

Maddocks Delegations and Authorisations

S11A Instrument of Appointment and Authorisation (Planning and Environment Act 1987)

Surname	Given name
Martin	Jacob
Dickinson	Alessandre

Stonnington City Council

Instrument of Appointment and Authorisation

(Planning and Environment Act 1987 only)

**Instrument of Appointment and Authorisation
(Planning and Environment Act 1987)**

In this instrument "officer" means -

- a. Jacob Martin
- b. Alessandre Dickinson

By this Instrument of Appointment and Authorisation Stonnington City Council:

- a) under section 147(4) of the *Planning and Environment Act 1987* - appoints the officers to be authorised officers for the purposes of the *Planning and Environment Act 1987* and the Regulations made under that Act; and
- b) under section 313 of the *Local Government Act 2020* authorises the officers generally or in a particular case to institute proceedings for offences against the Acts and Regulations described in this instrument.

It is declared that this instrument:

- a) comes into force immediately upon its execution; and
- b) remains in force until varied or revoked.

This instrument is authorised by a resolution of the Stonnington City Council on **24 October 2022**

THE COMMON SEAL OF THE STONNINGTON)
CITY COUNCIL)
 was hereunto affixed in the presence of:)
)
)
)
 _____)
 Councillor)
)
)
 _____)
 Chief Executive Officer)

Date: **24 October 2022**



OCTOBER

Round 2

Arts and Culture Grants

2022-2023

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1. **Summary of Recommendations**

Panel Recommendation Summary

2. **Applications - Over \$20,000**

Six (6) Applications

3. **Applications - Up to \$20,000**

Ten (10) Applications

Round 2 Arts and Culture Grants 2022-20223

Overview – Funding Category Requests and Recommendations

Category	Applications Received	\$ Funds Requested	Applications Recommended	\$ Funding Recommended
Over \$20K	6	\$246,092.00	1	\$59,520.00
Up to \$20K	10	\$254,992.48	7	\$112,455.00

Total Pool of Funds	\$212,764.00
Total Amount Requested	\$483,084.00
Total Funds Recommended	\$171,975.00
Remaining Funds	\$40,789.00

Panel Recommendation Summary

Over \$20K	Applicant	Project	Total Project Cost	Amount Requested	Recommendation	\$ Amount Recommended
ACG00206	Mr Paul Round	Let's Pretend it's a book	\$60,000.00	\$50,000.00	Not recommended	\$ Nil
ACG00205	ADA Consulting	Art to the Park	\$72,000.00	\$56,000.00	Not recommended	\$ Nil
ACG00204	Vision Australia Library	Festival of Sensory Stories	\$33,000.00	\$30,000.00	Not recommended	\$ Nil
ACG00202	Umbrella Foundation	Driftwood the Musical - back by popular demand	\$403,556.00	\$55,000.00	Not recommended	\$ Nil
ACG00193	Melbourne Art Rooms (MARS)	Pet Art Park	\$59,850.00	\$59,850.00	Not recommended	\$ Nil
ACG00189	Just Another Pty Ltd	What's Up Stonnington	\$89,870.00	\$59,520.00	Recommended - Full Funding	\$59,520.00
Up to \$20K	Applicant	Project	Total Project Cost	Amount Requested	Recommendation	\$ Amount Recommended
ACG00207	Mr Dean Bryant	My Brilliant Career Workshop	\$24,135.00	\$17,835.00	Recommended Full Funding	\$17,835.00
ACG00203	Lion Heart Dance Company	Elevate - 2023 live dance season	\$94,322.00	\$20,000.00	Recommended Full Funding	\$20,000.00
ACG00201	Dr Alison Richards	The Konstantin Projekt - tales of chickens, eggs and human migration	\$47,625.00	\$19,865.00	Recommended Full Funding	\$19,865.00
ACG00198	Mr Alojz Babic	Our Pathway (Feb-Mar2023)	\$37,330.00	\$19,990.00	Not recommended	\$ Nil
ACG00188	Mr Coady Green	Herring Island Piano Sonata and Other Stories	\$54,559.00	\$11,206.00	Not recommended	\$ Nil
ACG00187	Ms Chelsea Plumley	"Beautiful Highness" - a new Australian Black Comedy by Chelsea Plumley	\$81,316.00	\$20,000.00	Recommended Full Funding	\$20,000.00
ACG00186	Initiatives of Change Australia	Sharing First Nations Culture - Aboriginal Art Exhibition and Auction	\$26,740.00	\$20,000.00	Not recommended	\$ Nil
ACG00184	Mr Josh Sanders	A Vaudeville Double Bill	\$25,657.00	\$12,955.00	Recommended Full Funding	\$12,955.00
ACG00183	Mr Miles Johnson	Miles Johnson: Journey into Roundness	\$38,150.00	\$11,000.00	Recommended Full Funding	\$11,000.00
ACG00179	Miss Anita Lester	Ladies Who Sing Leonard	\$58,453.00	\$19,863.00	Part -Funding	\$10,800.00

Arts and Culture Grants Over \$20,000

ACG00206

Application ID	ACG00206
Grant Round	Round 2: Over \$20,000 Arts and Cultural Grants 2022-2023

Project Details

(extracted from Application)

Project Title	Let's Pretend it's a book	
Project Start Date	01/01/2023	
Project End Date	01/06/2023	
ArtForm Category	Visual Arts	
Brief Project Description	<p>Design and create a printed book that documents the first year of Let's Pretend Gallery. Distribute the book physically (and email an e-book) locally as an educational tool; how to renovate and set up a successful gallery, promote artists, build your audience and connect with community.</p> <p>The book will benefit the gallery and artists who work from and exhibit in the space by promoting and increasing awareness about the space, the artists and their practice. It will benefit students, upcoming artists and other creatives, serving as a well of information. It will also benefit the gallery visitors/local residents providing them with a tangible object full of artwork and information.</p>	
New or Existing project	New	
	Total Project Cost	\$ 60,000.00
	Total Amount Requested	\$ 50,000.00

Panel Assessment

Panel Assessment	<ul style="list-style-type: none"> Not recommended does not meet the criteria 	
	TOTAL RECOMMENDATION	\$ Nil

ACG00205

Application ID	ACG00205
Grant Round	Round 2: Over \$20,000 Arts and Cultural Grants 2022-2023

Project Details

(extracted from Application)

Project Title	Art to the Park	
Project Start Date	06/05/2023	
Project End Date	21/05/2023	
ArtForm Category	Visual Arts	
Brief Project Description	<p>ADA Consulting is applying for a grant to transform James Street Reserve with a temporary outdoor sculpture exhibition. Five contemporary artists that reside in Victoria will be selected by an Arts Advisory Committee through an EOI process and a winner will be selected through a community vote!</p> <p>For two weeks in May, the works will encourage local residents to stay and enjoy the space and attract new visitation from wider metropolitan Melbourne. This time bracket is appropriately positioned to account for school term and general family time in the warmer months. An opening event that includes and supports local businesses and artist talks provide a great opportunity to meet the artists, learn about the works and the environment in which they stand.</p>	
New or Existing project	New	
	Total Project Cost	\$ 72,000.00
	Total Amount Requested	\$ 56,000.00

Panel Assessment

Panel Assessment	<ul style="list-style-type: none"> Not recommended does not meet the criteria 	
	TOTAL RECOMMENDATION	\$ Nil

ACG00204

Application ID	ACG00204
Grant Round	Round 2: Over \$20,000 Arts and Cultural Grants 2022-2023

Project Details

(extracted from Application)

Project Title	Festival of Sensory Stories	
Project Start Date	22/04/2023	
Project End Date	22/04/2023	
ArtForm Category	Festivals	
Brief Project Description	<p>A festival of storytelling for the young and young at heart, engaging all of the senses.</p> <p>Stories should not just be for seeing, and for some people enjoying a story visually is not an option. Vision Australia Library, in collaboration with local authors and local orchestras will bring to life stories that you can touch, smell, hear and even taste!</p> <p>The events will provide an opportunity for residents of Stonnington Council of all abilities to enjoy immersive storytelling, engaging all senses, opening new perspectives and starting very important conversation about access and inclusion in our community.</p>	
New or Existing project	New	
	Total Project Cost	\$ 33,000.00
	Total Amount Requested	\$ 30,000.00

Panel Assessment

Panel Assessment	<ul style="list-style-type: none"> Not recommended does not meet the criteria 	
	TOTAL RECOMMENDATION	\$ Nil

ACG00202

Application ID	ACG00202
Grant Round	Round 2: Over \$20,000 Arts and Cultural Grants 2022-2023

Project Details

(extracted from Application)

Project Title	Driftwood the Musical - back by popular demand	
Project Start Date	06/03/2023	
Project End Date	21/05/2023	
ArtForm Category	Theatre	
Brief Project Description	<p>Our project includes further workshopping, creative development and remounting of Driftwood – The Musical for a 3 week season at Chapel off Chapel by popular demand. Our 18 show world premiere season was widely acclaimed with final shows at Chapel off Chapel totally sold-out with waiting lists. This epic musical tells the inspirational story of the renowned Austrian/Australian sculptor Karl Duldig and his artist/inventor wife, Slawa Horowitz-Duldig. We follow their lives in pre-war Vienna, Slawa's ingenious invention of the foldable umbrella, and an incredible chain of events after miraculously escaping the Holocaust and rebuilding their careers as artists in Melbourne. A magical story of art and creativity, survival and perseverance, family, freedom and love. This story has been adapted for the stage by award-winning playwright Jane Bodie, based on the original memoir by Eva de Jong-Duldig. It features original Music and Arrangements by Anthony Barnhill and Direction by Gary Abrahams.</p>	
New or Existing project	Existing	
	Total Project Cost	\$ 403,556.00
	Total Amount Requested	\$ 55,000.00

Panel Assessment

Panel Assessment	<ul style="list-style-type: none"> Not recommended does not meet the criteria 	
	TOTAL RECOMMENDATION	\$ Nil

ACG00193

Application ID	ACG00193
Grant Round	Round 2: Over \$20,000 Arts and Cultural Grants 2022-2023

Project Details

(extracted from Application)

Project Title	Pet Art Park	
Project Start Date	01/01/2023	
Project End Date	28/05/2023	
ArtForm Category	Visual Arts	
Brief Project Description	<p>In May 2020, the City of Stonnington was awarded funding under the Victorian Government's Local Parks Program to develop a dedicated dog park at Thomas Oval in South Yarra. The park offers a fantastic opportunity to pay a tribute to Stonnington's Pets and their service to the community during and in the recovery the COVID pandemic. MARS gallery will call for Expressions of Interest by artists globally for the commission of five temporary art installations which reflect the character of Stonnington's pets. Funded by the City of Stonnington Arts and Culture Grant, five artists will be selected by a panel of judges to receive up to \$10,000 each to develop a their installation. These will be exhibited at the Thomas Oval Dog Park for one month, with the goal of attracting visitors from all over Melbourne, and to illustrate Stonnington City as Melbourne's most exciting Council for Arts and Culture.</p>	
New or Existing project	New	
	Total Project Cost	\$ 59,850.00
	Total Amount Requested	\$ 59,850.00

Panel Assessment

Panel Assessment	<ul style="list-style-type: none"> Not recommended does not meet the criteria 	
	TOTAL RECOMMENDATION	\$ Nil

ACG00189

Application ID	ACG00189
Grant Round	Round 2: Over \$20,000 Arts and Cultural Grants 2022-2023

Project Details

(extracted from Application)

Project Title	What's Up Stonnington	
Project Start Date	10/04/2023	
Project End Date	01/10/2023	
ArtForm Category	Visual Arts	
Brief Project Description	<p>The program transforms one of the residences within Prahran Square with various installations for a three week duration each, with the goal of sparking conversation amongst the community and local businesses. Located on the corner of Izett Street, the program will activate the surrounding area; engaging locals and visitors, as well as drawing in new traffic to celebrate Stonnington's ongoing commitment to community development and wellbeing.</p> <p>Speak Up - First Nations Mural and Sound Installation. Local artist Josh Dean painting portraits to partner alongside and showcase local storytellers.</p> <p>Light Up - Partnering with Centre for Projection Art. Mapped projection transforming the space.</p> <p>Chalk Up - Locals can leave chalk messages and drawings under UV lights.</p> <p>Glow Up - Move & play amongst luminous Inflatables.</p> <p>Hands Up - 3D Augmented Reality Mural by Deaf artist Gonketa</p> <p>Listen Up - Soundscapes by Lost Few representing Gender Binary, Intersection, Fragility and Masculinity.</p>	
New or Existing project	New	
	Total Project Cost	\$ 89,870.00
	Total Amount Requested	\$ 59,520.00

Panel Assessment

Panel Assessment	<ul style="list-style-type: none"> Recommended meets the criteria to a high standard - Full Funding 	
	TOTAL RECOMMENDATION	\$ 59,520

Arts and Culture Grants Up to \$20,000

ACG00207

Application ID	ACG00207
Grant Round	Round 2: Up to \$20,000 Arts and Cultural Grants 2022/2023

Project Details

(extracted from Application)

Project Title	My Brilliant Career Workshop	
Project Start Date	01/02/2023	
Project End Date	28/02/2023	
ArtForm Category	Theatre	
Brief Project Description	<p>We intend to workshop a musical version of My Brilliant Career with the focus of transforming the current draft into an actor-musician led production while incorporating rewrites by a new female writer joining the team. The goals of the workshop are to ensure the work speaks to a young, female audience and to reduce the scale of the production so it can also tour regional venues as well as capital cities.</p> <p>Musicals don't get produced without live showings. Reading a script doesn't bring the experience alive. The final aim of the workshop would be a showing of the band-led musical for companies, producers and presenters, with an archival filmed for those who can't attend.</p>	
New or Existing project	New	
	Total Project Cost	\$ 24,135.00
	Total Amount Requested	\$ 17,835.00

Panel Assessment

Panel Assessment	<ul style="list-style-type: none"> Recommended meets the criteria to a high standard - Full Funding 	
	TOTAL RECOMMENDATION	\$ 17,835

ACG00203

Application ID	ACG00203
Grant Round	Round 2: Up to \$20,000 Arts and Cultural Grants 2022/2023

Project Details

(extracted from Application)

Project Title	Elevate - 2023 live dance season	
Project Start Date	01/01/2023	
Project End Date	05/03/2023	
ArtForm Category	Dance	
Brief Project Description	<p>Lion Heart Dance Company will develop and produce a new dance work to be performed at Chapel off Chapel in March 2023. The show will employ 8 artists over a period of 5 weeks, as well as creative staff, and enable to company to step into the next phase - moving from a profit share model to employing artists at award rates through a combination of funding/support and the new income stream of our youth company. We also aim to solidify Chapel as our home for future performances and new works.</p> <p>Included in the show season is a schools matinee where the Victorian high schools we partner with are invited to participate in workshops at a local studio, view the live work, take a guided tour of Chapel off Chapel and engage in a Q&A with our artists and creative team to learn more about being an artist.</p>	
New or Existing project	New	
	Total Project Cost	\$ 94,322.00
	Total Amount Requested	\$ 20,000

Panel Assessment

Panel Assessment	<ul style="list-style-type: none"> Recommended meets the criteria to a high standard - Full Funding 	
	TOTAL RECOMMENDATION	\$ 20,000

ACG00201

Application ID	ACG00201
Grant Round	Round 2: Up to \$20,000 Arts and Cultural Grants 2022/2023

Project Details

(extracted from Application)

Project Title	The Konstantin Projekt - tales of chickens, eggs and human migration	
Project Start Date	16/01/2023	
Project End Date	29/06/2023	
ArtForm Category	Theatre	
Brief Project Description	The Konstantin Projekt is a dark, funny and highly original work of contemporary performance. For audiences of all ages and backgrounds, it draws on Slavic folk traditions and current research to reveal the fascinating (and largely hidden) histories of chickens and people in their intertwined migrations across the world. This is truly a global story! In song, image and through Grandmother Babcia's stories, the heroics of legendary rooster Konstantin and the lived experiences of Kazia the Hen alert us to past tragedies, stupidities and unexpected triumphs - and as in all good fairy tales, prompt us to live lightly in an uncertain present and greet the future with hope and humour.	
New or Existing project	New	
	Total Project Cost	\$ 47,625.00
	Total Amount Requested	\$ 19,865.00

Panel Assessment

Panel Assessment	<ul style="list-style-type: none"> Recommended meets the criteria to a high standard - Full Funding 	
	TOTAL RECOMMENDATION	\$ 19,865.00

ACG00198

Application ID	ACG00198
Grant Round	Round 2: Up to \$20,000 Arts and Cultural Grants 2022/2023

Project Details

(extracted from Application)

Project Title	Our Pathway (Feb-Mar2023)	
Project Start Date	09/02/2023	
Project End Date	02/04/2023	
ArtForm Category	Inter-disciplinary/ hybrid	
Brief Project Description	<p>While there is ubiquitous understanding of climate change and its effect, the pathways to solving the problem and our personal commitment to reducing emissions varies. This exhibition is set as an intervention on Herring Island, along the various pathways that make up the sculpture park. It is envisioned to have 6-8 contemporary artists responding to the theme of environmental crisis and around existing artworks. Thereby, providing a series of questions for visitors and inviting them to consider their personal notions of how to be more sustainable. It shall add another element to the summer arts festival, one on a more conceptual level, for general public visitors as well as the friends of Herring Island volunteers. It shall bring a varied audience to the island, from outside our council. There will be QR codes about the artists, but also opportunity for public to engage beyond the exhibition. Culmination for earth hour.</p>	
New or Existing project	New	
	Total Project Cost	\$ 37,330.00
	Total Amount Requested	\$ 19,990.00

