiate ideas and refer these to Council. The committee may also make recommendations to Council.
- Respond to particular issues referred by Council to the Committee.

3. Definitions
- **Acting Chairperson** means an alternative Senior Council Officer/delegate, in the absence of the Chairperson
- **Chairperson** means the Portfolio holder Councillor
- **Chief Executive** means the Chief Executive Officer of Council
- **Committee** means any Council created Portfolio Advisory Committee
• **Community Member** is a member of a Committee who is not a Councillor or a member of Council staff

• **Council** means Moonee Valley City Council

• **Councillor** means a Councillor of Moonee Valley City Council

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4.1 All members of the Committee are required to observe the provisions of the Moonee Valley City Council Code of Conduct and any other policy or requirements applicable to the proper functioning of the Committee. For further information refer to Appendix A.

4.2 Committee members should feel free to express their opinions and views without fear of recrimination. It is therefore important that Committee members respect each other (often despite differences) and work together to create an open and trusting committee atmosphere.

4.3 It is essential for Committee Members to accept collective responsibility, and remain loyal to decisions of the Committee, even where they may not have agreed with the final decision.

4.4 A breach of the Code of Conduct may lead to the Member being expelled from the Committee and/or other appropriate action.

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   6.1 The Portfolio Councillor is the authorised spokesperson for the Committee.

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   7.1 The Portfolio Advisory Committees will hold a minimum of three meetings per year.

   7.2 Meetings shall be held at Moonee Valley City Centre, 9 Kellaway Avenue, Moonee Ponds or an appropriate alternative location.

   7.3 An agenda for meetings held, will be delivered to each Committee member up to 5 working days before a scheduled meeting.

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   8.1 Appointments

   Council shall undertake an expression of interest process calling for community members, where a Portfolio Advisory Committee is to be established.

   The following criteria shall apply for the selection of members:

   - Skills and other attributes of the applicant
   - Qualifications of the applicant
   - The level of experience and interest in the work of the Committee
   - A broad distribution of applicants, in terms of the geographic and physical location within municipality
   - Broad representation of applicants that reflect the diversity of Moonee Valley

   Necessary arrangements will be made by Council to facilitate the short-listing and selection of community applicants for Committees.

   Where professional membership is necessary (i.e. industry specialist), an invitation will be extended to the appropriate body, seeking the appointment of a representative.

   The Committee will be convened by Council and shall comprise:

   a. Up to 10 community members selected from a public Expression of Interest process

   b. Committee Sponsor will be a Council Director or delegated Council Officer
c. Delegated Council Officer from applicable Business Unit.

8.2 Term of Appointment

Councillor members shall be appointed for a period, as deemed appropriate, so long as the period of appointment does not extend past the Council term.

The period of appointment for Community members shall be for the duration of the existing Council term.

The period of appointment for professional membership shall be for the life of the Committee, or as deemed necessary by the Chairperson.

8.3 Attendance

A Committee member shall endeavor to advise the Chairperson and/or delegate of non-attendance at any meeting.

8.4 Failure to Attend Meetings

Any member who is unable to attend three (3) consecutive Portfolio Advisory Committee meetings shall notify the Chairperson or Chief Executive in writing as to their availability to continue to be a member of the Committee.

8.5 Resignation of Committee Member

A Committee member may resign from the Committee by advising the Chairperson and Chief Executive Officer in writing. In the event of resignations, Council may call for Expression of Interest on an as needed basis to fill Committee vacancies.

9. Quorum

9.1 A quorum is the majority of appointed members, but must include either the Chairperson and/or Acting Chairperson and delegated Council Officer.

9.2 Where possible a quorum will be present for the meetings. If a quorum is not present, the meeting will proceed but all decisions deferred until a quorum has been reached.

9.3 Business that is unfinished at the completion of a meeting may at the discretion of the Chairperson be referred to the next meeting of the Committee.

10. Chairperson

10.1 Meetings will be chaired by the Portfolio holder Councillor.

10.2 Duties and Discretions

(a) must not accept any motion, question or statement which is derogatory, or defamatory of any Councillor, Committee Member, member of Council staff, or member of the community; and

(b) must call to order any person who is disruptive or unruly during any meeting
11. Operations

11.1 The Committee will operate in accordance with adopted Terms of Reference for each Portfolio Advisory Committee.

11.2 The Committee has no budgetary responsibilities, decision-making powers or delegated authority but serves to make recommendations for Council’s consideration.

11.3 The Committee shall follow the general consensus principle, when determining its preferred position on matters under discussion.

11.4 Committee members will not publicly comment on behalf of the group. Neither will it seek to advocate on the needs of individual organisations.

11.5 The Council will provide the necessary support to assist the Committee to function effectively including:

(a) Maintaining contacts details of members.
(b) Preparing and distributing agendas and prior reading materials.
(c) Preparing and distributing meeting minutes.
(d) Preparation of an Assembly of Councillors’ record as required under the Local Government Act 1989

12. Sub-Committees

12.1 The Portfolio Advisory Committee may auspice the establishment of Sub-Committees as needed to progress specific initiatives for a defined period of time.

12.2 Subject to the approval of the Committee, these Sub-Committees may invite other members as required to address the specific subject matter at hand.

12.3 All Sub-Committees will comprise two or more Committee Members and may include relevant Council Staff.

13. Reporting

13.1 Endorsed minutes of the Committee meetings shall be presented to the next practicable Ordinary Meeting of Council and published to the Council webpage.

14. Review

14.1 A review of the role, function, membership and productivity of the Portfolio Advisory Committee will be conducted June 2018 and thereafter once every four years or as required to ensure currency, effectiveness and stakeholder engagement.