Panel Assessment

Panel Assessment	<ul style="list-style-type: none"> Not recommended does not meet criteria 	
	TOTAL RECOMMENDATION	\$ Nil

ACG00188

Application ID	ACG00188
Grant Round	Round 2: Up to \$20,000 Arts and Cultural Grants 2022/2023

Project Details

(extracted from Application)

Project Title	Herring Island Piano Sonata and Other Stories	
Project Start Date	24/06/2023	
Project End Date	24/06/2023	
ArtForm Category	Music	
Brief Project Description	<p>Two large-scale concerts featuring major new Australian works celebrating diversity with leading Australian performers, including two world-premiere commissions:</p> <p>Linda Kouvaras' 'Herring Island Piano Sonata' for piano, recorded sound, and narrator. This uses text by Boon Wurrung elder N'arweet Dr Carolyn Briggs AM, narrated by Head of the Wilin Centre for Indigenous Arts, Tiriki Onus. The work evokes Indigenous stories from within a 5km radius of Melbourne's Herring Island. This commission is supported by the Australia Council for the Arts.</p> <p>Connor D'Netto's commission for Divisi Chamber Singers: Queer Queensland Stories. This uses texts from the LGBTIQ+ archives of State Library of Queensland.</p> <p>Caerwen Martin's commission "The Witch of Kings Cross" for saxophone and piano. This focuses on the story of artist and writer Rosaleen Norton, whose work was suppressed and banned in 1940/50s Sydney.</p> <p>Jane Hammond's 'Songs of the Helmeted Honeyeater' for saxophone, piano, narrator and film, featuring narrator Tiriki Onus.</p>	
New or Existing project	New	
	Total Project Cost	\$ 54,559.00
	Total Amount Requested	\$ 11,206.00

Panel Assessment

Panel Assessment	<ul style="list-style-type: none"> Not recommended does not meet criteria 	
	TOTAL RECOMMENDATION	\$ Nil

ACG00187

Application ID	ACG00187
Grant Round	Round 2: Up to \$20,000 Arts and Cultural Grants 2022/2023

Project Details

(extracted from Application)

Project Title	"Beautiful Highness" - a new Australian Black Comedy by Chelsea Plumley	
Project Start Date	15/05/2023	
Project End Date	28/05/2023	
ArtForm Category	Theatre	
Brief Project Description	<p>"Beautiful Highness" is based on the lived experience of my sister and written with the intention to share the oft-times humorous and heartbreaking impact schizophrenia and drug use has on a loving but worn-out Aussie family decades into a diagnosis. It aims to nurture an empathy for, and dispel fear around schizophrenia, whilst providing real-world pathways to well-being. ARIA Award-Winning Artist of Australian band "Bachelor Girl", James Roche, will compose the integral sound design giving the audience a visceral experience of the VOICES. The play celebrates the incredible grit and resilience it takes to live with and alongside a mental illness. It is also intended to provide 'professional development in a creative context' for those working in the health and wellbeing domains. We're partnered with ANZACATA (association of clinical arts psychotherapists) and in current discussions with Uniting Prahran, Star Health, Epworth Health, MindFrame and Voices Victoria, with more to come.</p>	
New or Existing project	New	
	Total Project Cost	\$ 81,316.00
	Total Amount Requested	\$ 20,000.00

Panel Assessment

Panel Assessment	<ul style="list-style-type: none"> Recommended meets the criteria to a high standard - Full Funding 	
	TOTAL RECOMMENDATION	\$ 20,000

ACG00186

Application ID	ACG00186
Grant Round	Round 2: Up to \$20,000 Arts and Cultural Grants 2022/2023

Project Details

(extracted from Application)

Project Title	Sharing First Nations Culture - Aboriginal Art Exhibition and Auction	
Project Start Date	02/03/2023	
Project End Date	23/03/2023	
ArtForm Category	Visual Arts	
Brief Project Description	<p>This project aims to celebrate cultural diversity and provide a foundation for engagement with First Nations culture - an opportunity for people to embrace the vibrancy of First Nations Art, giving non indigenous Australians an insight into this extraordinary culture. Aboriginal Art is unique in style and tied to significant parts of the artist's land, kinship or totem, each work tells its own story. These paintings will delight the eye with vibrant hues and intricate patterns, expressing insightful cultural information, aerial perspectives, seasonal patterns, maps and important landmarks, cues for food, ceremony and healing.</p> <p>The project/event also aims to support the economic independence of the Artists who feature in the Exhibition. All art work is authentic and ethically sourced and all artists have agreed for their art work to be exhibited and auctioned.</p> <p>We also aim to raise funds to run our First Peoples Pathway (Cultural education) programs in Stonnington.</p>	
New or Existing project	Existing	
	Total Project Cost	\$ 26,740.00
	Total Amount Requested	\$ 20,000.00

Panel Assessment

Panel Assessment	<ul style="list-style-type: none"> Not recommended does not meet criteria 	
	TOTAL RECOMMENDATION	\$ Nil

ACG00184

Application ID	ACG00184
Grant Round	Round 2: Up to \$20,000 Arts and Cultural Grants 2022/2023

Project Details

(extracted from Application)

Project Title	A Vaudeville Double Bill	
Project Start Date	03/02/2023	
Project End Date	05/02/2023	
ArtForm Category	Theatre	
Brief Project Description	<p>A Vaudeville Double Bill will take place at Chapel off Chapel as part of Midsumma 2023. It will comprise of 2 separate shows - Ziegfeld Boy (Josh Sanders) and Follies Girl (Mama Alto).</p> <p>Both shows have the aim of 'queering' the previously hetero-normative world of Vaudeville, flipping the gender narrative and finding a voice for new gender identities. Both shows will comprise of songs, sketches and glorious design elements.</p> <p>The shows are aimed simultaneously at a contemporary queer audience with modern themes/ideas and also at a more mature audience, adopting and making relevant again, the classic cabaret/old-hollywood style.</p>	
New or Existing project	New	
	Total Project Cost	\$ 25,657.00
	Total Amount Requested	\$ 12,955.00

Panel Assessment

Panel Assessment	<ul style="list-style-type: none"> Recommended meets the criteria to a high standard - Full Funding 	
	TOTAL RECOMMENDATION	\$ 12,955.00

ACG00183

Application ID	ACG00183
Grant Round	Round 2: Up to \$20,000 Arts and Cultural Grants 2022/2023

Project Details

(extracted from Application)

Project Title	Miles Johnson: Journey into Roundness	
Project Start Date	02/02/2023	
Project End Date	30/04/2023	
ArtForm Category	Visual Arts	
Brief Project Description	<p>This project consists of an exhibition of new work created by myself to be displayed at the Australian Centre for Glass Design and two talks which I will present during the exhibition. The exhibition will explore the rounded form in glass. The production of all blown glass commences with a small sphere which is heated and blown into a rounded form from which other shapes are produced. This project will extend on this process by manipulating the rounded form and in so doing testing the boundaries of glass as a creative medium. The project will be of interest to visual artists as well students studying the glass courses at the Prahran campus of Melbourne Polytechnic. The project will also attract residents, those who work in the municipality as well as visitors from beyond as it will reaffirm Stonnington's unique position as an artistic hub for glass in all its forms.</p>	
New or Existing project	New	
	Total Project Cost	\$ 38,150.00
	Total Amount Requested	\$ 11,000.00

Panel Assessment

Panel Assessment	<ul style="list-style-type: none"> Recommended meets the criteria to a high standard - Full Funding 	
	TOTAL RECOMMENDATION	\$ 11,000.00

ACG00179

Application ID	ACG00179
Grant Round	Round 2: Up to \$20,000 Arts and Cultural Grants 2022/2023

Project Details

(extracted from Application)

Project Title	Ladies Who Sing Leonard	
Project Start Date	27/03/2023	
Project End Date	02/04/2023	
ArtForm Category	Music	
Brief Project Description	<p>Ladies Who Sing Leonard is a celebration of the songs of Leonard Cohen, performed by a cast of women including some of the best female identifying singers and musicians in Australia. Prioritising the stories, each cast member reinterprets the song in a way that transforms it into their own.</p> <p>Leonard Cohen is one of the greatest songwriters in modern history with an army of devoted fans and this show not only honours his work in a new way that excels beyond the average tribute show, but it has been given the nod of approval from Leonard himself prior to his death, as he was a fan of show curator, Anita Lester's version of 'You Want it Darker'.</p> <p>Every member of the 5000 plus audience members who has witnessed the show have been waiting for another announcement. We can't wait to share it again.</p>	
New or Existing project	Existing	
	Total Project Cost	\$ 58,453.00
	Total Amount Requested	\$ 19,863.00

Panel Assessment

Panel Assessment	<ul style="list-style-type: none"> Recommended meets the criteria to a good standard - Part Funding 	
	TOTAL RECOMMENDATION	\$ 10,800.00

Arts and Cultural Grants – Guidelines

ANNUAL UP TO \$20,000



City of Stonnington Arts and Cultural Grants 2022/2023 Guidelines Round 2 Annual Grants (up to \$20,000)

Timeline:

Applications Open	Monday 25 July 2022
Applications Close	Thursday 1 September
Assessment Period	September 2022
Council Endorsement	October 2022
Applicant Notification	October 2022

Arts and Cultural Grants – Guidelines

ANNUAL UP TO \$20,000



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Arts and Cultural Grants – Guidelines

ANNUAL UP TO \$20,000



Overview

The City of Stonnington's Arts and Cultural Grants program (up to \$20,000) supports creative, innovative, dynamic and contemporary projects that enhance the cultural, community and economic development of the City of Stonnington.

The City of Stonnington Arts and Cultural Grants:

- provide one-off support to organisations, individuals and community groups wishing to present high quality art based projects
- support projects that reflect diverse communities of Stonnington
- provide opportunities for people of all ages and abilities to participate in the arts
- bring new works, productions, exhibitions, publications, curated programs and events to the Stonnington community
- support artists to develop and execute new ideas
- ensure that there are a variety of art forms in the municipality that are accessible to the community
- assist artists and arts organisations to be sustainable and financially viable.

About Annual Arts and Cultural Grants (up to \$20,000)

The Annual Arts and Cultural Grants (up to \$20,000) are open to all artists and organisations wishing to deliver arts projects within Stonnington. Eligible art forms include; theatre, cabaret, dance, visual art, circus/physical theatre, live art, music, digital media/film, interdisciplinary/hybrid and arts festivals.

Please refer to the criteria below to see if you or your organisation is eligible to apply. Our grants are available to artists from across Australia but must be delivered within City of Stonnington.

Please note this grant provides financial support only. A separate application is required to be completed if you are seeking Venue Hire In-Kind Support or Chapel Off Chapel Venue In-Kind Support (please see [terms and conditions](#)).

Arts and Cultural Grants – Guidelines

ANNUAL UP TO \$20,000



Eligibility for Annual Arts and Cultural Grants

Round 2 (up to \$20,000)

To be eligible for the City of Stonnington's Annual Arts and Cultural Grants (up to \$20,000):

- Groups and organisations **must** have an ABN, be ACNC registered, **and** be incorporated
- Individuals or groups without incorporation status must be auspiced by an incorporated, not-for-profit organisation (please see page 10 for more information on auspicing)
- Applicants must propose a project within the City of Stonnington boundaries between 1 January 2023 and 30 June 2023.
- Applicants must have no pending acquittals or debts to the City of Stonnington
- Applicants must provide proof of current Public Liability Insurance of no less than \$20,000,000.

Additionally, please note:

- The City of Stonnington will only accept one application per project.
- Auspice bodies may apply on behalf of multiple projects.

Projects Not Supported by Annual Arts and Cultural Grants (up to \$20,000)

The City of Stonnington's Arts and Cultural Annual Grants (up to \$20,000) do not support:

- projects taking place outside the City of Stonnington boundaries
- projects that have a party political purpose or applications made by political organisations
- projects that do not occur within the grant period (either before or after)
- projects that rely solely on the City of Stonnington for funding (i.e. applicants cannot apply for 100% of project costs)
- projects that have secured sponsorship from gaming, tobacco or alcoholic beverage companies
- activities of political, sexist, violent or religious nature
- an organisation's recurring operational costs, such as salaries, rent, and utilities or administrative project costs, such as salaries (excluding artist wages), rent and insurance
- funding for individuals to attend conferences, training or workshops, as well as funding for prizes, donations, awards, scholarships or gifts.

Arts and Cultural Grants – Guidelines

ANNUAL UP TO \$20,000



Application Process

1. Read through these guidelines to get an understanding of what is required and assess whether the Up to \$20,000 grant is right for you.
2. Plan, research and gather information required for your application.
3. Questions can be addressed by calling the Arts and Cultural Grants Team on 8290 1231 or email acgrants@stonnington.vic.gov.au
4. Complete and submit an online application through SmartyGrants by **noon** on Thursday 1 September 2022. **No late applications will be considered.**

Only one application per project will be considered.

What to Provide In Your Application

Providing relevant support documents is a critical part of an application which will be reviewed as part of the assessment process. All applications must include **both** support documents and artistic support material.

Support Documents

- Certificate of Currency (Public Liability Insurance of \$20,000,000).
- Full budget (via the budget template provided in the application).
- Project timeline.
- Marketing plan.
- A clear written agreement with your auspice organisation, if applicable.

Artistic Support Material

- Examples of current, proposed or past works:
 - images (up to 5)
 - show reels/moving image excerpts (up to 5 minutes, submitted as direct URLs, including relevant passwords)
 - script excerpts (up to 10 pages)
 - audio tracks (up to 3, submitted as direct URLs, including relevant passwords)
 - direct website links (up to 3).
- Key artist biographies (max 150 words per artist).

Arts and Cultural Grants – Guidelines

ANNUAL UP TO \$20,000



- Support letters (up to 3).
- Festival support letter (if the project is proposed as part of a festival).
- Reviews (up to 3 articles).

Please submit all artistic support material as one PDF file. There is a maximum file limit of 25MB, however we recommend that you try to keep files under 5MB.

Assessment Process

Applications are assessed against the following criteria by a panel of external and internal panel members.

Theme	Criteria	Weighting %
Artistic	1. Provide clear and detailed information on the project including expected outcomes.	30%
	2. Propose an innovative project and prove your capacity to deliver it by providing a project timeline, and relevant artistic support material	
	3. Include and/or celebrate local or specific communities within the City of Stonnington.	
	4. Demonstrate potential or confirmed career advancement opportunities for artists involved in the project. This could be through an extension of skills or development of existing and new audiences.	
Capacity	5. Facilitate local business partnerships.	10%
Financial	6. Show a viable, accountable budget with diverse sources of income.	20%
Marketing	7. Demonstrate a commitment to maximising audience numbers and participation from the local community.	30%
	8. Provide a marketing plan.	
	9. Demonstrate a capacity to attract participation and audience numbers from the wider metropolitan area.	
Operational	10. Propose projects that align with City of Stonnington Council Plan.	10%

Following the assessment process, recommendations will be made to Council, who make the final decision on funding of all projects in the Arts and Cultural Grants Program.

Applications are kept confidential and will not be disclosed to any person outside the application and assessment process.

Arts and Cultural Grants – Guidelines

ANNUAL UP TO \$20,000



What Happens After the Assessment Process?

Applicant Notification

- Unsuccessful applicants will be advised by post or email in October 2022.
- Successful applicants will be contacted and required to enter into a contractual agreement with the City of Stonnington in accordance with the City of Stonnington' Grant Policy.

Payment

To receive the first payment, successful applicants must:

- return a signed copy of the Sponsorship Agreement
- return a complete New Vendor Application form
- return a Recipient Created Tax Invoice (RCTI)
- meet with Arts and Cultural Grant Team, in person, to discuss your project and all requirements.

Unless otherwise agreed, payment shall be made in two instalments:

- 75% upon receipt of signed Agreement, New Vendor Form, RCTI and initial meeting.
- 25% within 30 days of receipt of the Project Acquittal Report or by 8 July 2023, whichever date occurs first.

Changes to Your Project

The City of Stonnington requires written notification of any proposed changes to the concept as originally submitted, including date changes should they occur before the activity is complete. Subsequent to any changes, the City of Stonnington retains the right to withdraw its support and request repayment of any funds.

Goods and Services Tax (GST)

Grants provided by the City of Stonnington to organisations that are GST registered and have an Australian Business Number (ABN) will generally be subject to GST. Where this is the case, the City of Stonnington has decided to 'gross up' the base grant by 10 per cent and forward the full GST inclusive amount to the organisation.

The organisation will then be obligated to forward the GST proportion of the grant (one-eleventh) to the Australian Taxation Office (ATO).

If organisations have any doubt about their GST obligations, the City of Stonnington strongly recommends they seek guidance from the ATO on 13 24 78.

Arts and Cultural Grants – Guidelines

ANNUAL UP TO \$20,000



City of Stonnington Council Plan 2021 - 2025

Developed with our community, the [Council Plan](#) is one of the most critical pieces of work we will undertake in the four-year term. It must consider our Community Vision, the challenges and opportunities we face as a city, as well as the functions and obligations required of councils by law.

The City of Stonnington has developed this Council Plan centred on three strategic directions representing our broad aspirations in achieving the community's vision:

- Identity and Destination
- Thriving and desirable businesses
- Pride of place and character
- Active transport and connected city

Further, the following Council strategies, plans, services and ongoing activities support the Council Plan and may also be considered when preparing your application.

- [Access and Inclusion Plan 2019-2022](#)
- [Reconciliation Action Plan 2022- 2024](#)
- [Community Health and Wellbeing Plan 2021-2025](#)
- [Victorian Charter of Human Rights and Responsibilities Act 2006.](#)

Terms and Conditions

Applicants are required to comply with the following terms and conditions. Council has the right to exclude an application if these terms and conditions are not adhered to.

- Canvassing or lobbying of Councillors, employees of the City of Stonnington or assessment panel members in relation to any grant application is prohibited during the application process. No further consideration will be given to an application submitted by an applicant that canvasses or lobbies a Councillor, City of Stonnington employee or assessment panel member in relation to their application.
- Applying for an Annual Arts and Cultural Grant (under \$20,000) means that you are applying for financial support only. If you would like to apply for venue hire in-kind, a triennial grant, or an annual grant of over \$20,000 you will need to complete a different grant application.
- An Annual Arts and Cultural Grant (under \$20,000) application can be submitted along with an application for either an Arts and Cultural Grant (Venue Hire In-Kind) or an Arts and Cultural Grant (Chapel Off Chapel Venue Hire In-Kind). It cannot be submitted with an application for a Triennial Arts and Cultural Grant or an Annual Arts and Cultural Grant (over \$20,000).

Arts and Cultural Grants – Guidelines

ANNUAL UP TO \$20,000



- Upon successful application, applicants must sign a Sponsorship Agreement which details full grant obligations, and complete all other required documentation.
- The City of Stonnington has the right to request progress information such as financial records relating to the project at any time. This information must be provided within five business days.
- The City of Stonnington will not be responsible for shortfalls in project budgets if the grant recipient is unable to meet project costs.
- Receiving a grant from City of Stonnington in one financial year does not guarantee funding in subsequent financial years.
- Previously successful applicants are expected to outline long term planning, development and outcomes.
- Unsuccessful applications can be reviewed and resubmitted for future rounds of Arts and Cultural Grants. They will be reviewed against the new round of applications.
- Applicants must provide proof of current Public Liability Insurance of no less than \$20,000,000.
- The City of Stonnington must receive acknowledgement as a sponsor on all printed and digital promotional material.
- Applicants must present a completed application by the closing date and time, including attachments. No late applications will be accepted.
- The City of Stonnington retains the right to request the repayment of any unspent funds from any of the Arts and Cultural Grants.

Other Information

Features of a Strong Funding Application

There are ways to make your funding application more competitive, including the examples below:

- Clearly outline what is proposed, why it needs to happen, how it will be achieved, who is involved and where it will take place.
- Provide relevant artistic support material that either shows the potential of the proposed activity or the strength of the artist's/organisation's practice through previous similar work.
- Have key artists and practitioners confirmed at the time of application.
- Demonstrate how your work is innovative; is it a new work, progressive, contemporary, responsive or in response to lessons learnt from previous projects.
- Demonstrate how your project provides sustainable arts opportunities such as career advancement, mentorship and building new audiences.
- Provide detail on collaborators and partner roles, their responsibilities and contributions as well as your capacity to deliver your project.

Arts and Cultural Grants – Guidelines

ANNUAL UP TO \$20,000



- Outline how your project will benefit the community e.g. is there a target group you are engaging (CALD, women, children, LGBTQIA+, people with a disability etc.), are you using a particular location to attract a certain demographic, are you wanting to engage the local community, the wider metropolitan or regional Victoria.
- Demonstrate that you have developed a project which is accessible to the community.
- Ensure you are realistic with what you propose, what you can achieve and complete within the timeframe.
- Provide a realistic and viable budget which includes other income sources both cash and in-kind and outlines a contingency plan for if you only received part funding or you were not successful.
- Pay artists in line with their level of contribution to the project.
- Provide a detailed marketing plan highlighting how you are going to make the community aware of what you are delivering.
- Provide a realistic and viable project timeline.
- Link your project to address key strategies outlined in the Council Plan 2017-2021, highlighting how it is adhering to the Council Plan and how it will benefit the community.

Auspicing

The City of Stonnington requires all Individuals and Groups without incorporation to be auspiced. Auspice organisations are able to apply on behalf of applicants. If the application is successful, funds will be paid to the auspicing organisation which will administer the funds and acquit them on behalf of the individual or group. You will be required to provide a clear written agreement with your auspice organisation.

Acquittal Process

- The complete Project Acquittal Report must be received within 30 days of the Project's completion or by 8 July 2023 whichever date occurs first, answer all questions required, include final budgets, marketing material and photographs of your project. (photographs may be used to advertise the Arts and Cultural Grants Program in the future - please provide all photography credits).
- The final 25% of the grant payment will not be made until the Project Acquittal Report has been received by City of Stonnington and is deemed to include sufficient information.
- The City of Stonnington retains the right to request the repayment of any unspent funds from the Arts and Cultural Grant.
- Failure to acquit the grant may result in the City of Stonnington requesting repayment of all relevant Arts and Cultural Grant funds

Arts and Cultural Grants – Guidelines

ANNUAL UP TO \$20,000



Finding a Venue

Tentative bookings/quotes must be included with your application regardless of whether you are wanting to use a City of Stonnington or an external venue.

The following contacts may be useful in regard to [City of Stonnington venue](#) bookings:

Venues bookings:	T 8290 1246	venues_booking@stonnington.vic.gov.au
Parks information:	T 8290 1177	recreationsservices@stonnington.vic.gov.au
Chapel Off Chapel:	T 8290 7004	chapel@stonnington.vic.gov.au

It should be noted that the demand for Chapel Off Chapel and the Malvern Town Hall is very high and it is recommended that you enquire as to venue availability as early as possible.

In-kind support for venue hire will not be awarded to applicants who have not tentatively booked their venue/s in advance.

Please note that if you are applying for any venue in-kind support you must complete a separate grant application.

- Annual Arts and Cultural Grant (Venue Hire In-Kind)
- Annual Arts and Cultural Grant (Chapel Off Chapel Venue Hire In-Kind)

Outdoor Spaces / Film and Event Permits

Council offers a number of parks and open spaces for the staging of events, however an event permit must be issued to ensure community events are run safely. If you are planning a community event and wish to use one of our parks or open spaces please visit our [website](#) and contact filmandeventpermits@stonnington.vic.gov.au for further information.

Acknowledgement of the City of Stonnington

All successful applicants must provide the following acknowledgements to the City of Stonnington:

- Acknowledgment of the City of Stonnington as a sponsor on all printed and digital promotional material including letterheads, invitations, posters, flyers and signage, media releases, video and digital materials.
- An opportunity for a City of Stonnington representative to speak at key events.
- All promotional materials, including design artwork and media releases, are submitted to City of Stonnington for approval before publishing. City of Stonnington retains the right to request changes.

Arts and Cultural Grants – Guidelines

ANNUAL UP TO \$20,000



- Invitations to the opening or complimentary tickets to your project (where applicable) will be made available to key City of Stonnington representatives (x20 tickets or as negotiated).
- When the recipient's project is a festival, the City of Stonnington will be recognised as:
 - a major sponsor of the specific event or project, and
 - a general sponsor of the festival (in entirety).
- Promotion of any subsequent productions of the project (after the initial season/performance/viewing) will contain the City of Stonnington logo and written acknowledgment.
- The provision of the below materials for potential inclusion in City of Stonnington's e-news, social media content calendar or any other City of Stonnington publications:
 - A brief description of your event including key dates, times and features.
 - At least three publishable, high-res images (300dpi or greater).
 - A website address.
 - Social media links.

Other Funding Opportunities

The City of Stonnington offers other funding opportunities to the community. Details of these other opportunities can be found on our [website](#)

How to Use SmartyGrants

To apply for an Arts and Cultural Grant you need to apply through our online system via SmartyGrants. The application link can be found on the City of Stonnington website.

For help on how use SmartyGrants and ways to make your online application easier please refer to the SmartyGrants [help guide](#). If you are still having trouble completing your application please contact our office before the application closing date.

Contact Details

For further information about the Arts and Cultural Grants or to discuss your application, contact:

Arts and Cultural Grants Team
City of Stonnington
T 8290 1231
acgrants@stonnington.vic.gov.au

Arts and Cultural Grants – Guidelines

ANNUAL OVER \$20,000



City of Stonnington Arts and Cultural Grants 2022/2023 Guidelines Round 2 Annual Grants (over \$20,000)

Timeline:

Applications Open	Monday 25 July 2022
Applications Close	Thursday 1 September
Assessment Period	September 2022
Council Endorsement	October 2022
Applicant Notification	October 2022

Arts and Cultural Grants – Guidelines

ANNUAL OVER \$20,000



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Arts and Cultural Grants – Guidelines

ANNUAL OVER \$20,000



Overview

The City of Stonnington's Arts and Cultural Grants program supports creative, innovative, dynamic and contemporary projects that enhance the cultural, community and economic development of the City of Stonnington.

The City of Stonnington Arts and Cultural Grants:

- provide one-off support to organisations, individuals and community groups wishing to present high quality art based projects
- support projects that reflect diverse communities of Stonnington
- provide opportunities for people of all ages and abilities to participate in the arts
- bring new works, productions, exhibitions, publications, curated programs and events to the Stonnington community
- attract participants from greater Melbourne and beyond, promoting cultural tourism into the municipality
- support artists to develop and execute new ideas
- ensure that there are a variety of art forms in the municipality that are accessible to the community
- assist artists and arts organisations to be sustainable and financially viable.

About Annual Arts and Cultural Grants (over \$20,000)

The Annual Arts and Cultural Grants (over \$20,000) are open to all artists and organisations wishing to deliver arts projects within Stonnington. Eligible art forms include; theatre, cabaret, dance, visual art, circus/physical theatre, live art, music, digital media/film, interdisciplinary/hybrid and arts festivals.

Please refer to the criteria below to see if you or your organisation is eligible to apply. Our grants are available to artists from across Australia but must be delivered within City of Stonnington.

Please note this grant provides financial support only. A separate application is required to be completed if you are seeking Venue Hire In-Kind or Chapel Off Chapel Venue Hire In-Kind Support (please see [terms and conditions](#)).

Arts and Cultural Grants – Guidelines

ANNUAL OVER \$20,000



Eligibility for Annual Arts and Cultural Grants Round 2 (over \$20,000)

To be eligible for the City of Stonnington's Annual Arts and Cultural Grants Round 2 (over \$20,000):

- Groups and organisations **must** have an ABN, be ACNC registered, **and** be incorporated
- Individuals or groups without incorporation status must be auspiced by an incorporated, not-for-profit organisation (please see page 10 for more information on auspicing)
- Applicants must propose a project within the City of Stonnington [boundaries](#) between 1 January 2023 and 30 June 2023.
- Applicants must have no pending acquittals or debts to the City of Stonnington
- Applicants must provide proof of current Public Liability Insurance of no less than \$20,000,000.

Additionally, please note:

- The City of Stonnington will only accept one application per project.
- Auspice bodies may apply on behalf of multiple projects.
- Applicants funding request must not exceed \$60,000

Projects Not Supported by Annual Arts and Cultural Grants (over \$20,000)

The City of Stonnington's Arts and Cultural Annual Grants (over \$20,000) do not support:

- projects taking place outside the City of Stonnington boundaries
- projects that have a party political purpose or applications made by political organisations
- projects that do not occur within the grant period (either before or after)
- projects that rely solely on the City of Stonnington for funding (i.e. applicants cannot apply for 100% of project costs)
- projects that have secured sponsorship from gaming, tobacco or alcoholic beverage companies
- activities of political, sexist, violent or religious nature
- an organisation's recurring operational costs, such as salaries, rent, and utilities or administrative project costs, such as salaries (excluding artist wages), rent and insurance
- funding for individuals to attend conferences, training or workshops, as well as funding for prizes, donations, awards, scholarships or gifts.

Arts and Cultural Grants – Guidelines

ANNUAL OVER \$20,000



Application Process

1. Read through these guidelines to get an understanding of what is required and assess whether the Over \$20,000 grant is right for you.
2. Plan, research and gather information required for your application.
3. Questions can be addressed by calling the Arts and Cultural Grants Team on 8290 1231 or email acgrants@stonnington.vic.gov.au
4. Complete and submit an online application through SmartyGrants by **noon** on Thursday 1 September 2022. **No late applications will be considered.**

Only one application per project will be considered.

What to Provide In Your Application

Providing relevant support documents is a critical part of an application which will be reviewed as part of the assessment process. All applications must include **both** support documents and artistic support material.

Support Documents

- Your organisations most recent Annual Report.
- Your organisations Operating Budget.
- Minutes from your/Auspice organisation last Annual General Meeting (AGM).
- Certificate of Currency (Public Liability Insurance of \$20,000,000).
- A clear written agreement with your auspice organisation, if applicable.
- Full budget, clearly identifying all funding sources - confirmed (C) or not confirmed (NC).
- Detailed project timeline.
- Detailed marketing plan.

Artistic Support Material

- Examples of current, proposed or past works:
 - images (up to 5)
 - show reels/moving image excerpts (up to 5 minutes, submitted as direct URLs, including relevant passwords)

Arts and Cultural Grants – Guidelines

ANNUAL OVER \$20,000



- script excerpts (up to 10 pages)
- audio tracks (up to 3, submitted as direct URLs, including relevant passwords)
- direct website links (up to 3).
- Key artist biographies (max 150 words per artist).
- Support letters (up to 3).
- Festival support letter (if the project is proposed as part of a festival).
- Reviews (up to 3 articles).

Please submit all artistic support material as one PDF file. There is a maximum file limit of 25MB, however we recommend that you try to keep files under 5MB.

Assessment Process

Applications are assessed against the following criteria by a panel of external and internal panel members.

Theme	Criteria	Weighting %
Artistic	1. Provide clear and detailed information on the project including expected outcomes.	30%
	2. Propose an innovative project and prove your capacity to deliver it by providing a detailed project timeline and relevant artistic support material	
	3. Include and/or celebrate local or specific communities within the City of Stonnington.	
	4. Demonstrate potential or confirmed career advancement opportunities for artists involved in the project. This could be through an extension of skills or development of existing and new audiences.	
Capacity	5. Facilitate arts and business partnerships including local businesses.	10%
Financial	6. Show a viable, accountable budget with diverse sources of income.	20%
Marketing	7. Demonstrate a commitment to maximising audience numbers and participation from the local community.	30%
	8. Provide a detailed marketing plan.	
	9. Demonstrate a capacity to attract participation and audience numbers from the wider metropolitan area and regional Victoria.	

Arts and Cultural Grants – Guidelines

ANNUAL OVER \$20,000



Operational	Propose projects that align with City of Stonnington Council Plan.	10%
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Following the assessment process, recommendations will be made to Council, who make the final decision on funding of all projects in the Arts and Cultural Grant Program.

Applications are kept confidential and will not be disclosed to any person outside the application and assessment process.

What Happens After the Assessment Process?

Applicant Notification

- Unsuccessful applicants will be advised by post or email in October 2022.
- Successful applicants will be contacted and required to enter into a contractual agreement with the City of Stonnington in accordance with the City of Stonnington Grant Policy.

Payment

To receive the first payment, successful applicants must:

- return a signed copy of the Sponsorship Agreement
- return a complete New Vendor Application form
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- meet with Arts and Cultural Grant Team, in person, to discuss your project and all requirements

Unless otherwise agreed, payment shall be made in two instalments:

- 75% upon receipt of signed Agreement, New Vendor Form, RCTI and initial meeting.
- 25% within 30 days of receipt of the Project Acquittal Report or by 8 July 2023, whichever date occurs first.

Changes to Your Project

The City of Stonnington requires written notification of any proposed changes to the concept as originally submitted, including date changes should they occur before the activity is complete. Subsequent to any changes, the City of Stonnington retains the right to withdraw its support and request repayment of any funds.

Arts and Cultural Grants – Guidelines

ANNUAL OVER \$20,000



Goods and Services Tax (GST)

Grants provided by the City of Stonnington to organisations that are GST registered and have an Australian Business Number (ABN) will generally be subject to GST. Where this is the case, the City of Stonnington has decided to 'gross up' the base grant by 10 per cent and forward the full GST inclusive amount to the organisation.

The organisation will then be obligated to forward the GST proportion of the grant (one-eleventh) to the Australian Taxation Office (ATO).

If organisations have any doubt about their GST obligations, the City of Stonnington strongly recommends they seek guidance from the ATO on 13 24 78.

City of Stonnington Council Plan 2021 - 2025

Developed with our community, the [Council Plan](#) is one of the most critical pieces of work we will undertake in the four-year term. It must consider our Community Vision, the challenges and opportunities we face as a city, as well as the functions and obligations required of councils by law.

The City of Stonnington has developed this Council Plan centred on three strategic directions representing our broad aspirations in achieving the community's vision:

- Identity and Destination
- Thriving and desirable businesses
- Pride of place and character
- Active transport and connected city

Further, the following Council strategies, plans, services and ongoing activities support the Council Plan and may also be considered when preparing your application.

- [Access and Inclusion Plan 2019-2022](#)
- [Reconciliation Action Plan 2022- 2024](#)
- [Community Health and Wellbeing Plan 2021-2025](#)
- [Victorian Charter of Human Rights and Responsibilities Act 2006.](#)

Terms and Conditions

Applicants are required to comply with the following terms and conditions. Council has the right to exclude an application if these terms and conditions are not adhered to.