14.2 Council retains the right to:

(a) Review, amend or alter the operations and membership of this Committee as it deems appropriate and necessary.
(b) Revoke these Terms of Reference at any time
PORTFOLIO ADVISORY COMMITTEES
TERMS OF REFERENCE
APPENDIX A CODE OF CONDUCT

1. Introduction

In line with Moonee Valley policies that are underpinned by Victorian and Australian legislation, Portfolio Advisory Committee members are required to respect the principles of human rights and equality and:

- act with integrity
- impartially exercise their responsibilities in the interests of the Moonee Valley community and
- not improperly seek to confer an advantage or disadvantage on any person.

2. Code of Conduct

Portfolio Advisory Committee members are expected to:

- avoid conflicts between their public duties and their personal interests and obligations
- act honestly and avoid statements (whether oral or in writing) or actions that will or are likely to mislead or deceive a person
- treat all persons with respect and have due regard to the opinions, beliefs, rights and responsibilities of other persons
- exercise reasonable care and diligence
- endeavour to ensure that public resources are used prudently and solely in the public interest
- act lawfully and in accordance with the trust placed in the person as an elected representative and
- support and promote these principles by leadership and example and act in a way that secures and preserves public confidence in the Portfolio Advisory Committees.
- abide by all Council adopted policies, protocols and guidelines.

A breach of any of these will be deemed to be a breach of this Code of Conduct.

Where an alleged breach of this Code of Conduct is reported:
• the Portfolio Advisory Committee members concerned will agree to work towards resolving the dispute by the appointment of an arbiter who is suitably independent and able to carry out the role of arbiter fairly.

• this Arbiter, as nominated by the Chief Executive Officer will be acceptable to both parties.

3. Child Safety Principles

Under Victorian law children and young people have the right to both feel and be safe all of the time.

Portfolio Advisory Committee members will uphold appropriate behaviours demonstrating a zero tolerance to child abuse and will:

• support the empowerment and participation of children by upholding their right to be heard
• responding responsibly and respectfully to children’s views and concerns, in the practice of engagement, developing policies and implementing decisions.
6 December 2017
Minutes – Business Promotion Portfolio Advisory Committee

Business Promotion Portfolio Advisory Committee

MINUTES

Date and Time: Wednesday 6 December 2017, 6pm – 8pm
Location: Upstairs Max’s Café, Cnr Leake Street & Mt. Alexander Road, Essendon North

Attendees:
- Cr Richard Lawrence, Chair
- Malcolm Ward, Coordinator, Economic Development
- Carey Patterson, Mgr Building Health & Pty Services, MVCC
- Brooke Ranken, City Compliance, MVCC
- Edward Crosslands, Snr Strategic Planner, MVCC
- Shrishti Tyagi, Committee Member
- Faye Aforozis, Committee Member
- Leslie Foster, Committee Member
- Scott Craven, Committee Member

Apologies:
- Reanna Browne, Committee Member
- Dominik Chimielewski, Committee Member
1. Welcome
   - Cr Lawrence welcomed PAC members and provided overview of agenda
   - Apologies were noted

2. MV2040 – future activity

   PAC members imagined a future city that is thriving with access to jobs, lifelong learning, vibrant and dynamic activity centres. The below strategic directions were discussed as outlined in the 2040 visioning paper and comments noted.

   **A city with opportunities to learn and work**
   - Currently there is a shortage of office space in the municipality – how can Council improve access to commercial spaces to work in the City. In particular within major activity centres and Airport West
   - Opportunities for schools and education to meet population expansion of MV

   **A city that responds to a changing economic landscape**
   - Committee felt that Airport West is positioned strategically between the City and Melbourne Airport. This areas potential land offerings for business expansion is promising which needs to be reflected through the areas future structure planning
   - Council needs to be able to incentivise and help attract business to the area by offering potential cost reductions where able

   **A city with things to see and do**
   - Rail network to the airport via Airport West is important public infrastructure for Moonee Valley and its future economic expansion
   - Understanding how Airbnb will change the usage of high density apartments

   **A city that is technology ready**
   - Completing roll-out of NBN and ensuring high quality IT infrastructure in new office buildings were seen as important

3. Local Laws Review and discussion
   - C. Patterson and B. Ranken introduced Council’s Local Law Review
   - Council is currently reviewing and drafting a new Local Law and sought feedback from the PAC Committee
   - The review helps ensure that the proposed Local Law meets the needs of Moonee Valley’s communities and is relevant for the next 10 years
   - Public consultation planned for Feb 18 once proposed Local Law is approved by Council
   - Comments on draft can be sent to Carey Patterson Mgr Building Health
   
     E: cpatterson@mvcc.vic.gov.au

   **Action:** M. Ward to forward Draft Local Law Policy with minutes
4. Moonee Valley Height Limits Explained
   • E.Crossland outlined the Moonee Ponds Activity Centre Pilot Project
   • Intention is to Review building heights, and implement a range of building form controls for Moonee Ponds
   • The program will develop strong criteria to clearly assess acceptable public benefits and act as a deterrent to ambit development applications that exceed maximum heights
   • The project will implement controls in keeping with community expectations
   • If successful, the results of the Pilot Project could be rolled out to other activity centres across Victoria
   • Questions were raised regarding the future level of control Council may have.
   • It was also noted that flexible floor ratios may not necessarily improve community expectations, given the level of development currently under construction
   • Affordable new office space should be considered a priority
   • Locking in future commercial activity should be considered equally or above residential provision as part of the project
   **Action:** It was requested the PAC Committee hear further updates as the Pilot Project progresses

5. Moonee Valley opportunity for new open space
   Council is undertaking a Streetscapes and Public Spaces Plan which will inform streetscapes upgrades and opportunities for new open spaces
   • M.Ward introduced a concept of introducing new public space (a park) in one of Council’s carparks - Hall Street or Shuter Street, Moonee Ponds
   • The concept would build on the number of available car parks in the Moonee Ponds area and see one of the existing carparks built to approximately 4-6 levels and the other transformed into an open park space
   • S.Craven felt that neither location was ideal and noted that carparking is in-demand in Moonee Ponds although unsure of public green park space
   • Committee suggested that the Holmes Street carpark may be a better site for a multi deck carpark
   • Introduction of office space or a commercial development was met positively by the PAC Committee
   • A feasibility report to test the capacity of the road networks and suitability of the project will be looked at in 2018
6 December 2017
Minutes – Business Promotion Portfolio Advisory Committee

6. General Business
   • Cr Lawrence recommended the business area of Airport West be included on the next
     agenda as well as an update from strategic planning on the MPAC Pilot Project

7. Close of meeting / Confirm next meeting
   7 March 2017, 6pm.
   Meeting location to be rotated and TBA
Minutes – Business Promotion Portfolio Advisory Committee

Date and Time: Monday 26 March 2018, 6pm – 8pm
Location: Upstairs Peppers Cafe, Cnr Norwood Cres & Pin Oak Cres, Flemington

Attendees:
- Cr Richard Lawrence  Chair
- Malcolm Ward        Coordinator, Economic Development
- Reanna Browne       Committee Member
- Shrishti Tyagi      Committee Member
- Leslie Foster       Committee Member
- Scott Craven        Committee Member
- Meredith Budge      Brotherhood of St. Laurence

Apologies:
- Faye Aforozis       Committee Member
- Angelo Tramontana   Committee Member
- Kendrea Pope        Director Organisational Performance, Org Performance
Welcome
- Cr Lawrence welcomed PAC members and provided overview of agenda
- Apologies were noted
- Minutes from previous PAC meeting were accepted

Brotherhood of St. Laurence – Flemington Stepping Stones Program
- Meredith Budge - Manager Community Engagement Multicultural Communities Team - Brotherhood of St Laurence (BSL) - presented to PAC
- The BSL program known as Stepping Stones was introduced to PAC
- Program is tailored to women from a refugee and migrant background who are thinking of starting a small business
- Delivered at Flemington Community Centre - Stepping Stones Program is financially supported by Council and has taken 27 local women through a 10 week program
- Now approaching its second year the BSL are looking for business mentors for many of the Moonee Valley women who have participated (see business areas of interest as separate document)
- PAC members were encouraged to think about becoming mentors for Stepping Stones women and to communicate the program through their networks

Public WiFi in Commercial areas of Moonee Valley
- M.Ward provided an update on WiFi and discussed the trial of street WiFi in the Essendon North business area
- Recommended by PAC to request email and postal code as part of the WiFi login page - no more than 2 steps should be asked prior to login
- S.Tyagi agreed that youth actively sought out free WiFi to offset phone data limits and the initiative was valid

Footpath Trading Policy Update
- M.Ward updated PAC on the proposed changes to the Footpath Trading Policy which primarily included a fairer fee model for all that is measured by width of business
- Charity collectors were reviewed as part of Policy and future collection of subscriptions/ongoing payments will be prohibited on footpaths
- Designated areas of activation for community groups is to be included in major activity centres
- The Policy was yet to go before Council and would then go out for a further 28 day exhibition seeking community comments
Business Networking Event in 2018

- M. Ward overviewed a number of the business networking events that Council ran in 2017 including ‘Leaders in Business’ and ‘Networking Evening at the Boathouse’ and asked PAC thoughts on new events of this type.
- S. Craven felt that it is best to start with a niche industry group or a key interest presentation such as marketing/sales and then build in a networking aspect following.
- R. Browne recommended that research be a starting point. Further to this, connecting community and building capacity was a positive step.
- C. Lawrence suggested involvement of Rotary in a future business event inclusive of a local charity aspect. M. Ward explained initial meetings had been undertaken with Rotary to gauge interest.
- L. Foster recommended Government speakers who might assist with the keynote aspect of the night.

General Business

- S. Craven enquired about the level crossing in Essendon.
- M. Ward outlined ACORN Council’s new co-working space at Sam Merrifield Library. This space is open every Thursday in 2018.
- Council’s first successful Procurement Information Session was discussed. Attendance at this event was high with good feedback. Established after our first meeting, the Council PAC Committee were thanked for their contribution to ideas for this event.
- M. Ward asked for agenda items for next meeting to be provided by email.

Close of meeting / Confirm next meeting

11 July 2018, 6pm
Meeting location to be rotated and TBA.
Integrated Transport, Portfolio Advisory Committee

Minutes

Held Monday, 11th December 2017 at 6.00pm in the Council Chambers, Moonee Valley City Centre, 9 Kellaway Ave, Moonee Ponds

Attendees

- Steven Lambert, Project Sponsor
- Gilbert Richardson, Department Lead
- Damir Agic, Strategic Transport Planner
- Christopher Morris, Sustainable Transport Officer
- Angelo Baronessa, ITC Member
- Kristen Bell, ITC Member
- L.E, ITC Member
- Frank Kinnersley, ITC Member
- Peter Alkemade, ITC Member
- Jacquelyn Viti, ITC Member
- Charles Sowerwine, ITC Member

Apologies

- Councillor Andrea Surace, Chair – Rosehill Ward
- Councillor Nicole Marshall, Chair – Myrnong Ward
- Bryan Lancaster, CEO
- David Markland, ITC Member
- James Golden, ITC Member
- Rodney Dedman, ITC Member
Order of Business