Arts and Cultural Grants – Guidelines

ANNUAL OVER \$20,000



- Canvassing or lobbying of Councillors, employees of the City of Stonnington or assessment panel members in relation to any grant application is prohibited during the application process. No further consideration will be given to an application submitted by an applicant that canvasses or lobbies a Councillor, City of Stonnington employee or assessment panel member in relation to their application.
- Applying for an Annual Arts and Cultural Grant (over \$20,000) means that you are applying for financial support only. If you would like to apply for venue hire in-kind, a triennial grant, or an annual grant of under \$20,000 you will need to complete a different grant application.
- An Annual Arts and Cultural Grant (over \$20,000) application can be submitted along with an application for either an Arts and Cultural Grant (Venue Hire In-Kind), or an Arts and Cultural Grant (Chapel Off Chapel Venue Hire In-Kind). It cannot be submitted with an application for a Triennial Arts and Cultural Grant or an Annual Arts and Cultural Grant (up to \$20,000).
- Upon successful application, applicants must sign a Sponsorship Agreement which details full grant obligations, and complete all other required documentation.
- The City of Stonnington has the right to request progress information such as financial records relating to the project at any time. This information must be provided within five business days.
- The City of Stonnington will not be responsible for shortfalls in project budgets if the grant recipient is unable to meet project costs.
- Receiving a grant from City of Stonnington in one financial year does not guarantee funding in subsequent financial years.
- Previously successful applicants are expected to outline long term planning, development and outcomes.
- Unsuccessful applications can be reviewed and resubmitted for future rounds of Arts and Cultural Grants. They will be reviewed against the new round of applications.
- Applicants must provide proof of current Public Liability Insurance of no less than \$20,000,000.
- The City of Stonnington must receive acknowledgement as a sponsor on all printed and digital promotional material.
- Applicants must present a completed application by the closing date and time, including attachments. No late applications will be accepted.
- The City of Stonnington retains the right to request the repayment of any unspent funds from any of the Arts and Cultural Grants.

Other Information

Arts and Cultural Grants – Guidelines

ANNUAL OVER \$20,000



Features of a Strong Funding Application

There are ways to make your funding application more competitive, including the examples below:

- Clearly outline what is proposed, why it needs to happen, how it will be achieved, who is involved and where it will take place.
- Provide relevant artistic support material that either shows the potential of the proposed activity or the strength of the artist's/organisation's practice through previous similar work.
- Have key artists and practitioners confirmed at the time of application.
- Demonstrate how your work is innovative; is it a new work, progressive, contemporary, responsive or in response to lessons learnt from previous projects.
- Demonstrate how your project provides sustainable arts opportunities such as career advancement, mentorship and building new audiences.
- Provide detail on collaborators and partner roles, their responsibilities and contributions as well as your capacity to deliver your project.
- Outline how your project will benefit the community e.g. is there a target group you are engaging (CALD, women, children, LGBTQIA+, people with a disability etc.), are you using a particular location to attract a certain demographic, are you wanting to engage the local community, the wider metropolitan or regional Victoria.
- Demonstrate that you have developed a project which is accessible to the community.
- Ensure you are realistic with what you propose, what you can achieve and complete within the timeframe.
- Provide a realistic and viable budget which includes other income sources both cash and in-kind and outlines a contingency plan for if you only received part funding or you were not successful.
- Pay artists in line with their level of contribution to the project.
- Provide a detailed marketing plan highlighting how you are going to make the community aware of what you are delivering.
- Provide a realistic and viable project timeline.
- Link your project to address key strategies outlined in the Council Plan 2017-2021, highlighting how it is adhering to the Council Plan and how it will benefit the community.

Auspicing

The City of Stonnington requires all Individuals and Groups without incorporation to be auspiced. Auspice organisations are able to apply on behalf of applicants. If the application is successful, funds will be paid to the auspicing organisation which will administer the funds and acquit them on behalf of the individual or group. You will be required to provide a clear written agreement with your auspice organisation.

Arts and Cultural Grants – Guidelines

ANNUAL OVER \$20,000



Acquittal Process

- The complete Project Acquittal Report must be received within 30 days of the Project's completion or by 8 July 2023 whichever date occurs first, answer all questions required, include final budgets, marketing material and photographs of your project (photographs may be used to advertise the Arts and Cultural Grants Program in the future - please provide all photography credits).
- The final 25% of the grant payment will not be made until the Project Acquittal Report has been received by City of Stonnington and is deemed to include sufficient information.
- The City of Stonnington retains the right to request the repayment of any unspent funds from the Arts and Cultural Grant.
- Failure to acquit the grant may result in the City of Stonnington requesting repayment of all relevant Arts and Cultural Grant funds.

Finding a Venue

Tentative bookings / quotes must be included with your application regardless of whether you are wanting to use a City of Stonnington or an external venue.

The following contacts may be useful in regard to [City of Stonnington venue](#) bookings:

Venues bookings:	T 8290 1246	venues_booking@stonnington.vic.gov.au
Parks information:	T 8290 1177	recreationsservices@stonnington.vic.gov.au
Chapel Off Chapel:	T 8290 7004	chapel@stonnington.vic.gov.au

It should be noted that the demand for Chapel Off Chapel and the Malvern Town Hall is very high and it is recommended that you enquire as to venue availability as early as possible.

In-kind support for venue hire will not be awarded to applicants who have not tentatively booked their venue/s in advance.

Please note that if you are applying for any venue in-kind support you must complete a separate grant application.

- Venue Hire In-Kind Arts and Cultural Grant
- Chapel Off Chapel Venue Hire In-Kind Arts and Cultural Grant

Outdoor Spaces / Film and Event Permits

Council offers a number of parks and open spaces for the staging of events, however an event permit must be issued to ensure community events are run safely. If you are planning a

Arts and Cultural Grants – Guidelines

ANNUAL OVER \$20,000



community event and wish to use one of our parks or open spaces please visit our [website](#) and contact filmandeventpermits@stonnington.vic.gov.au for further information.

Acknowledgement of the City of Stonnington

All successful applicants must provide the following acknowledgements to the City of Stonnington:

- The City of Stonnington is to receive acknowledgment as a sponsor on all printed and digital promotional material including letterheads, invitations, posters, flyers and signage, media releases, video and digital materials.
- An opportunity for a City of Stonnington representative to speak at key events.
- All promotional materials, including design artwork and media releases, are submitted to City of Stonnington for approval before publishing. City of Stonnington retains the right to request changes.
- Invitations to the opening or complimentary tickets to your project (where applicable) will be made available to key City of Stonnington representatives (x20 tickets or as negotiated).
- When the recipient's project is a festival, the City of Stonnington will be recognised as:
 - a major sponsor of the specific event or project, and
 - a general sponsor of the festival (in entirety).
- Promotion of any subsequent productions of the project (after the initial season/performance/viewing) will contain the City of Stonnington logo and written acknowledgment.
- The provision of the below materials for potential inclusion in City of Stonnington e-news, social media content calendar or any other City of Stonnington publications:
 - A brief description of your event including key dates, times and features.
 - At least three publishable, high-res images (300dpi or greater).
 - A website address.
 - Social media links.

Other Funding Opportunities

The City of Stonnington offers other funding opportunities to the community. Details of these other opportunities can be found on our [website](#)

How to Use SmartyGrants

To apply for an Arts and Cultural Grant you need to apply through our online system via SmartyGrants. The application link can be found on the City of Stonnington website.

Arts and Cultural Grants – Guidelines

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For help on how use SmartyGrants and ways to make your online application easier please refer to the SmartyGrants [help guide](#). If you are still having trouble completing your application please contact our office before the application closing date.

Contact Details

For further information about the Arts and Cultural Grants or to discuss your application, contact:

Arts and Cultural Grants Team
City of Stonnington
T 8290 1231
acgrants@stonnington.vic.gov.au

DRAFT

LGBTIQA+ Action Plan 2022-25

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Acknowledgement of Traditional Custodians

We acknowledge that we are on the Traditional Lands of the Wurundjeri Woi Wurrung and Bunurong peoples of the East Kulin Nations and pay our respect to their Elders past, present and emerging.

We extend that respect to all Aboriginal and Torres Strait Islander peoples. We acknowledge their living connection to Country, relationship with the land and all living things extending back tens of thousands of years.

Purpose

The City of Stonnington has a proud history and strong commitment to inclusion, equality, and pride in the diversity of LGBTIQ+ people, families, and communities. We want to create an environment where LGBTIQ+ people feel welcome and able to fully engage in their local community and enjoy safe, healthy, and happy lives.

The LGBTIQ+ Action Plan 2022-2025 identifies our focus over the next three years for improving social and economic inclusion, and reducing barriers to participation, for LGBTIQ+ in our city. The Action Plan, and related activities, strive to raise the profile of the LGBTIQ+ community and promote opportunities for community engagement, support, and advocacy to achieve true inclusion.

The development of this Action Plan has been based on research and consultation and key guidance documents including *Pride in our future: Victoria's LGBTIQ+ strategy 2022-32* and the *Victorian Government Rainbow Ready Roadmap*.

Throughout this document, we use the term **LGBTIQ+** which stands for lesbian, gay, bisexual, transgender and gender diverse, intersex, queer and questioning, asexual, and any other experiences of gender, sexuality and physiological sex characteristics a person identifies with.

We use this term with recognition and respect to the diversity within this group and the overlap but also differences in experience between people of different sexual orientations, gender identities and people with variations in sex characteristics. Further definitions of terms can be found in the *Victorian LGBTIQ+ inclusive language guide* available [online](#).

Stonnington's LGBTIQ+ community

In February 2021, Council unanimously passed a Notice of Motion to establish a LGBTIQ+ Advisory Committee and develop a LGBTIQ+ Action Plan.

Stonnington is understood to have one of the largest LGBTIQ+ communities in Victoria, including supporters and allies who help progress equality and fairness for all. Many of the community services, groups and organisations that support and service LGBTIQ+ people, families, and communities are also located within or close to Stonnington.

However, LGBTIQ+ people, families and communities often remain relatively hidden within mainstream community settings and, as is the case throughout Victoria and across Australia, there is little data about the demographic profile of LGBTIQ+ communities in Stonnington.

Generally, it is accepted that people of diverse sexual orientations, sex characteristics, and gender identity account for around 11% of the population, while in 2020 the ABS estimated that 8.4 percent of the population identify as non-heterosexual. This means that up to 13,000 or more LGBTIQ+ people may be residing in Stonnington.

As well as an Advisory Committee, Council has an internally focused Pride Network and has supported numerous community groups and programs. This includes support through community grants program and significant community contributions through support for the Victorian Pride Centre; arts and culture programming through venues such as Chapel off Chapel and participation in annual events such as Pride March. Council also acknowledges key dates in the LGBTIQ+ community calendar each year.

Strategic alignment

The LGBTIQ+ Action Plan is a subsidiary of the **Health & Wellbeing Plan 2021-25**. The priorities of this Plan also align with the strategic directions, objectives and priorities of **Future Stonnington** (incorporating the **Community Vision 2040** and **Council Plan 2021-25**).

Community Vision 2040

'Our community is a safe, inclusive and creative city that celebrates and embraces its vibrancy of cultures. Walking the tree lined streets, we pay respect to the influence of the Nation's First Peoples, past and living, on a modern, sustainable and interconnected way of life that supports the good health and wellbeing of all. Welcome to Stonnington 2040.'

Council Plan 2021-25

DIRECTION 1

A thriving and unique place

DIRECTION 2

Inclusive and healthy community

- 2.1 Health and wellbeing
- 2.2 Diverse, inclusive and safe

DIRECTION 3

A people-centred and future ready city

- 3.1 Community focus, connection and engagement
- 3.2 Enhanced customer experience
- 3.3 Engaged and capable people

Health and Wellbeing Plan 2021-25

PRIORITY 1

Healthy and well

- › Our community is more physically active
- › Our community has a healthier diet
- › Services, supports and information are easier to access in our community
- › Our community is healthy in a changing climate

PRIORITY 2

Respectful and safe

- › Equity and respect are thriving in our community
- › Our community is a safer place for everyone
- › Harm from alcohol, gambling, tobacco, and other drugs is reduced in our community

PRIORITY 3

Connected and supportive

- › Mental wellbeing is strengthened in our community
- › Our community is more socially connected and able to participate in community life
- › All members of our community are valued, supported, and connected

LGBTIQ+ Action Plan 2022-25

Guiding Principles:

- **Diversity** is made up of demographic identities including race, class, gender, sexuality, disability, nationality, religion, language, etc.
- **Intersectionality** acknowledges identities are interwoven and impact each other
- **Equity** Ensuring fair access to education, health, and social institutions, acknowledging access for some will be harder than for others.

Health and wellbeing needs of LGBTIQ+ communities

LGBTIQ+ demographic and health statistics tend to be problematic as they don't account for variations within LGBTIQ+ communities and are likely to skew results towards those with confidence to disclose their personal circumstances.

However, the participation, health and wellbeing needs and experiences of LGBTIQ+ people, families and communities have been well documented through many years of research.

While research shows most LGBTIQ+ Australians live well and are happy, they also report lower levels of subjective wellbeing and resilience than other Victorians, including:

- › higher than average rates of violence, harassment and discrimination
- › poorer mental health, in the form of anxiety, depression, psychological distress, and risk of self-harm and suicide
- › higher rates of isolation and rejection, reduced social participation and engagement
- › poorer life outcomes in terms of drug and alcohol use, homelessness, and early school leaving
- › avoidance or delay in help seeking behaviours because of real or feared prejudice within service settings.

Across social capital measures, LGBTIQ+ adults were **more likely** to never or not often feel valued by society, but were also more likely to be members of community groups, feel multiculturalism made life in their area better, and be in contact with 1-4 people in the previous day. Trans and gender diverse adults also had a significantly higher prevalence of food insecurity, psychological distress and diagnoses of anxiety or depression.

Not all LGBTIQ+ people experience the range of issues outlined above equally, with some people being more vulnerable than others due to poorer health and wellbeing experiences and outcomes.

As with all communities, compounding factors influence LGBTIQ+ health and wellbeing, such as age, gender, cultural background and English literacy, financial circumstance, existence of a disability or coexisting mental health issue, and the presence or absence of supportive and accepting relationships.

The Royal Commission into Victoria's Mental Health System found LGBTIQ+ people experienced a range of poorer mental health outcomes, including higher risk of mental illness, self-harm and suicide compared to heterosexual and cisgender populations. LGBTIQ+ people were recognised as being among a range of groups facing additional barriers that compound their experience, including for example discrimination and poorer access to services and supports responsive to their needs.¹

The COVID-19 pandemic has exacerbated the issues faced by LGBTIQ+ communities. Services working with LGBTIQ+ people are now reporting increases in clients experiencing psychological distress and suicidal behaviours and thoughts, those raising concerns around safety at home, job loss, food security and potential interactions with police enforcing restrictions. There has also been decreased access to medical affirmation for trans and gender diverse people. Recent research has also highlighted the unique and disproportionate impacts of COVID19 on LGBTIQ+ people, families and communities. The impacts of COVID19 were widely reported as disproportionately impacting (for example) young people, women, culturally diverse communities, and people in low paid and precarious employments.

¹ Royal Commission in Victoria's Mental Health System (2021). [Final report](#) (Accessed 25/5/22)

Expectations of local government

A community survey undertaken by the Victorian Local Governance Association and Victorian Gay and Lesbian Rights Lobby in 2016 outlined a range of expectations that LGBTIQ+ communities have of local councils. These included that councils advocate for and publicly support LGBTIQ+ residents, provide inclusive health and community services, and consult community members on the issues that affect them.²

In 2020, the Victorian Pride Lobby proposed local government election priorities which included Rainbow Tick accreditation of council-run services; establishment of LGBTIQ+ advisory committees; development of LGBTIQ+ action plans; recognition of days of significance for LGBTIQ+ communities, including by flying appropriate flags from council buildings; and participation in LGBTIQ+ arts and cultural events such as Midsumma, Pride and Carnival.³

These priorities provide a platform for local government engagement and action, in response to the needs of LGBTIQ+ communities.

VicHealth found that LGBTIQ+ Victorians who feel connected to their community report higher resilience, subjective wellbeing and life satisfaction, but that major disparities remain. Only 6 in 10 regional LGB Victorians agree that 'people around here can be trusted' compared to 8 in 10 regional heterosexual Victorians; only two thirds of LGBTIQ+ Victorians agree 'people around here are willing to help their neighbours' compared to three quarters of non-LGBTIQ+ Victorians.⁴

In May 2022, the Victorian State Government released a suite of resources, the *Rainbow ready roadmap*, which included specific guidance for local government.⁵ The resources provide a range of tools and guides to assist local councils become more LGBTIQ+ inclusive and deliver on their commitment to drive LGBTIQ+ inclusion through Victoria's whole-of-government LGBTIQ+ strategy.

The roadmap includes a range of indicators across four key principles of LGBTIQ+ inclusion – understanding, inclusion, visibility and safety all of which are included in the Stonnington LGBTIQ+ Action Plan.

² VLGA (2020). [Rainbow resource for Victorian councils: Supporting lesbian, gay, bisexual, transgender, intersex and queer diversity and inclusion in local government](#), p. 8 (Accessed 25/5/22)

³ Victorian Pride Lobby (2020). [Rainbow local government: LGBTIQ+ priorities for the 2020 Victorian local council elections](#). (Accessed 25/5/22)

⁴ VicHealth (2017). [VicHealth indicators survey 2015: Supplementary report, sexuality](#). (Accessed 25/5/22)

⁵ State of Victoria (2022). [Rainbow ready roadmap: Setting guide for local government](#). (Accessed 25/5/22)

Engagement summary

To guide the development of this Action Plan, we engaged with 132 community members, businesses, and community groups through hosting 4 interviews and 11 focus groups; attending one Allyship event and running an online survey. We also spoke with Council's LGBTIQ+ Advisory Committee, and Council staff to understand the current and emerging needs, the changing issues, expectations, and priorities within our community.

Consultation sought participants' views and experiences of living or working in, or visiting, the City of Stonnington, including:

- › current community strengths and assets that contribute to a supportive environment for LGBTIQ+ people and families in Stonnington
- › challenges faced, including those arising from or compounded by the COVID-19 pandemic
- › awareness and opinions of Council and non-Council services and programs, and any service gaps
- › views of Council's role in supporting LGBTIQ+ communities
- › different needs within a community group, acknowledging the intersection of age, cultural background and many other aspects of a person's individual identity and circumstance
- › information needs and communication preferences
- › partnerships and collaboration opportunities
- › Council's priorities and the initiatives planned by other work areas.