<table>
<thead>
<tr>
<th>Welcome</th>
<th>The Chairperson welcomed all attendees to the meeting.</th>
</tr>
</thead>
<tbody>
<tr>
<td>1. Declarations of Conflict of Interest</td>
<td>None given</td>
</tr>
<tr>
<td>2. Terms of Reference</td>
<td>The Terms of Reference for the committee were noted.</td>
</tr>
<tr>
<td>3. MV2040 – Workshop – Integrated Transport Action Plan</td>
<td>PAC members provided input into the group exercise – feedback listed in Appendix A</td>
</tr>
<tr>
<td>4. Capital Works Update</td>
<td>An update on various walking and cycling projects throughout the municipality was provided.</td>
</tr>
<tr>
<td>5. Close of Meeting / Next Meeting</td>
<td>The meeting closed at 8:00pm. The next meeting has been proposed to occur at 6:00pm on the 19th March 2018. <strong>Action:</strong> Council confirm time and location of future meetings.</td>
</tr>
</tbody>
</table>
Appendix A

In 2040

- Essendon Fields shuttle bus for customers

Puckle Street as a pedestrian mall – Acland Street, St Kilda (let’s throw a tram in Puckle) –

- Don’t allow developers to close footpaths
  - But close roads
  - How people perceive to get around vs how people actually do it

- Raised pedestrian crossings on side streets and along busy roads

- Turn up and go bus services

- 80 Cities – design for 8 year olds and 80 year olds – removing footpath clutter such as enforcing when developers/builders keep fences on footpath

- Transport facilities for elderly to shop – encouraging them not to drive.

- Continue 82 tram from Junction up to Mt Alexander Rd & Bulla Road to DFO

- Continue 59 into Essendon Fields for some journeys and into Airport West for others (ie. spur lines)

- Appropriate incentives for those that PT/bike/walk (ie. discounts in stores in the municipalities)

- Increased parking costs but only if alternative modes are provided, reliable, and cost effective

- Improvements at the Moonee Ponds Junctions for pedestrians and especially cyclists

- Better access to Queen’s Park for pedestrians and especially cyclists

- Dedicated cycling space on – Dean St, Puckle St, Holmes St, Pascoe Vale Rd, Ascot Vale Rd, Mt Alexander Rd, McPherson St & Ormond/Maribyrnong Roads

- Re-allocate space away from on-street parking

- Higher frequency public transport, particularly at off-peak times – including evening services on the 59 which currently experiences overcrowdings after 8:30pm
- 7 day a week bus services with longer hours of operation and more frequent services

- Widen MP Creek shared path – improve plantings and amenity along creek. Where possible separate pedestrians and cyclists

- Continue to traffic calming residential areas to decrease car travel through these areas

- Continue to reduce speed limits throughout the municipality

- Create a continuous high quality cycling link along the Craigieburn Rail corridor
- Create a safe signalised crossing for pedestrians across Dean St (near Moonee Valley Racecourse)

- Pedestrian crossings across Mt. Alexander Rd and Pascoe Vale Rd especially at tram stops
- Address pedestrian crossing on Puckle/Holden St at Moonee Ponds Station

- Underground rail to eliminate Holden St (Holmes St?) level crossing

- Provide zebra or signalised pedestrian crossing at all tram and bus stops on arterial roads

- Focus on making Moonee Ponds activity centre optimal for people visiting by walking, cycling and public transport. Make it preferable to use these modes rather than driving to the shops

- Make Ormond/Maribyrnong/Mt Alexander Rd intersection safer for pedestrians

- Add pedestrians/cycling link between Hinkins St and Dean St.

- Bulla Road – First Avenue pedestrian crossing
Portfolio Advisory Committee
Terms of Reference

1. **Purpose**
   To support strategy and policy development for the municipality and ensure Council’s decisions are evidence based and informed by strong community input.

2. **Objectives**
   - **Reduce car dependence** - Reducing the number of single occupant car trips, particularly at peak times by providing attractive alternatives.
   - **Vision zero** - Embrace the Safe System approach towards zero transport trauma in Moonee Valley. Make transport decisions that emphasise that every person in Moonee Valley has the right to be and feel safe, regardless of the mode of travel.
   - **Making the sustainable choice the easy choice** - Make walking, cycling and public transport an attractive mode choice for people of all ages and apply the Road User Hierarchy in all decisions, including those involving limited road volume and competing demands from different modes.
   - **Create vibrant streets** - Recognise the important role streets play as public places, to foster social interaction and commercial enterprise.

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7. Dates, Times and Places of Meetings

7.1 The Portfolio Advisory Committees will hold a minimum of three meetings over the period February – November period inclusive.

7.2 Additional meetings throughout the period will be subject to the approval of the Chief Executive.

7.3 Meetings shall be held at Moonee Valley City Centre, 9 Kellaway Avenue, Moonee Ponds or an appropriate alternative location.

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The period of appointment for Community members shall be for the duration of the existing Council term.

The period of appointment for professional membership shall be for the life of the Committee, or as deemed necessary by the Chairperson.

8.3 Attendance
A Committee member shall endeavor to advise the Chairperson and/or delegate of non-attendance at any meeting.

8.4 Failure to Attend Meetings
Any member who is unable to attend three (3) consecutive Portfolio Advisory Committee meetings shall notify the Chairperson or Chief Executive in writing as to their availability to continue to be a member of the Committee.

8.5 Resignation of Committee Member
A Committee member may resign from the Committee by advising the Chairperson and Chief Executive Officer in writing. In the event of resignations, Council may call for Expression of Interest on an as needed basis to fill Committee vacancies.

9. Quorum

9.1 A quorum is the majority of appointed members, but must include either the Chairperson and/or Acting Chairperson and delegated Council Officer.
9.2 Where possible a quorum will be present for the meetings. If a quorum is not present, the meeting will proceed but all decisions deferred until a quorum has been reached.

9.3 Business that is unfinished at the completion of a meeting may at the discretion of the Chairperson be referred to the next meeting of the Committee.

10. Chairperson
   10.1 Meetings will be chaired by Portfolio holder Councillor
   10.2 Duties and Discretions
      (a) must not accept any motion, question or statement which is derogatory, or defamatory of any Councillor, Committee Member, member of Council staff, or member of the community; and
      (b) must call to order any person who is disruptive or unruly during any meeting

11. Operations
   11.1 The Committee will operate in accordance with adopted Terms of Reference for each Portfolio Advisory Committee.
   11.2 The Committee has no budgetary responsibilities, decision-making powers or delegated authority but serves to make recommendations for Council’s consideration.
   11.3 The Committee shall follow the general consensus principle, when determining its preferred position on matters under discussion.
   11.4 Committee members will not publicly comment on behalf of the group. Neither will it seek to advocate on the needs of individual organisations.
   11.5 The Council will provide the necessary support to assist the Committee to function effectively including:
      (a) Maintaining contacts details of members.
      (b) Preparing and distributing agendas and prior reading materials.
      (c) Preparing and distributing meeting minutes.
      (d) Preparation of an Assembly of Councillors’ record as required under the Local Government Act 1989

12. Sub-Committees
   12.1 The Portfolio Advisory Committee may auspice the establishment of Sub-Committees as needed to progress specific initiatives for a defined period of time.
   12.2 Subject to the approval of the Committee, these Sub-Committees may invite other members as required to address the specific subject matter at hand.
   12.3 All Sub-Committees will comprise two or more Committee Members and may include relevant Council Staff.

13. Reporting
   13.1 Endorsed minutes of the Committee meetings shall be presented to the next practicable Ordinary Meeting of Council and published to the Council webpage.

14. Review
   14.1 A review of the role, function, membership and productivity of the Portfolio Advisory Committee will be conducted June 2018 and thereafter once every four years or as required to ensure currency, effectiveness and stakeholder engagement.
   14.2 Council retains the right to:
      (a) Review, amend or alter the operations and membership of this Committee as it deems appropriate and necessary.
      (b) Revoke these Terms of Reference at any time
PORTFOLIO ADVISORY COMMITTEES TERMS OF REFERENCE
APPENDIX A CODE OF CONDUCT

1. Introduction

In line with Moonee Valley policies that are underpinned by Victorian and Australian legislation, Portfolio Advisory Committee members are required to respect the principles of human rights and equality and:

- act with integrity
- impartially exercise their responsibilities in the interests of the Moonee Valley community and
- not improperly seek to confer an advantage or disadvantage on any person.

2. Code of Conduct

Portfolio Advisory Committee members are expected to:

- avoid conflicts between their public duties and their personal interests and obligations
- act honestly and avoid statements (whether oral or in writing) or actions that will or are likely to mislead or deceive a person
- treat all persons with respect and have due regard to the opinions, beliefs, rights and responsibilities of other persons
- exercise reasonable care and diligence
- endeavour to ensure that public resources are used prudently and solely in the public interest
- act lawfully and in accordance with the trust placed in the person as an elected representative and
- support and promote these principles by leadership and example and act in a way that secures and preserves public confidence in the Portfolio Advisory Committees.
- abide by all Council adopted policies, protocols and guidelines.

A breach of any of these will be deemed to be a breach of this Code of Conduct.

Where an alleged breach of this Code of Conduct is reported:

- the Portfolio Advisory Committee members concerned will agree to work towards resolving the dispute by the appointment of an arbiter who is suitably independent and able to carry out the role of arbiter fairly.
- this Arbiter, as nominated by the Chief Executive Officer will be acceptable to both parties.

3. Child Safety Principles

Under Victorian law children and young people have the right to both feel and be safe all of the time.

Portfolio Advisory Committee members will uphold appropriate behaviours demonstrating a zero tolerance to child abuse and will:

- support the empowerment and participation of children by upholding their right to be heard
- responding responsibly and respectfully to children’s views and concerns, in the practice of engagement, developing policies and implementing decisions.
Minutes
Portfolio Advisory Committee – Combined meeting of
Sport & Community Organisations and Leisure & Active Communities

<table>
<thead>
<tr>
<th>Meeting title</th>
<th>PAC – Combined meeting of Sport &amp; Community Organisations and Leisure &amp; Active Communities</th>
</tr>
</thead>
<tbody>
<tr>
<td>Date</td>
<td>Wednesday 28 February 2018</td>
</tr>
<tr>
<td>Time</td>
<td>6pm – 8pm</td>
</tr>
<tr>
<td>Location</td>
<td>Committee Room, Civic Centre</td>
</tr>
<tr>
<td>Chaired by</td>
<td>The Mayor, Cr John Sipek</td>
</tr>
<tr>
<td>Minute Taker</td>
<td>In the absence of Jackie Di Giorgio – minutes were recorded</td>
</tr>
<tr>
<td>Attendees</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Cr John Sipek – Chair</td>
</tr>
<tr>
<td></td>
<td>Steven Lambert</td>
</tr>
<tr>
<td></td>
<td>Patricia Keenan</td>
</tr>
<tr>
<td></td>
<td>Luke Casey</td>
</tr>
<tr>
<td></td>
<td>Theo Sarantopolous</td>
</tr>
<tr>
<td></td>
<td>Paul Italia</td>
</tr>
<tr>
<td></td>
<td>Cr Samantha Byrne</td>
</tr>
<tr>
<td></td>
<td>Jim Karabinis</td>
</tr>
<tr>
<td></td>
<td>Kat Mortensen</td>
</tr>
<tr>
<td></td>
<td>Sue McGill</td>
</tr>
<tr>
<td></td>
<td>Jackie Starzer</td>
</tr>
<tr>
<td>Guests</td>
<td>Melanie Lorback</td>
</tr>
<tr>
<td></td>
<td>Kate Heissenbuttel</td>
</tr>
<tr>
<td>Apologies</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Cr Jim Cusack</td>
</tr>
<tr>
<td></td>
<td>Norman Zheng</td>
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<tr>
<td></td>
<td>Rose Iser</td>
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<tr>
<td></td>
<td>Ann Hamer</td>
</tr>
<tr>
<td></td>
<td>Jan Williamson</td>
</tr>
<tr>
<td></td>
<td>Matthew Pope</td>
</tr>
<tr>
<td></td>
<td>Alison Crabb</td>
</tr>
<tr>
<td></td>
<td>Liz Tripodi</td>
</tr>
<tr>
<td></td>
<td>Nicole Taylor</td>
</tr>
<tr>
<td></td>
<td>Jackie Di Giorgio (Minutes)</td>
</tr>
</tbody>
</table>