Consultation participants demonstrated a great deal of pride in their local community and the strength and resilience of LGBTIQ+ communities. They welcomed the efforts of Council and other local organisations and businesses to help foster a safe, inclusive, and vibrant community for all people in Stonnington.

The following themes emerged from the consultations

- | | |
|---|---|
| <p>01 Stonnington has a large and visible LGBTIQ+ community with a unique and vibrant history and generally, the community is diverse, welcoming, inclusive and celebrates difference. There are many LGBTIQ+ owned and supportive venues, groups and businesses and Council programming is seen as inclusive.</p> | <p>02 Issues of community safety and amenity, particularly in entertainment precincts, are a challenge. Notwithstanding the local community strengths, discrimination and violence against LGBTIQ+ people persist. There is a need for more safe and welcoming physical spaces and social infrastructure.</p> |
| <p>03 Services, groups, networks, and information specifically targeted to the needs of LGBTIQ+ people and families are often hard to find or don't exist locally. Universal services intended for the whole community are often hetero- and cis-normative and fail to recognise or are insensitive towards the needs and experiences of LGBTIQ+ people.</p> | <p>04 Council has a leadership role and commitment to supporting and acknowledging LGBTIQ+ people, families and communities however, it is not well promoted, clearly understood, or universally applied. Consistent and embedded leadership and advocacy on issues of importance to LGBTIQ+ people it critically important, including in response to the continuing politicisation of LGBTIQ+ lives in public discourse.</p> |

Action		Timeframe	Funding	Delivery
		Year 1 / 2 / 3 Ongoing	New / Existing / External	
Healthy and well				
1.1	<p>Deliver support to Rainbow families by sourcing and providing LGBTIQ+ inclusive resources to Council's Maternal and Child Health, playgroups, childcare, and library services to implement and/or distribute.</p> <p>For example, newspaper subscriptions, library book collections.</p>	Year 1	<p>Existing</p> <p><i>Costs will vary depending on resources; noting there are online resources available free of charge</i></p>	Community Services
1.2	<p>Partner with local services to advocate for LGBTIQ+ needs and inclusion, focusing on, but not exclusive to:</p> <ul style="list-style-type: none"> a. Primary health for example mental health services b. Supports for LGBTIQ+ carers and people with intersectional issues such as disability and all age cohorts c. Inclusive family violence prevention and responses. 	Ongoing	<p>Existing</p> <p><i>Within existing staff resources</i></p>	Aged, Diversity & Community Planning
1.3	Work with local mainstream and LGBTIQ+ sporting clubs to increase participation and inclusion by LGBTIQ+ people and families, especially younger people and Transgender/Non-Binary/Gender Diverse people	Ongoing	<p>Existing</p> <p><i>Within existing staff resources</i></p>	Active Communities
1.4	Partner with local communities and leading organisations (education, sport, arts, health, community, business) to develop and share best practice resources for LGBTIQ+ inclusion.	Ongoing	<p>Existing</p> <p><i>Within existing staff resources</i></p>	Community and Wellbeing
1.5	Develop a dedicated page on Council's website for LGBTIQ+ information, resources, events etc	Year 1	<p>Existing</p> <p><i>Within existing staff resources</i></p>	Community Planning Communications & Engagement
1.6	Work with Headspace to support the creation of community Pride Groups for young people.	Ongoing	Externally funded	Middle Years and Youth Service

Action		Timeframe	Funding	Delivery
		Year 1 / 2 / 3 Ongoing	New / Existing / External	
1.7	Enhance accessible and inclusive engagement practice across the organisation and ensure all publications and marketing use inclusive language and images	Year 1	Existing <i>Within existing staff resources</i>	Communications & Engagement Events, Arts & Culture
1.8	Promote available grants (Council and others) to assist local LGBTIQ+ groups, clubs and organisations deliver community-led programs and events	Ongoing	Existing <i>Paid social media posts (\$500)</i>	Aged, Diversity & Community Planning
1.9	Update Councils community engagement data collection processes and forms to ensure they are LGBTIQ+ inclusive	Year 1	Existing <i>Within existing staff resources (\$3,000)</i>	Communications & Engagement
1.10	Pilot the use of self-assessments across Council services from the State Governments Community Health Pride resource, for inclusive monitoring and evaluation purposes.	Ongoing	Existing <i>Within existing staff resources</i>	Community & Wellbeing Division
Connected and supportive				
2.1	Promote LGBTIQ+ inclusive business resources via Council's channels.	Ongoing	Existing <i>Paid social media posts (\$500)</i>	Economic Place & Development
2.2	Consider inclusion of accessible and gender-neutral toilets, changerooms, parenting rooms and other facilities in all new and redeveloped Council infrastructure	Ongoing	New <i>Costs to be included in relevant capital projects</i>	Environment & Infrastructure Division
2.3	Partner with local businesses and organisations, and LGBTIQ+ organisations outside of Stonnington, to grow the range of activity, program, and event opportunities available in the municipality eg. Queer Film Festival	Ongoing	Existing <i>Costs will vary depending on activity, program, or event.</i>	Events, Arts & Culture Economic & Place Development

Action		Timeframe	Funding	Delivery
		Year 1 / 2 / 3 Ongoing	New / Existing / External	
2.4	Explore options to celebrate Stonnington’s unique LGBTIQ+ history and experience. For example, public art installations; and / or documenting local queer history.	Ongoing	New <i>Costs will vary depending on scope of project.</i>	Events, Arts & Culture Economic & Place Development
2.5	Continue to support and enable LGBTIQ+ communities to identify and advocate for their needs, through the Stonnington LGBTIQ+ Community Advisory Committee, other Council advisory structures and ongoing feedback mechanisms.	Ongoing	Existing <i>Within existing staff resources</i>	Aged, Diversity and Community Planning
2.6	Continue Council visibility and participation at Midsumma Festival including Pride March	Ongoing	Existing <i>Within existing staff resources</i>	People & Culture Active Communities
2.7	Promote activities and fly the appropriate flag from Council buildings on LGBTIQ+ awareness days on: <ul style="list-style-type: none">• Annual ‘International Day Against Homophobia, Biphobia, Intersexphobia and Transphobia (IDAHOBIT)’• Annual ‘Wear It Purple Day’• Melbourne’s annual Pride March• For the duration of the annual Midsumma Festival• Transgender flag on the annual Transgender Visibility Day• Transgender flag on the annual Transgender Day of Remembrance	Ongoing	Existing <i>Within existing staff resources (\$3,500)</i>	Active Communities
2.8	Continue to facilitate the Pride Network to support LGBTIQ+ identified staff and their allies.	Ongoing	Existing <i>Within existing staff resources</i>	Pride Network Facilitator
2.9	Consider opportunities to create a locally accessible, safe community hub where LGBTIQ+ people, families and community can connect within existing major site redevelopments	Ongoing	New <i>Costs to be considered as part of project scope, where applicable</i>	Community Infrastructure Plan

Action		Timeframe	Funding	Delivery
		Year 1 / 2 / 3 Ongoing	New / Existing / External	
2.10	<p>Include low-or-no-cost Council events and programming that:</p> <ul style="list-style-type: none"> actively promote an inclusive environment for all people regardless of gender, sexual orientation, ethnicity, faith, age, ability, or income. foster opportunities for LGBTIQ+ people to connect, including intergenerationally, to reduce social isolation and loneliness. 	Ongoing	<p>Existing</p> <p><i>Within existing staff resources (\$10,000 - \$20,000)</i></p> <p><i>New activities to be costed based on project scope</i></p>	Community and Wellbeing
Respectful and safe				
3.1	<p>Engage with young people to create safe and inclusive LGBTIQ+ celebration events and activities.</p> <p>For example, Expressions Committee Events such as Inclusive Practice, Queer Stories and Queer Prom</p>	Ongoing	<p>Existing</p> <p><i>Within existing staff resources</i></p>	Middle Years and Youth Service
3.2	<p>Ensure LGBTIQ+ experiences of violence and discrimination in the community are included in the development of Council's community safety initiatives and design of safer public spaces and capital works.</p>	Ongoing	<p>Existing</p> <p><i>Within existing staff resources</i></p>	<p>Aged, Diversity & Community Planning</p> <p>Environment & Infrastructure Division</p>
3.3	<p>Support LGBTIQ+ young people through case management and group programs to increase safety in seeking community support at the important developmental stage of adolescence.</p>	Year 1	<p>Existing</p> <p><i>Within existing staff resources</i></p>	Middle Years and Youth Service
3.4	<p>Consider a statement of commitment to LGBTIQ+ communities for Council endorsement.</p>	Year 2	<p>Existing</p> <p><i>Within existing staff resources</i></p>	Aged Diversity & Community Planning
3.5	<p>Consider the Darlington Statement of intersex organisations and advocates for Council endorsement</p>	Year 2	<p>Existing</p> <p><i>Within existing staff resources</i></p>	Aged, Diversity & Community Planning

Action		Timeframe	Funding	Delivery
		Year 1 / 2 / 3 Ongoing	New / Existing / External	
3.6	Develop a Council-wide inclusive language guide that covers terminology and other communication protocols in keeping with emerging LGBTIQ+ community practice	Year 2	Existing <i>Within existing staff resources</i>	Aged, Diversity & Community Planning Communications & Engagement
3.7	Deliver LGBTIQ+ inclusion training including language and unconscious bias, for all staff every two years including Councillor's, Executive and include induction training for onboarding of new staff and Councillors.	Year 2	New <i>Online / in person training (\$30,000)</i>	People and Culture; Governance
3.8	Increase LGBTIQ+ visibility and Council's support for LGBTIQ+ people, families and communities through increased use of flags on Council buildings, other rainbow collateral (stickers, posters, etc), email signatures, communications content and other rainbow assets across the municipality	Ongoing	New <i>Costs will vary depending on collateral chosen</i>	Executive Team; Communications & Engagement Active Communities People and Culture Economic Place & Development

Monitoring and evaluation

The LGBTIQ+ Advisory Committee will guide and provide input into the implementation of the LGBTIQ+ Action Plan 2022-25. This will include seeking the advice and guidance of the Committee in relation to actions included in this Action Plan as well as other initiatives that are not included but may impact or potentially impact LGBTIQ+ people.

An annual review will be undertaken to reflect on progress and identify any new opportunities or emerging needs. A progress report will be shared with the Council.

Proposed RFID Bin Program Communications Plan

Purpose:

- To inform residents of the RFID trial and the types of data that will be collected
- To promote Council's customer service commitment
- To highlight service improvements
- To gain community support for RFIDs
- To tie in with Stonnington's Smart Cities projects
- To allay community fears around data collection

Audience:

- Households and businesses with a food and green waste bin
- Stonnington residents
- Councillors
- ET and managers

Timeframes:

- RFID Bin Program Trial - Dec 2022- February 2023
- RFID Bin Program Trial communications - commencing November 2022
- RFID Program- from June 2023. Communications will be integrated with the bin lid replacement program.

Project Lead:

- Amy Yang (Coordinator Waste Strategy and Engagement)

Project Support:

- IoT Smart Cities Delivery Lead
- Waste Project Officer
- Sustainability Communications Advisor
- Data Enablement and Analytics Delivery Lead
- Continuous Improvement Lead

Project Sponsor

- Rick Kwasek- Director Environment and Infrastructure

Communications tools	Timeframe
3-month RFID Trial	
Full news article for webpage	December 2022
Stonnington news article	December 2022
EDM	November 2022
Direct emails to households with food and green waste bins	November 2022
Digital Screens	December 2022
Social Media	December 2022
Full Program	
As per rubbish and recycling bin lid change program	From April 2022

FULL NEWS ARTICLE FOR WEB**Getting smart about waste**

In December 2022, Council will begin trialling an innovative approach to waste management enabling us to deliver a more efficient and responsive waste collection service for our community. The Trial will last for three months.

How does it work?

One of our food and green waste collection trucks will be fitted with a radio-frequency identification (RFID) reader. An RFID is similar to the devices found in library books or retail garments.

Step 1 - When the truck empties a RFID-fitted food and green waste bin, it will collect data including the bin ID, location, and timestamp.

Step 2 - The driver will be able to report any issues with the bin/collection via an in-truck tablet.

Step 3 - A report is automatically created and allocated to the property in real time for our customer service team and waste officers to access.

Step 4 - Our waste team will then be able to generate any work orders needed to the truck driver via a notification on the in-truck tablet.

What data will be collected?

The RFID Bin Program will allow us to collect the following bin data:

- when and where bins are collected
- issues and service requests, and,
- missed bins.

Data collected will be stored on a secured Australian server in accordance with the Privacy Act. Upon the completion of the trial, access to the data will be removed from the server.

How will the trial benefit our community?

Council currently relies upon paper-based reporting of bin properties. Digital data collection and reporting will allow us to deliver a more efficient and responsive waste service for our community.

Embedding smart technology into our waste collection service will support us to:

- efficiently monitor stolen, lost or misplaced bins
- identify, understand, and address persistent waste contamination
- deliver community education and engagement
- provide improved customer support and reduced response times through accurate real time data.

What do you need to do?

Continue using your bins as usual.

Smart Cities

The RFID Bin Program trial is another example of Council utilising innovative technology to deliver an improved service for our community.

The City of Stonnington is embarking on our first smart cities strategy to look at how digital technology, data and innovation can support current and future challenges and improve our ability to deliver improved services to our community.

We've already started to see the benefits of some pilot projects:

- Visitation sensors in Prahran Square that provide real-time information on usage of the space.
- Traffic monitoring at several locations around Chapel Street that provide numbers of pedestrians, cyclists, vehicles, and heavy vehicles.
- On-street carparking availability in key locations.
- Smart benches offering free public WiFi.
- Remotely monitored adaptive public lighting at some of our parks and open spaces.

Enquiries

If you have any questions about the RFID Bin Program trial email our Waste Team - waste@stonnington.vic.gov.au

Future proofing waste services and infrastructure is a key action and priority within [Towards a Circular Economy: Our Future Waste Strategy](#), Council's first dedicated Waste Strategy.

STONNINGTON NEWS ARTICLE

Getting smart about waste

In December 2022, Council will start a three-month trial using smart technology to enhance our waste collection service.

How does it work?

One of our food and green waste collection trucks will be fitted with a radio-frequency identification (RFID) reader. An RFID is similar to the devices found in library books or retail garments.

Step 1 - When the truck empties a RFID-fitted food and green waste bin, it will collect data including the bin ID, location, and timestamp.

Step 2 - The driver will be able to report any issues with the bin/collection via an in-truck tablet.

Step 3 - A report is automatically created and allocated to the property in real time for our customer service team and waste officers to access.

Step 4 - Our waste team will then be able to generate any work orders needed to the truck driver via a notification on the in-truck tablet.

What data will be collected?

The RFID Bin Program will allow us to collect the following bin data:

- when and where bins are collected
- issues and service requests, and,
- missed bins.

How will the trial benefit our community?

Embedding smart technology into our waste collection service will support us to:

- efficiently monitor stolen, lost or misplaced bins
- identify, understand, and address persistent waste contamination
- deliver community education and engagement
- provide improved customer support and reduced response times through accurate real time data.

Smart Cities

The RFID Bin Program trial is another example of Council utilising innovative technology to deliver an improved service for our community.

Other pilot projects include:

- Visitation sensors in Prahran Square
- Traffic monitoring to provide numbers of pedestrians, cyclists, vehicles, and heavy vehicles.
- On-street carparking availability in key locations.

- Smart benches offering free public WiFi.
- Remotely monitored adaptive public lighting at parks and open spaces.

Enquiries

If you have any questions about the RFID Bin Program trial email our Waste Team - waste@stonnington.vic.gov.au

EDM – NOVEMBER - Stonnington News, Enviro News, Library, Active, Engaged, Business**Getting smart about waste**

In December 2022, Council will start a three-month trial using smart technology to enhance our waste collection service.

One of our food and green waste collection trucks will be fitted with a radio-frequency identification (RFID) reader to collect data from RFID-fitted food and green waste bins. An RFID is similar to the devices found in library books or retail garments.

The trial RFID Bin Program will allow us to collect the following bin data:

- when and where bins are collected
- issues and service requests, and,
- missed bins.

Embedding smart technology into our waste collection service will support us to:

- efficiently monitor stolen, lost, or misplaced bins
- identify, understand, and address persistent waste contamination
- deliver community education and engagement
- provide improved customer support and reduced response times through accurate real time data.

If you have any questions about the RFID Bin Program trial email our Waste Team - waste@stonnington.vic.gov.au

DIGITAL SCREENS

We're getting smart about waste.

Embedding smart technology into our waste collection for a **more efficient** and **responsive** waste service for you.

Discover more about our trial RFID Bin Program – ARTICLE

If you have any questions email our Waste Team - waste@stonnington.vic.gov.au

SOCIAL MEDIA

We're getting smart about waste.

Our trial RFID Bin Program will embed smart technology into our waste collection for a **more efficient** and **responsive** waste service for you.

Discover more about our trial RFID Bin Program – ARTICLE

If you have any questions email our Waste Team - waste@stonnington.vic.gov.au

SMART CITY

STRATEGIC FRAMEWORK

We're making Stonnington more liveable through our *Smart City Strategic Framework*.

The *Strategic Framework* helps to guide Council as we invest in the ideas and technology that will provide the greatest benefit to the community.



City of
STONNINGTON

SMART
CITY



What does it mean to be a 'smart city?'