Strategic Thinking – Communication – Accountability – Leadership
Innovation - Teamwork
<table>
<thead>
<tr>
<th>Item</th>
<th>Topic</th>
<th>Comments</th>
<th>Action By</th>
<th>Due Date</th>
</tr>
</thead>
<tbody>
<tr>
<td>1.</td>
<td>Declarations of Conflict of Interest</td>
<td>Due to the agenda being presentations only, no declarations of conflict were asked.</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
| 2.   | Connection with MV2040 Update on the redevelopment of Keilor East Leisure Centre | Melanie Lorback introduced this project to the group, giving a brief presentation of the redevelopment of the Keilor East Leisure Centre. The facility will be completely dismantled and a new facility built. The original building opened in 1967. A feasibility study had been undertaken for the leisure centre which was followed by a community consultation. Council has endorsed the concept of the upgrade, which includes the following facilities:  
- 50m outdoor pool  
- 25m indoor swim pool  
- Warm water exercise pool (Hydrotherapy)  
- Child’s indoor play space – slides, shooting jets of water, etc.  
- Health facilities including a gym  
- A café  
- A crèche  
- All other areas normally associated with a leisure centre, ie: office space, change rooms, reception, etc. |         |          |
<table>
<thead>
<tr>
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<th>Comments</th>
<th>Action By</th>
<th>Due Date</th>
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</thead>
<tbody>
<tr>
<td></td>
<td></td>
<td>Council is currently in the design stage with further community consultation planned. Melanie visited a number of leisure centres in different municipalities, with similar facilities that Council would like to consider for the Keilor East Leisure Centre. Time frame – sketch design completed mid-2018, with further community consultation followed by the tender process, which is expected to take approximately 6 months. It was noted that Queens Park Pool male/female change rooms will be updated after the current season.</td>
<td>Melanie Lorback A 2nd presentation to this group once works have begun.</td>
<td>Early 2019</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Exploring the affordability of community sport and leisure activities</td>
<td>Luke Casey provided an insight into how much clubs should be charging to play sport and how often our sports facilities are being used, including the mix of sports. To involve more juniors that are unable to afford to play sport, it was suggested that clubs could possibly ask members if they would like to pay an extra $10 in fees so that those that cannot afford to pay are given free or subsidised sports. As a community, we should be supporting ideas to make sport or affordable to everyone.</td>
<td></td>
</tr>
<tr>
<td>Item</td>
<td>Topic</td>
<td>Comments</td>
<td>Action By</td>
<td>Due Date</td>
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<tr>
<td></td>
<td>Multi-use of community facilities</td>
<td>Kate Heissenbuttel spoke about ideas on how our community facilities can be used. As a council, what is our role in getting the community engaged in a leisure pursuit? How can community groups be supported and keep up with trends to meet the needs of the community? Council is looking at opening up more community facilities to the general public for multi-use, including sporting pavilions, which have been exempt in the past. Facilities need to be in good condition for community groups to access. Kate then asked members to participate in a poll using their smart phones through a “polling” website called Lido, to gauge ideas on how we could use facilities.</td>
<td></td>
<td></td>
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<tr>
<td></td>
<td>New Initiatives – group discussion</td>
<td>The group were asked on what initiatives are needed to improve sporting ovals/courts use:</td>
<td></td>
<td></td>
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<tr>
<td></td>
<td></td>
<td>• Lighting infrastructure</td>
<td></td>
<td></td>
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<tr>
<td></td>
<td></td>
<td>• Good quality playing surfaces</td>
<td></td>
<td></td>
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<tr>
<td></td>
<td></td>
<td>• Look at 2040 and see how much demand will be made on ovals/courts in the future.</td>
<td></td>
<td></td>
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<tr>
<td></td>
<td></td>
<td>• If demand is heavy, possibly look at using private facilities, such as public school facilities.</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

Strategic Thinking – Communication – Accountability – Leadership
Innovation - Teamwork
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<tbody>
<tr>
<td></td>
<td></td>
<td>There are no stadiums currently in Moonee Valley.</td>
<td></td>
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<tr>
<td></td>
<td></td>
<td>Sealed walking tracks. Possibly include lighting.</td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td>Running tracks.</td>
<td></td>
<td></td>
</tr>
<tr>
<td>3.</td>
<td>General Business</td>
<td>Nil</td>
<td></td>
<td></td>
</tr>
<tr>
<td>4.</td>
<td>Close of meeting</td>
<td>Meeting closed 8.30pm</td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>Next Meeting</td>
<td>To be confirmed early 2019</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
Sports and Community Organisations
Portfolio Advisory Committee
Terms of Reference

1. Purpose
To support strategy and policy development for the municipality and ensure Council’s decisions are evidence based and informed by strong community input.

2. Objectives
The Sports and Community Organisations portfolio oversees the different sporting and community groups within the municipality. This portfolio takes the lead in investing in the growth and sustainability of sporting clubs and ensuring that the community has an increased range of options for organised and social sport.

3. Definitions
- **Acting Chairperson** means an alternative Senior Council Officer/delegate, in the absence of the Chairperson
- **Chairperson** means the Portfolio holder Councillor
- **Chief Executive** means the Chief Executive Officer of Council
- **Committee** means any Council created Portfolio Advisory Committee
- **Community Member** is a member of a Committee who is not a Councillor or a member of Council staff
- **Council** means Moonee Valley City Council
- **Councillor** means a Councillor of Moonee Valley City Council

4. Code of Conduct
4.1 All members of the Committee are required to observe the provisions of the Moonee Valley City Council Code of Conduct and any other policy or requirement applicable to the proper functioning of the Committee. For further information refer to Appendix A.
4.2 Committee members should feel free to express their opinions and views without fear of recrimination. It is therefore important that Committee members respect each other (often despite differences) and work together to create an open and trusting committee atmosphere.
4.3 It is essential for Committee Members to accept collective responsibility, and remain loyal to decisions of the Committee, even where they may not have agreed with the final decision.
4.4 A breach of the Code of Conduct may lead to the Member being expelled from the Committee and/or other appropriate action.

5. Conflict of Interest and Confidentiality
5.1 Committee Members must disclose a Conflict of Interest in accordance with the Local Government Act 1989.
5.2 In the event of a Conflict of Interest arising the Committee Member:
   (a) Must disclose the interest and clearly state the nature of the interest at the meeting before the matter is considered.
   (b) Must leave the room and not participate in any discussion and/or decision.
   (c) The disclosure must be recorded in the meeting minutes.
5.3 Members may have contact with confidential or personal information retained by Council. If so, Members are required to maintain the security of any confidential or personal information and not access, use or remove any information.
5.4 All members of Council Committees are required to observe the provisions of the Moonee Valley City Council Privacy Policy relating to their access to personal information.
5.5 Privacy legislation governs the collection, holding, use, correction, disclosure and transfer of personal information. More information about the legislation, can be obtained by contacting Council’s Privacy Officer.
5.6 Should a member become aware of any breach of the security, or misuses, of Council’s confidential or personal information, please contact the Privacy Officer.
6. **Media Protocol**
6.1 The Portfolio Councillor is the authorised spokesperson for the Committee.
6.2 Committee members are not permitted to speak to the media in their capacity as a portfolio committee member. Any media enquiries must be referred to the chairperson and the Council Sponsor Director.

7. **Dates, Times and Places of Meetings**
7.1 The Portfolio Advisory Committees will hold a minimum of three meetings over the period February – November period inclusive.
7.2 Additional meetings throughout the period will be subject to the approval of the Chief Executive.
7.3 Meetings shall be held at Moonee Valley City Centre, 9 Kellaway Avenue, Moonee Ponds or an appropriate alternative location.
7.4 An agenda for meetings held, will be delivered to each Committee member up to 5 working days before a scheduled meeting.
7.5 Allowances will be made to make remote access for meeting attendance possible. This is subject to prior approval of the Chair.

8. **Membership and Attendance**
8.1 **Appointments**
Council shall undertake an expression of interest process calling for community members, where a Portfolio Advisory Committee is to be established.

The following criteria shall apply for the selection of members:
- Skills and other attributes of the applicant
- Qualifications of the applicant
- The level of experience and interest in the work of the Committee
- A broad distribution of applicants, in terms of the geographic and physical location within municipality
- Broad representation of applicants that reflect the diversity of Moonee Valley

Necessary arrangements will be made by Council to facilitate the short-listing and selection of community applicants for Committees.

Where professional membership is necessary (i.e. industry specialist), an invitation will be extended to the appropriate body, seeking the appointment of a representative.

The Committee will be convened by Council and shall comprise:

a. Up to 10 community members selected from a public Expression of Interest process;
b. Committee Sponsor will be a Council Director or delegated Council Officer;
c. Delegated Council Officer from applicable Businesses Unit.

8.2 **Term of Appointment**
Councillor members shall be appointed for a period, as deemed appropriate, so long as the period of appointment does not extend past the Council term.

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10. **Chairperson**

10.1 Meetings will be chaired by Portfolio holder Councillor

10.2 Duties and Discretions

(a) must not accept any motion, question or statement which is derogatory, or defamatory of any Councillor, Committee Member, member of Council staff, or member of the community; and

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11. **Operations**

11.1 The Committee will operate in accordance with adopted Terms of Reference for each Portfolio Advisory Committee.

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12.3 All Sub-Committees will comprise two or more Committee Members and may include relevant Council Staff.

13. **Reporting**

13.1 Endorsed minutes of the Committee meetings shall be presented to the next practicable Ordinary Meeting of Council and published to the Council webpage.

14. **Review**

14.1 A review of the role, function, membership and productivity of the Portfolio Advisory Committee will be conducted June 2018 and thereafter once every four years or as required to ensure currency, effectiveness and stakeholder engagement.

14.2 Council retains the right to:

(a) Review, amend or alter the operations and membership of this Committee as it deems appropriate and necessary.

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- endeavour to ensure that public resources are used prudently and solely in the public interest
- act lawfully and in accordance with the trust placed in the person as an elected representative and
- support and promote these principles by leadership and example and act in a way that secures and preserves public confidence in the Portfolio Advisory Committees.
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- support the empowerment and participation of children by upholding their right to be heard
- responding responsibly and respectfully to children's views and concerns, in the practice of engagement, developing policies and implementing decisions.
Portfolio Advisory Committee
Terms of Reference
Inclusion, Diversity, Equity and Access

1. Purpose
To support strategy and policy development for the municipality and ensure Council’s decisions are evidence based and informed by strong community input.

2. OBJECTIVE
The Access, Diversity, Equity & Inclusion portfolio provides leadership on supporting an inclusive & diverse city, where all community members are treated equally with dignity & respect. The portfolio will aim to implement these core values across all of Council’s current & future policies, plans, strategies & facilities. It also works to foster respect, celebrate diversity, promote participation and create accessible places & spaces.