A smart city uses digital technology, data, and innovative thinking to create a more liveable, sustainable, safe and prosperous city for residents, businesses, and visitors. For Stonnington, we have started to build a smart city by:

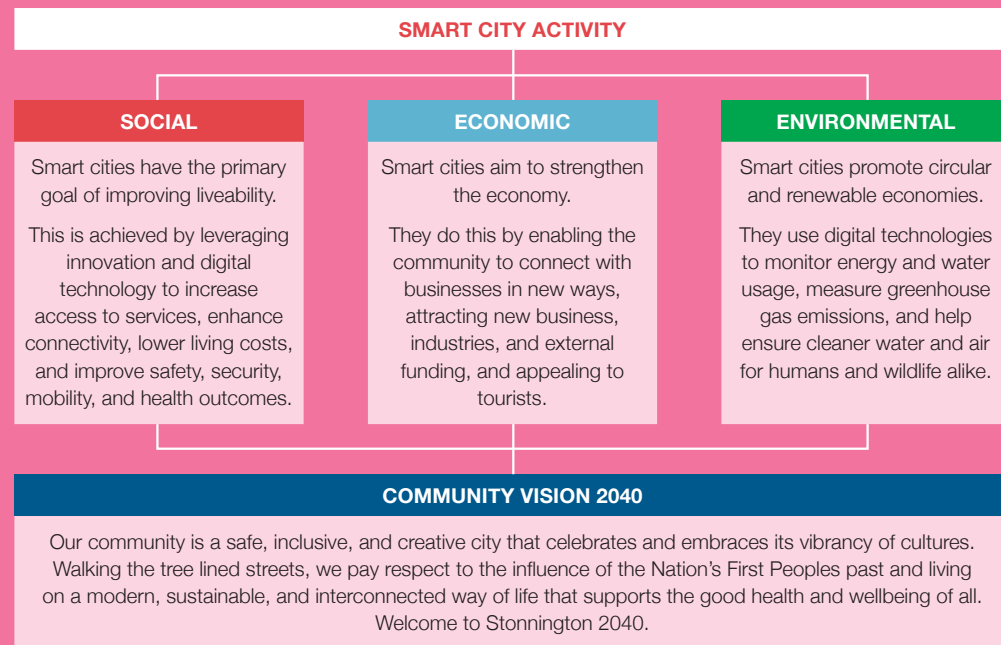
- > Increasing digital participation and engagement with our community,
- > Installing sensors to collect data about our city and inform decision-making,
- > Trialing smart lighting and smart parking technologies to learn how they can best be used across the city,
- > Expanding access to public Wi-Fi and charging stations, and
- > Delivering digital literacy programs.

At its core, the City of Stonnington's smart city aspirations are driven by the motivation to help our community and deliver the highest quality services and experiences. We are proud to be building a smart city in collaboration with our community.

Our smart city vision

The City of Stonnington will leverage the best of digital technology, data, and innovation to pursue our 2040 vision of a safe, inclusive, and creative city.

Investing in smart city initiatives allows us to achieve the Stonnington Community Vision 2040, laid out in our Future Stonnington Strategy. It does this by developing and balancing the three areas crucial for the success of a prosperous and vibrant city like ours.



Our smart city foundations

Developed in collaboration with the community, our approach to smart cities is built on two foundational principles: inclusion and sustainability. These are critical priorities for both Council and the community and will be embedded in all our smart city planning and projects.

FOSTERING DIGITAL INCLUSION

We have a diverse community and want to ensure we are providing the pathways to engage, participate and be confident in the digital world without leaving anyone behind.

Our Smart City Strategic Framework aims to build inclusion by enhancing technology and internet access, establishing opportunities to collaborate on smart city activities, and working together to overcome barriers to digital uptake.

ADDRESSING SUSTAINABILITY

Stonnington is committed to sustainable outcomes. Smart cities help us balance our environmental priorities with economic and social aspirations.

Our Framework builds on our sustainability commitment by improving natural resource management, advancing our Climate Emergency Action Plan, and exploring sustainable mobility opportunities.





Our smart city initiatives

Stonnington has a history of successful smart city activity.

These initiatives aid the rollout of the Smart City Strategic Framework by providing a solid base of success on which to launch future projects.



Pedestrian, bike, vehicle, and visitor counters

Council has deployed anonymised vehicle, pedestrian, and visitor sensors across the city.

Data from the sensors helps Council maintain public walkways and bike tracks



Smart lighting

Council has installed smart lighting infrastructure using the information collected to monitor maintenance requirements

Smart lighting reduces energy usage and supports maintenance.



Smart parking

Council has begun trialing smart parking technology and app

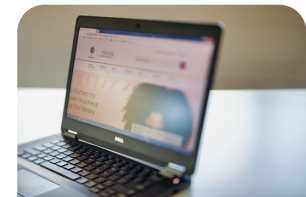
Smart parking improves customer convenience



Free Wi-Fi

Free Wi-Fi has been established in public spaces and community housing estates

Free Wi-Fi increases public access to online services and promotes social connectivity



Digital literacy training

Council Libraries and other service providers lead several digital literacy training programs

These sessions help to build digital skills, understanding and confidence



Our smart city directions, a future of...

To best coordinate this smart city activity in the future we're focusing our efforts on six key focus areas developed through community and stakeholder consultation. These 'strategic pillars' ensure we build a well-balanced smart city that is driven by community needs.

SMART CITY SUCCESS



Collaborative communication & partnerships



Connected communities and identity



Enhanced council services & customer experiences



Vibrant places and character



Thriving economic innovation and businesses



Visionary people & leadership

Our approach to collaboration

We're establishing mutually beneficial community participation pathways and partnerships with business, research and education industries to ensure our smart city actions are locally focused.

Stay informed

Understand more about how we plan to develop Stonnington's Smart City capabilities through our Smart City Strategic Framework, and stay informed on new developments: stonnington.vic.gov.au/SmartCity

Build your skills

Our libraries provide free programs to help you improve your internet and digital skills.

See our website or drop into one of our libraries for more information on our digital literacy programs: stonnington.vic.gov.au/Library/Whats-On/Digital-Learning

Get involved

Throughout our smart city journey, we will be asking the community for your input. Share ideas and have your say at: connectstonnington.vic.gov.au

SMART CITY

STRATEGIC
FRAMEWORK

Enabling
Future
Stonnington



City of
STONNINGTON

SMART
CITY

GET INVOLVED

 stonnington.vic.gov.au/SmartCity



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Acknowledgement of Country

We acknowledge we are meeting on the Traditional Lands of the Wurundjeri Woi Wurrung and Bunurong peoples of the East Kulin Nations and pay our respect to their Elders past, present and emerging.

We extend that respect to all Aboriginal and Torres Strait Islander peoples. We acknowledge their living connection to Country, relationship with the land and all living things extending back tens of thousands of years.

Foreword

The City of Stonnington has something for everyone. From iconic shopping precincts to stunning parks and gardens, our beautiful Yarra River, and a wonderful, diverse, growing community.

A smart city is one that uses digital technology, data, and innovation to better service its residents, businesses, and visitors – and that's what this *Smart City Strategic Framework* imagines for Stonnington. Building on what we already know and love about Stonnington, and using technology to unlock better social, economic, and environmental outcomes.

This is the starting point on which we can build practices, principles, skills, and engagement to shape and inform all our future strategies – not just those related to technology.

We're already seeing some great work in this space, with recent initiatives including smart lighting, better understanding parking availability, digital literacy training, and free wi-fi in our public spaces. I'm excited about building on this list in the future in partnership with our community.

Please enjoy reading our *Smart City Strategic Framework* and considering the future it can help to unlock for Stonnington.

Mayor, Cr Jami Klisaris

Mayor



Introduction

A future Stonnington, enabled by data, technology and innovation.

The City of Stonnington (CoS) is ready to begin the next phase of local government service delivery. This phase will be enhanced by smart technologies and focus on:

- > People
- > Connection
- > Curiosity
- > Agility
- > Sustainability
- > Proactivity
- > Data-enablement
- > Efficiency

This *Smart City Strategic Framework* will guide and direct our investment in technology and skills to reach our *Future Stonnington* vision.

Developed in collaboration with our community, local stakeholders and industry experts, this Strategic Framework builds on the priorities and challenges of Stonnington to deliver targeted solutions and greater conveniences.

Our smart city puts people at the centre, encouraging collaboration, participation, ongoing engagement, and co-design. We remain proactive and agile, using data and engagement to guide smart activity and assess our progress.

Our focus is on delivering a range of projects that produce visible benefits to all members of our community. Projects could include the installation of sensors to capture data about our city, smart lighting or parking in public spaces or increasing availability and access to Wi-Fi.



At its core, the City of Stonnington’s smart city aspirations are driven by the underlying motivation to engage with our community, and deliver the highest quality services and experiences.

What does it mean to be a ‘smart city’?

A smart city uses digital technology, data, and innovation to better serve residents, businesses, and visitors.

A smart city is a place where technology, data and innovation are used to improve economic, sustainability and liveability outcomes for all members of the community. By combining the deployment of targeted smart technologies with a people-focused approach, Stonnington will enhance its ability to deliver real outcomes to our community.



Smart city concepts & ideas

Smart cities bring together a range of technologies, concepts, ideas, and modernisations. Through this Strategic Framework the City of Stonnington explores, among others, the following concepts:

DATA-ENABLEMENT

Data-enabled systems or processes collect and analyse information insights to inform decision-making.

Data is a key output of smart cities and is used to drive:

- > Proactive emergency management
- > Automated systems and processes
- > Real-time community insights
- > Integrated planning

THE INTERNET OF THINGS (IOT)

The Internet of Things is an ecosystem of devices, objects and infrastructure that connect to the internet to record, collect, send, and act on data.

IoT is the backbone of smart cities, allowing devices to exchange information to support:

- > Smart lighting
- > Weather and environmental monitoring
- > Mobility monitoring
- > Intelligent waste management

INNOVATION

Innovation focuses on leveraging new ideas, methods, and tools to enhance liveability and productivity.

Innovation in our smart city generates:

- > More effective processes, products, and ideas
- > Increased economic productivity
- > New partnerships and relationships
- > A strong smart city brand and culture

TEST-BEDS

Test-beds are a space to test and evaluate new technologies, services, and ideas, to improve our city within a dedicated policy environment.

Test beds are locations for:

- > Investigating new technology
- > Trialling new ideas and solutions
- > Collaborating with the community and key partners
- > Supporting technology integration

DIGITAL DEMOCRACY

Digital democracy refers to the modernisation of democratic processes using digital technologies.

Whilst promoting existing democratic processes, digital democracy can enable:

- > Real-time feedback loops
- > Greater transparency of decision-making
- > More convenient engagement and participation opportunities
- > Ideation and co-design of policies and projects

Enabling a smarter Stonnington

Smart city activity enables greater balance across social, economic, and environmental outcomes – the key to a more prosperous and vibrant city.



Smart cities have the primary goal of improving liveability for their citizens. This is achieved by leveraging innovation and digital technology to increase public amenity, enhance connectivity, lower living costs, and improve safety, security, mobility, and health outcomes.

Smart cities look to empower communities by conquering the digital divide, enabling mobility, providing greater access to healthcare and education, and creating new employment opportunities. They build an environment for dynamic education, training, testing and trialing to support citizens at all stages of their digital potential.



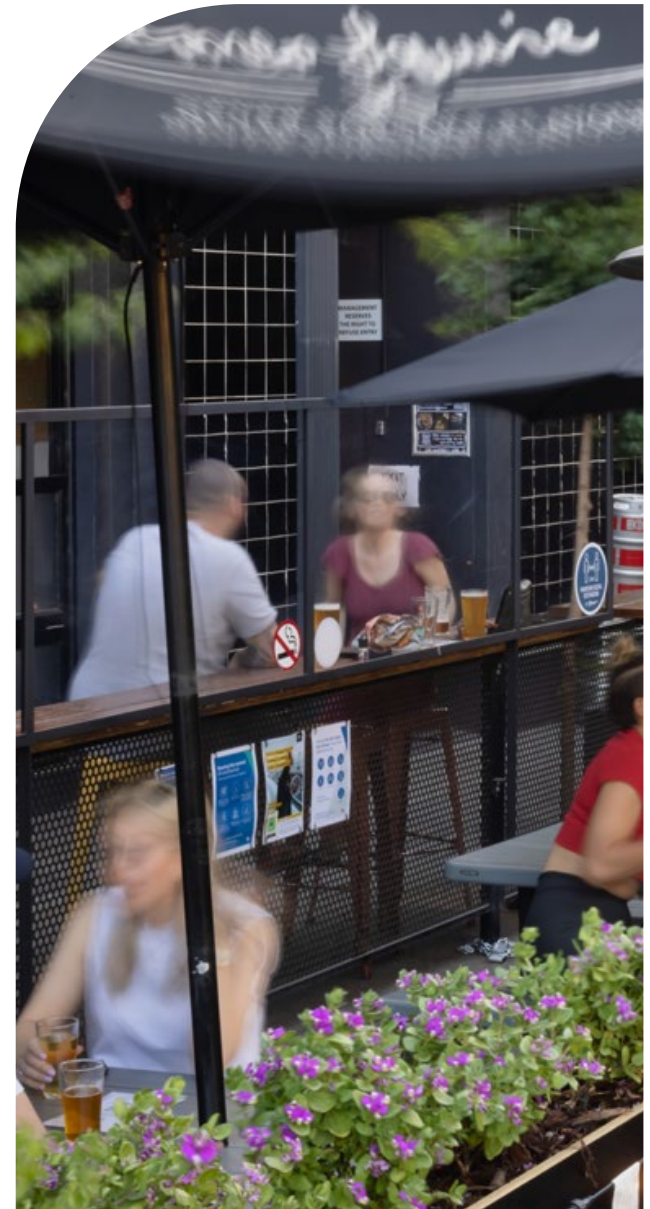
Smart cities seek to transform and strengthen the economy by introducing innovation and modernisation and enabling the community to connect with businesses in new ways. These outcomes attract new business and industry, external funding, and appeal to tourists.

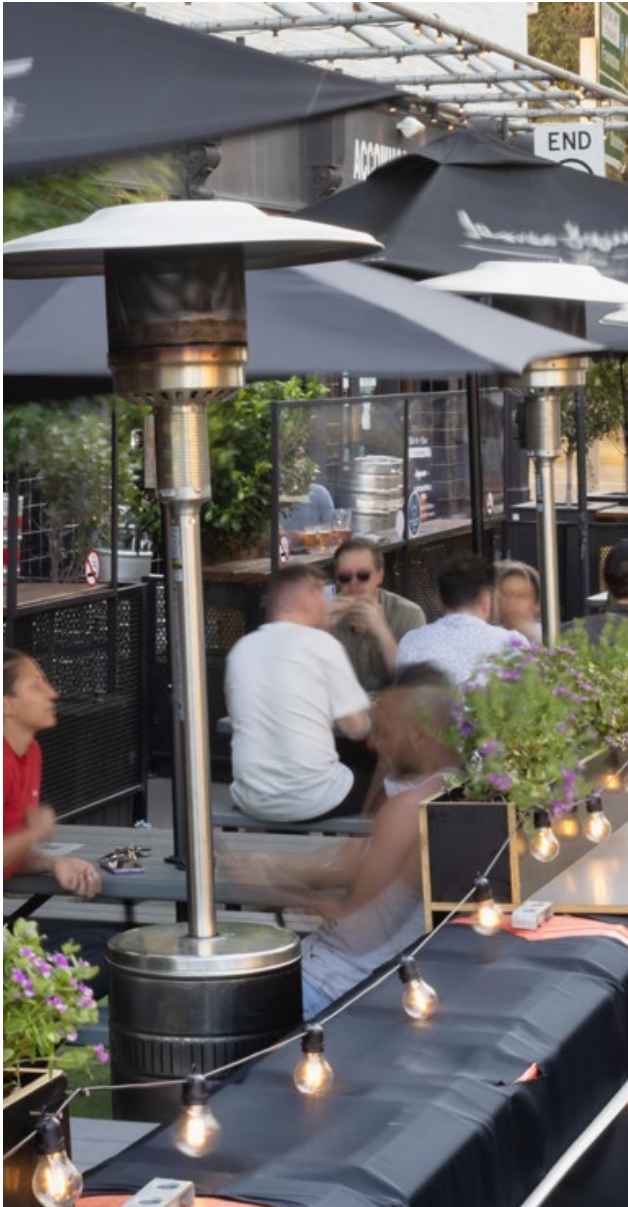
Smart cities are attractive places for start-ups, investors, businesses, and new talent to collaborate in an innovative and sustainable way, increasing the competitiveness of a city's economy. They also support collection and sharing of data to help guide decision-making across the city.



Smart cities support environmental advocacy and sustainability outcomes. They support the monitoring and control of energy and water usage, and allow the city to accurately measure its greenhouse gas emissions. Smart devices also help ensure cleaner water and air leading to positive health outcomes for humans and wildlife alike.

Innovation through smart cities drives solutions to environmental challenges such as conservation, emissions reduction and enhanced waste management. They improve a city's resilience and its ability to respond to disasters and ongoing changes to our environment.





“This Strategic Framework is a starting point on which we can build practices, principles, skills, and engagement to shape and inform future strategies.”

Strategic alignment

By aligning the *Smart City Strategic Framework* with our key strategies, policies, and plans, we find efficiencies across council and support our overall strategic direction.