This portfolio seeks to ensure some of Council’s most vulnerable & marginalized members of the community are afforded the same respect & opportunities of the rest of the population, and will work closely with the immediate community to support the disabled, ageing, indigenous, multicultural and LGBTIQ communities.

3. Definitions
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8. Membership and Attendance

8.1 Appointments

Council shall undertake an expression of interest process calling for community members, where a Portfolio Advisory Committee is to be established.

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The Committee will be convened by Council and shall comprise:

a. Up to 10 community members selected from a public Expression of Interest process;

b. Committee Sponsor will be a Council Director or delegated Council Officer;

c. Delegated Council Officer from applicable Businesses Unit.

8.2 Term of Appointment

Councillor members shall be appointed for a period, as deemed appropriate, so long as the period of appointment does not extend past the Council term.

The period of appointment for Community members shall be for the duration of the existing Council term.

The period of appointment for professional membership shall be for the life of the Committee, or as deemed necessary by the Chairperson.

8.3 Attendance

A Committee member shall endeavor to advise the Chairperson and/or delegate of non-attendance at any meeting.

8.4 Failure to Attend Meetings

Any member who is unable to attend three (3) consecutive Portfolio Advisory Committee meetings shall notify the Chairperson or Chief Executive in writing as to their availability to continue to be a member of the Committee.

8.5 Resignation of Committee Member

A Committee member may resign from the Committee by advising the Chairperson and Chief Executive Officer in writing. In the event of resignations, Council may call for Expression of Interest on an as needed basis to fill Committee vacancies.

9. Quorum

9.1 A quorum is the majority of appointed members, but must include either the Chairperson and/or Acting Chairperson and delegated Council Officer.
Where possible a quorum will be present for the meetings. If a quorum is not present, the meeting will proceed but all decisions deferred until a quorum has been reached.

Business that is unfinished at the completion of a meeting may at the discretion of the Chairperson be referred to the next meeting of the Committee.

10. Chairperson

10.1 Meetings will be chaired by Portfolio holder Councillor

10.2 Duties and Discretions

(a) must not accept any motion, question or statement which is derogatory, or defamatory of any Councillor, Committee Member, member of Council staff, or member of the community; and

(b) must call to order any person who is disruptive or unruly during any meeting

11. Operations

11.1 The Committee will operate in accordance with adopted Terms of Reference for each Portfolio Advisory Committee.

11.2 The Committee has no budgetary responsibilities, decision-making powers or delegated authority but serves to make recommendations for Council’s consideration.

11.3 The Committee shall follow the general consensus principle, when determining its preferred position on matters under discussion.

11.4 Committee members will not publicly comment on behalf of the group. Neither will it seek to advocate on the needs of individual organisations.

11.5 The Council will provide the necessary support to assist the Committee to function effectively including:

(a) Maintaining contacts details of members.

(b) Preparing and distributing agendas and prior reading materials.

(c) Preparing and distributing meeting minutes.

(d) Preparation of an Assembly of Councillors’ record as required under the Local Government Act 1989

12. Sub-Committees

12.1 The Portfolio Advisory Committee may auspice the establishment of Sub-Committees as needed to progress specific initiatives for a defined period of time.

12.2 Subject to the approval of the Committee, these Sub-Committees may invite other members as required to address the specific subject matter at hand.

12.3 All Sub-Committees will comprise two or more Committee Members and may include relevant Council Staff.

13. Reporting

13.1 Endorsed minutes of the Committee meetings shall be presented to the next practicable Ordinary Meeting of Council and published to the Council webpage.

14. Review

14.1 A review of the role, function, membership and productivity of the Portfolio Advisory Committee will be conducted June 2018 and thereafter once every four years or as required to ensure currency, effectiveness and stakeholder engagement.

14.2 Council retains the right to:

(a) Review, amend or alter the operations and membership of this Committee as it deems appropriate and necessary.

(b) Revoke these Terms of Reference at any time
PORTFOLIO ADVISORY COMMITTEES TERMS OF REFERENCE
APPENDIX A CODE OF CONDUCT

1. Introduction

In line with Moonee Valley policies that are underpinned by Victorian and Australian legislation, Portfolio Advisory Committee members are required to respect the principles of human rights and equality and:

- act with integrity
- impartially exercise their responsibilities in the interests of the Moonee Valley community and
- not improperly seek to confer an advantage or disadvantage on any person.

2. Code of Conduct

Portfolio Advisory Committee members are expected to:

- avoid conflicts between their public duties and their personal interests and obligations
- act honestly and avoid statements (whether oral or in writing) or actions that will or are likely to mislead or deceive a person
- treat all persons with respect and have due regard to the opinions, beliefs, rights and responsibilities of other persons
- exercise reasonable care and diligence
- endeavour to ensure that public resources are used prudently and solely in the public interest
- act lawfully and in accordance with the trust placed in the person as an elected representative and
- support and promote these principles by leadership and example and act in a way that secures and preserves public confidence in the Portfolio Advisory Committees.

A breach of any of these will be deemed to be a breach of this Code of Conduct.

Where an alleged breach of this Code of Conduct is reported:

- the Portfolio Advisory Committee members concerned will agree to work towards resolving the dispute by the appointment of an arbiter who is suitably independent and able to carry out the role of arbiter fairly.
- this Arbiter, as nominated by the Chief Executive Officer will be acceptable to both parties.

3. Child Safety Principles

Under Victorian law children and young people have the right to both feel and be safe all of the time.

Portfolio Advisory Committee members will uphold appropriate behaviours demonstrating a zero tolerance to child abuse and will:

- support the empowerment and participation of children by upholding their right to be heard
- responding responsibly and respectfully to children's views and concerns, in the practice of engagement, developing policies and implementing decisions.