Future Stonnington: Community Vision 2040, Council Plan 2021-25

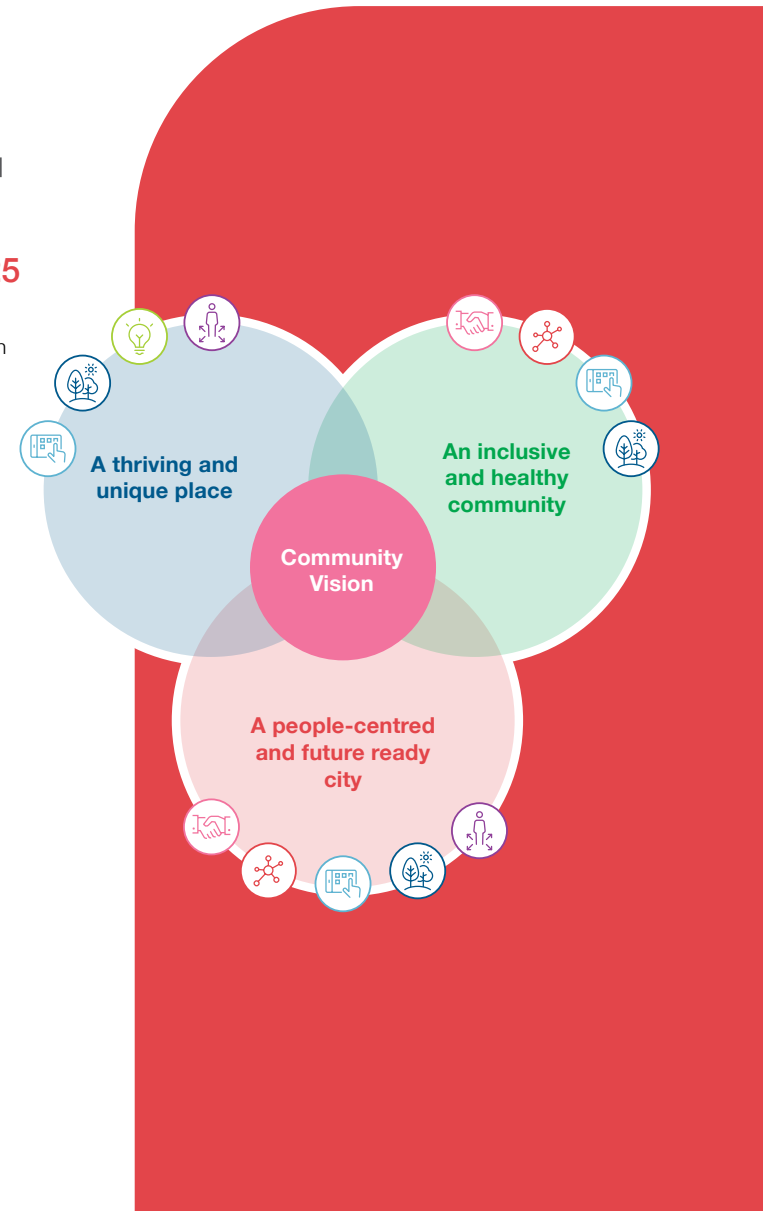
The City of Stonnington Community Vision 2040 was developed by a panel of community members and looks to shape Stonnington in a way that reflects the needs and ambitions of its citizens. It is brought to life by the Council Plan 2021–25. These documents set the direction for Stonnington over the next 5–10 years.

This *Smart City Strategic Framework* provides guidance and informs decision-making through our six Smart City Strategic Pillars.



These strategic pillars further our Community Vision 2040 and Council Plan 2021-25 by:

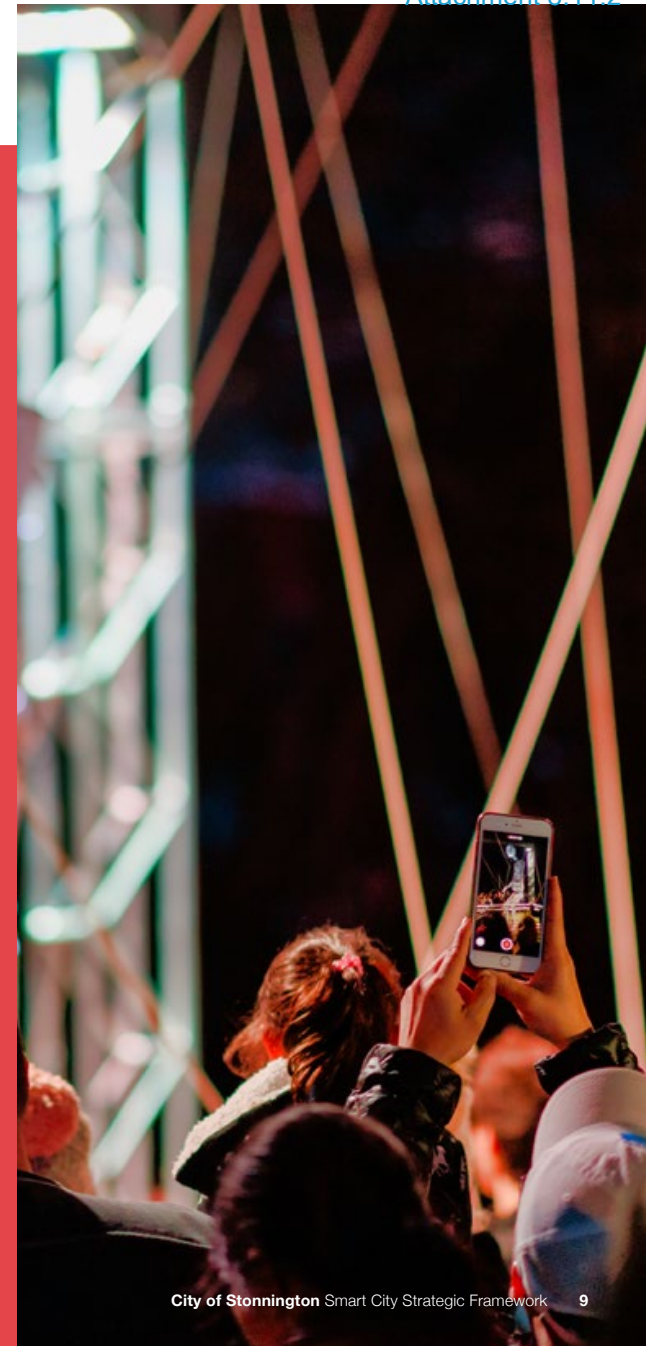
- > Focussing on digital inclusion
- > Embracing innovation and digital creativity
- > Enhancing our ability to mitigate, adapt and respond to climate change
- > Driving data-informed decisions
- > Building digital and physical connectivity



This Strategic Framework is designed to support the delivery of initiatives across Council by incorporating the use of smart city principles.

STRATEGY/PLAN	OVERVIEW	ALIGNMENT
<i>Place-Led Economic Development Strategy</i>	This Strategy is being developed as a blueprint for growing and expanding Stonnington's economy.	<ul style="list-style-type: none"> > Focusing on enhancing the digital economy > Supporting innovation and modernisation in local business > Promoting data to improve decision making
<i>Climate Emergency Action Plan</i>	This Plan is Council's commitment to immediate and urgent climate advocacy and action as well as preparing the community for climate change.	<ul style="list-style-type: none"> > Leveraging innovation to reduce the city's ecological footprint > Improving resilience and adaptability > Improving environmental monitoring
<i>Sustainable Environment Strategy 2019-2023</i>	This Strategy outlines a path towards a more sustainable and resilient future in Stonnington.	<ul style="list-style-type: none"> > Creating solutions to sustainability challenges through innovation > Reducing water and energy usage through more efficient processes and technologies > Developing sustainable infrastructure
<i>Towards a circular economy: Our future waste strategy 2022-2025 Waste Strategy</i>	This Strategy outlines our sustainable approach to waste reduction and resource recovery.	<ul style="list-style-type: none"> > Creating solutions to waste challenges through innovation > Reducing waste to landfill and increase resource recovery through more efficient technologies > Customer interaction, incentives, and empowerment
<i>Integrated Transport Strategy</i>	This Strategy sets the direction of planning and development of transportation in Stonnington.	<ul style="list-style-type: none"> > Investing in sustainable mobility > Improving connectivity > Utilising data to inform planning
<i>Public Health & Wellbeing Strategy</i>	This Strategy seeks to maintain and improve liveability outcomes across the city to improve the health and wellbeing of citizens.	<ul style="list-style-type: none"> > Improving safety and security > Enhancing public amenities > Improving inclusion and collaboration with the community
<i>Asset Plan 2022</i>	The Plan is being developed to address matters relating to renewal, maintenance, monitoring, and management of all Council assets. It has a particular focus on roads, drainage, buildings, and open spaces.	<ul style="list-style-type: none"> > Collecting data to inform future decision-making > Embedding continuous improvement of life-cycle management > Enhancing the sustainability of our assets

Smart city opportunities and interconnections are applicable right across Council service areas and additional strategies, plans and policies have been considered through the development of this *Smart City Strategic Framework*.



Our smart city vision

Stonnington will leverage the best of digital technology, data, and innovation to pursue our 2040 Vision of a safe, inclusive, and creative city.

A SMART STONNINGTON IS...

CONNECTED

CURIOS

EFFICIENT

SUSTAINABLE

DATA-DRIVEN

AGILE

PROACTIVE

PEOPLE-FOCUSED

EMBRACING THE 'BEST OF' DIGITAL TECHNOLOGY

The opportunities, risks and benefits of digital technologies are changing and advancing daily. Guided by this *Smart City Strategic Framework*, the City of Stonnington is deploying innovative and digital solutions to:

- > meet current and future service needs and requirements
- > support community expectations and priorities
- > deliver positive change and tangible benefit

We are embracing technologies that are fit for Stonnington, and 'best' for our City as a whole.

STONNINGTON 2040 VISION STATEMENT

Our community is a safe, inclusive, and creative city that celebrates and embraces its vibrancy of cultures.

Walking the tree lined streets, we pay respect to the influence of the Nation's First Peoples past and living on a modern, sustainable, and interconnected way of life that supports the good health and wellbeing of all.

Welcome to Stonnington 2040.

This Smart City Strategic Framework, embraces digital technology, data, and innovation to support and enable our 2040 Vision.





Strategic objectives

Through the delivery of this Strategic Framework and the integration of digital technology we aim to...

OBJECTIVES		INDICATORS
	Improve communications, engagement, and partnership opportunities with the community, stakeholders, and other collaborators	<ul style="list-style-type: none"> > Awareness of smart city activities > Number and impact of smart city partnerships
	Improve the City's digital confidence, skills, and access to empower participation through digital mechanisms	<ul style="list-style-type: none"> > Citizen satisfaction with Council services > Efficiencies achieved by use of digital technology and data
	Increase the efficiency and convenience of Council service delivery to better allocate limited resources	<ul style="list-style-type: none"> > Digital skills and literacy levels > Number of people regularly engaging with Council via digital channels
	Improve the function and sustainability of our places and spaces	<ul style="list-style-type: none"> > Coverage, speed, and reliability of key digital networks > Smart city investment enquiries
	Increase economic opportunities, outputs, and interaction with the digital economy	<ul style="list-style-type: none"> > Usage and safety of public spaces/places > User satisfaction
	Position Stonnington as a destination for future innovation, testing, training, and investment	<ul style="list-style-type: none"> > Total and relative size of the 'digital economy' > Numbers and growth of 'smart city' businesses and jobs

Smart city initiatives

Current initiatives

The City of Stonnington has begun its journey to becoming a smarter, more liveable, and efficient city by delivering smart initiatives. These initiatives aid in the rollout of the *Smart City Strategic Framework* forming a foundation in which future initiatives can leverage. These projects include:



Pedestrian, bike, vehicle, and visitor counters

Council has deployed anonymised vehicle, pedestrian, and visitor sensors across 10 locations in the City. They relay information to staff via a dashboard. Locations include Chapel St, Prahran Square and Prahran Market

OUTCOMES

Establishing data on the usage of walkways, bike tracks, roads and public spaces enables Council to make more informed planning decisions



Smart lighting

Council has installed smart lighting infrastructure across the city and leverage a dashboard to monitor use and maintenance requirements

Installing smart lighting improves visibility across the city while also reducing electricity usage and maintenance issues



Smart parking

Council has begun trialling smart parking technology and a user-based app across the city

Smart parking leverages parking data to improve convenience for users, communicate availability, reduce congestion and emissions, and increase enforcement efficiencies



Free Wi-Fi

Free Wi-Fi has been established in public spaces and community housing estates

Free Wi-Fi increases accessibility to online services and provides greater connectivity to all members of the community







Digital literacy training

Council Libraries and other service providers lead a number of digital literacy training programs to build digital skills, understanding and confidence

Improving digital capabilities within the community builds education, employment, and creativity opportunities

Future priorities & opportunities

This *Smart City Strategic Framework* guides and directs the delivery of specific smart city initiatives and actions. Building on this Framework, some of these actions include:

	OPPORTUNITY	SMART CITY AIGNMENT
 <p>My Stonnington app A mobile application that acts as a gateway to digital services delivered by Council</p>	<p>This initiative promotes digital engagement and support demand for digital services. It also aims to reduce call volumes and allow customers to easily self-serve when it suits them.</p>	<p>This initiative is working to promote digital engagement and participation in city planning and decision-making</p>
 <p>Smart waste bins Waste bins integrated with sensors to monitor waste patterns and quantities</p>	<p>This initiative allows Council to monitor in real-time waste in public places. Council will be able to proactively respond to demand and make informed updates to waste collection policies and processes.</p>	<p>This initiative is working to promote smart resource management</p>
 <p>Active transport safety Monitoring of traffic patterns and participants in key activity areas</p>	<p>This initiative allows Council and associated governing bodies to make informed decisions about traffic control measures and road design based on usage data. This will improve safety for pedestrians and cyclists among other road users.</p>	<p>This initiative is working to enhance opportunities for sustainable mobility</p>
 <p>Smart water monitoring Water flow sensors in drainage hotspots</p>	<p>This initiative supports a proactive response to flooding events. It monitors drainage hotspots to predict and alert Council to drainage issues.</p>	<p>This initiative is working to prepare for and mitigate the effects of climate change</p>



Engagement summary

Smart cities are designed to meet the needs of their residents, businesses, and visitors.

To direct and inform the development of this *Smart City Strategic Framework* Council engaged with a range of stakeholders in late 2021 and early 2022. Stakeholders included:

- > Councillors
- > General community
- > Key local stakeholders
- > Council staff
- > Local businesses & retailers
- > Council contractors & suppliers
- > Representatives of community housing residents
- > Education providers

Engagement approach

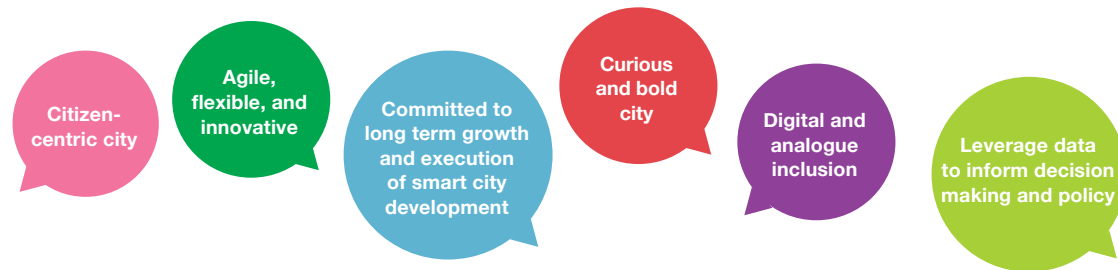
The engagement process:

1. collected initial insights on aspirations and priorities, and
2. tested draft objectives and areas of focus via two distinct engagement phases.

Smart city concepts and ideas were also tested in other strategic planning engagement processes. This *Smart City Strategic Framework* reflects the ideas, priorities, and expectations of those involved.

Key insights

Vision for Stonnington as a smart city



Community smart city objectives

- > People-focused, convenient & user friendly **17%**
- > Smart for sustainable outcomes **13%**
- > Enhance public amenity, convenience, & safety **11%**

Services with the greatest potential to leverage smart technology and innovation for improvement

- > Transport, mobility & parking **11%**
- > Online Council services **10%**
- > Community engagement & participation **10%**



Ongoing engagement

Smart cities are people-focused. To deliver on this Strategic Framework and future initiatives we are committed to ongoing engagement and co-design. We are taking a collaborative approach to smart city design and development that considers the ideas, concerns and aspirations of our community.

Building smart city maturity

Smart cities are evolving and growing. Our approach, priorities and partnerships depend on our smart city maturity and capability to deliver.

We have already begun our smart city journey through the delivery of a number of foundation projects. Now, this Strategic Framework guides our future investment and priorities as we grow and build our smart city maturity.

To support our future aspirations, we are focusing on:



Greatest challenges for Stonnington's smart city transition



- > Red tape **12%**
- > Collection, management & sharing of data **11%**
- > Immature innovation & smart city culture **9%**

SMART CITY LEADERSHIP

Providing our City and community with a platform to develop as a smart city.

AWARENESS & UNDERSTANDING

Building acceptance, excitement and understanding for the opportunities and benefits of smart technologies.

CAPABILITY, SKILLS & CULTURE

Developing the skills, capabilities, capacity and confidence to actively engage in digital environments.

COMMUNITY ENGAGEMENT & CO-DESIGN

Continuing to engage and encourage active community participation in City problem-solving to ensure priorities reflect community expectations.

DATA MANAGEMENT, CYBER SECURITY & PRIVACY

Furthering our ability to collect, share and analyse City data while safeguarding privacy and security.

SMART SERVICES & INNOVATION

Delivering high-quality digital services and innovative approaches to community challenges.

PARTNERSHIPS & COLLABORATION

Advancing partnerships to help deliver smart city and innovation projects and initiatives.

Smart city foundations

The City of Stonnington has identified two foundational principles on which our smart city approach is built: inclusion and sustainability. These are critical priorities for both Council and the community and will be embedded in our smart city planning and operations.

Fostering digital inclusion

Australia, and the entire world, is experiencing rapid advancements in digital technology. With Stonnington's smart city commitment, it is important that we include the community as a whole in this digital advancement. We acknowledge digital exclusion has the potential to accelerate social exclusion and this Strategic Framework, along with Council's existing strategies and policies aim to reduce this impact

Digital inclusion ensures our diverse and varied community has the resources, capabilities, and opportunity to use technology effectively to participate in society. As the vision for Stonnington as a smart city enhances liveability, connectivity, sustainability, and inclusivity it is important all citizens can make use of smart city initiatives.



Fostering digital equity, capability, and inclusion is critical to Stonnington's success as a smart city. This Strategic Framework identifies a number of potential actions and programs for enhancing digital inclusion including:

- > Promoting digital engagement and participation in city planning and decision-making
- > Encouraging community connection through a diverse range of mediums
- > Redefining collaboration within Council and with the community
- > Exploring digitalisation of services
- > Promoting transparent evidence-based decision-making
- > Improving speed and reliability of digital connectivity
- > Improving access to the internet by identifying opportunities to expand free public Wi-Fi in high-priority, high-need areas
- > Promoting digital inclusion and building digital literacy

To participate in our digital literacy programs, please visit Stonnington Library and Information Service website **here** and join in on the Digital Learning series. Or drop into any of our libraries during opening hours for up to 30 minutes of assistance with your digital learning enquiries.

Addressing sustainability

Sustainability at its core is the ability for a city to maintain itself over time without adversely affecting resource availability or the environment. Globally, sustainability is at the forefront of city planning.

To truly achieve sustainability, Stonnington must take a holistic approach towards the environment, natural resources, infrastructure, and mobility.

Smart technology can support this change acting as or enabling a sustainable the solution to many of the local challenges facing our City.

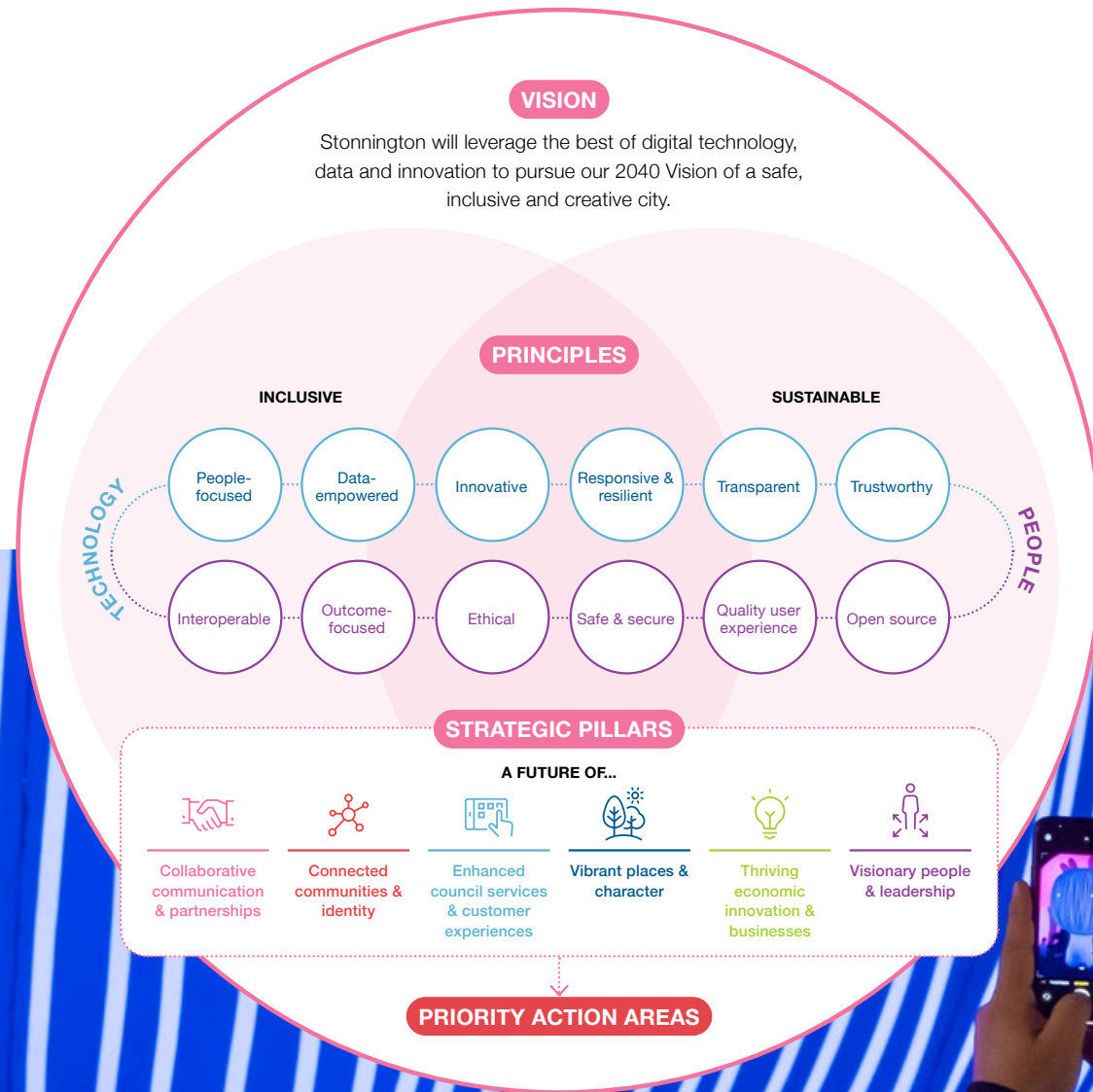
Stonnington has made a strong commitment to sustainability and this Strategic Framework identifies a number of potential actions and programs that support sustainable outcomes.

- > Promoting smart resource management
- > Enhancing smart asset management and utilisation
- > Preparing for and mitigating the effects of climate change
- > Enhancing opportunities for sustainable mobility
- > Increasing safety of public spaces
- > Encouraging smart city considerations in local developments
- > Supporting the circular economy



Strategic Framework overview

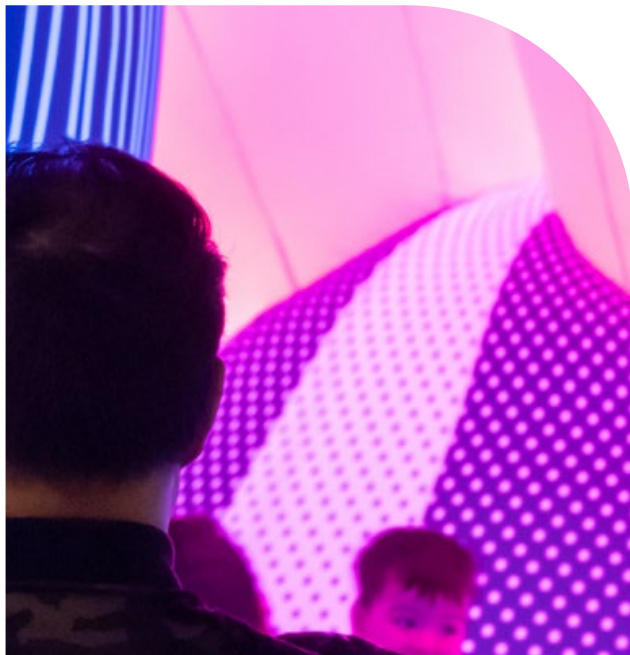
This *Smart City Strategic Framework* takes a holistic approach to the integration of digital technology, data, and innovation. Smart cities act as an enabler to work being done across Council and within our community, local industry, and businesses.



Smart city principles

Working in collaboration with our community and key stakeholders, we have developed a set of smart city principles that will guide activity that reflects our needs and ambitions. We have grouped these principles into three areas:

- > Foundation principles need to be considered in all elements of smart city activity
- > People principles guide smart city activity to focus on improving outcomes for citizens
- > Technology principles guide key considerations from an industry perspective



FOUNDATION PRINCIPLES

Inclusive

The City of Stonnington takes an inclusive approach to smart cities. Through the delivery of smart initiatives, we are working to:

- > Enhance community access to quality digital and in-person services
- > Build digital skills, literacy, confidence, and trust
- > Provide access, where appropriate, to technology, digital connections, and support

PEOPLE PRINCIPLES

People-focused

We are focussed on our community's priorities, needs, and challenges through ongoing engagement

Innovative

We are not afraid to try new things to continue to improve community outcomes

Transparent

We are open and clear in our decision-making and policy development processes

Data-empowered

We embed data insights to inform decision-making and ensure the success of Council activity

Responsive & resilient

We are agile and prepared to act on community requests, data insights and changing trends

Trustworthy

We ensure our actions and communications remain honest and truthful so that our community is empowered to participate and can rely on decision-making

Sustainable

The City of Stonnington is committed to sustainable outcomes for Council and the community. Through the delivery of smart initiatives, we are working to:

- > Balance social, economic, financial, and environmental benefits with smart city growth
- > Reduce, mitigate, and respond to the impacts of climate change
- > Protect our natural environment and consider technology impacts

TECHNOLOGY PRINCIPLES

Interoperable

Our disparate technology systems are able to exchange and use data and insights

Ethical

Our approach to technology considers public values and community expectations

Quality user experience

Our digital services consider ease of use and positive user experience in design and ongoing upkeep

Outcome-focused

Our technology integrations focus on solutions that provide real community benefit

Safe & secure

Our technology and data services are deployed in accordance with best practice security and privacy

Open source

Our data and information regarding smart projects and approaches is available publicly



Strategic pillars

Council has identified six smart city strategic pillars based on best-practice research and engagement with our community.

These strategic pillars and their priority action areas are informed and centred around Stonnington's Smart City Principles. While we have grouped our focuses and priority actions across six 'pillars', we also acknowledge the synergies and interdependencies between individual pillars and action areas.

Each strategic pillar also includes an action area directed at the City of Stonnington as an organisation – *Future Council Priority Action*. The City of Stonnington cannot reach its smart city aspirations without also investing in becoming a 'smart organisation' that enhances the skills, capacity and technical capability of its staff, systems, and processes.

The strategies and actions included in this Strategic Framework were informed through the smart city engagement process. However, we are committed to ongoing engagement and co-design to continue to shape the outcomes of this Framework in line with community priorities and aspirations.

A future of collaborative communication & partnerships



Stonnington is focused on two-way communication, collaboration, and engagement that is immersed in the needs of our community.

We are committed to embracing new and innovative ways of engaging with our community, key stakeholders, and governments across all levels. We are exploring partnerships that enhance smart city activity and connect Council with the broader community.

Our objective is to leverage smart city thinking to...

Improve communications and partnership opportunities with the community, stakeholders, and other collaborators

Priority actions could include:

KEY STRATEGIES	Actively communicating smart city initiatives, benefits, and critical information	Promoting digital engagement and participation in city planning and decision-making	Redefining collaboration within Council and with the community	Establishing local and international innovative partnerships	Promoting transparent evidence-based decision-making
POSSIBLE ACTIONS	...profiling smart city initiatives in all relevant CoS digital channels, and increasing awareness by developing a dedicated smart city presence on Council's website	...investigating additional opportunities to communicate with target audiences to promote participation in line with Council's engagement policy	...establishing communities of practice both within the organisation and externally, to test, guide and identify smart city activities	...developing a smart city partnership framework that encourages collaboration and synergies across organisations	...strengthening the integration of digital democracy considerations in key decision-making processes

Future council priority action

Leveraging data to support advocacy	BY	...identifying data gaps in critical priorities and developing a data asset lifecycle roadmap
-------------------------------------	----	---

A future of connected communities & identity



Our community has a unique identity. We are committed to enhancing our individual culture to engage, support and empower through success and hardship.

We are connecting our community through physical and digital channels to the people, services, environments, activities, and resources they need to thrive.

Our objective is to leverage smart city thinking to...

Improve the City's digital confidence, skills, and access to empower participation through digital mechanisms

Priority actions could include:

KEY STRATEGIES	Improving access to the internet	Promoting digital inclusion and building digital literacy	Encouraging community connection through a diverse range of mediums	Leveraging digital methods to support engagement and participation in events and festivals	Exploring digitalisation of services	Supporting COVID recovery and community development
POSSIBLE ACTIONS	...identifying opportunities to expand free public Wi-Fi in high-priority, high-need areas	...working with our libraries and local community groups to identify and overcome barriers to digital empowerment, accessibility, affordability, and skills	...promoting crowd-sourced and co-designed ideas, activities and innovative solutions that strengthen community connection	...integrating digital technologies that improve planning efficiencies, enhance promotion, encourage activation and gamification and host activities	...identifying high-priority, high-value services that would benefit the community by being available digitally and developing e-accessibility standard measures	...leveraging smart technology and data to identify community development opportunities

Future council priority action

Building digital skills and capabilities within Council	BY	...continuing to deliver digital training programs and communities of practice that focus on smart city opportunities, IoT considerations, data skills and cross-Council collaboration among other high-priority topics
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A future of enhanced council services & customer experiences



Council is embracing digital transformation. We are committed to the efficient and effective delivery of core community services through the appropriate use of digital technologies and data.

We are enhancing the way we deliver services to ensure Council activity is focused where our community needs it most.

Our objective is to leverage smart city thinking to...

Increase the efficiency and convenience of Council service delivery to better allocate limited resources



Priority actions could include:

KEY STRATEGIES	Promoting smart resource management	Enhancing smart asset management and utilisation	Expanding smart infrastructure integration	Effectively leveraging data for improved service delivery	Preparing for and mitigating the effects of climate change
	BY...				
POSSIBLE ACTIONS	...deploying smart meters and sensors to monitor water, drainage, waste and other resources' usage, leaks, and issues	...integrating technology into assets to support efficient monitoring, maintenance, and utilisation	...integrating data, digital and innovation opportunities in design and planning processes	...exploring data and insight sharing opportunities across Council and with the community	...deploying technologies that advance Stonnington's Climate Emergency Action Plan

Future council priority action

Exploring responsive modernisation of services and regulations	BY	...developing a pathway to support the review, modernisation, reform or replacement of policies and regulations in line with changing community and technology demands.
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A future of vibrant places & character



Stonnington is a place of vibrancy and activity. We are committed to making the most of our spaces and places with enhanced activation, recreation, and environmental sustainability through the use of digital technologies.

We are improving the liveability of our city, looking at the way we move around, use, and engage with spaces across Stonnington.

Our objective is to leverage smart city thinking to...

Improve the function and sustainability of our places and spaces

Priority actions could include:

KEY STRATEGIES	Enhancing opportunities for sustainable mobility	Increasing safety of public spaces	Exploring innovative approaches to place activation and management	Promoting sports, recreation, and use of green spaces	Managing the effects of urban heat	Encouraging smart city considerations in local developments
	BY...					
POSSIBLE ACTIONS	...exploring smart parking, EV charging, and active and micro-mobility, on-demand transport, and intelligent freight opportunities	...integrating smart urban design, smart lighting, data analysis and CCTV in high-priority public areas	...deploying technologies that collect space-usage information and encourage interaction, exploration, and gamification of public places	...exploring smart park integrations such as virtual environments, smart BBQs, free public Wi-Fi, smart benches, localised information services among others	...collecting, reducing, and responding to thermal satellite and urban heat data through increased tree canopies and other means	...integrating digital considerations in <i>Stonnington Planning Scheme, Environmentally Sustainable Design</i> , and relevant development processes

Future council priority action

Understanding place-based needs and priorities



...identifying opportunities to utilise and expand application of GIS data including 3D models and digital twins

A future of thriving economic innovation & businesses



Stonnington has a robust and dynamic economy. We are committed to supporting our local businesses to leverage the skills, data and new business models that drive success in the digital age.

We are positioning Stonnington as a destination for investment and innovative business.

Our objective is to leverage smart city thinking to...

Increase economic opportunities, outputs, and interaction with the digital economy

Priority actions could include:

KEY STRATEGIES	Engaging with the digital economy	Supporting the circular economy	Facilitating open data	Attracting investment	Supporting COVID recovery and resilience	Exploring opportunities for multi-use spaces	Reducing red tape and barriers to economic innovation
	BY...						
POSSIBLE ACTIONS	...building digital and innovation capacity of local businesses through business incubators or accelerators and alternative work modes	...developing a digital circular economy program that encourages sharing of items and promotes sustainable selection of digital technologies within Council and the community	...delivering a data sharing platform to support innovation and provide the community with information to make decisions	...promoting a smart city prospectus that outlines Stonnington's point of difference as a place for innovation, investment, and digital activity.	...leveraging smart technology and data to measure economic and social activity.	...supporting opportunities to repurpose underutilised spaces and to develop them into spaces that support economic growth	... decreasing unnecessary barriers for small and medium businesses to open and trade within the City of Stonnington

Future council priority action

Improving data utilisation and management across Council	BY	...continuing to implement robust data management and governance frameworks
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A future of visionary people & leadership



Our community has the keys to our future. We are committed to empowering and nurturing our growing smart city ecosystem of individuals, community groups, businesses, creatives, start-ups, entrepreneurs, innovators, students, academics and more to encourage new ideas and creativity.

We are working with our community to build skills, creativity, and confidence for the future.

Our objective is to leverage smart city thinking to...

Position Stonnington as a destination for future innovation, testing, training, and investment



Priority actions could include:

KEY STRATEGIES	Empowering the next generation to engage with smart technology, data, and innovation	Promoting Stonnington as a destination for innovation	Exploring the benefit test-beds	Exploring the next wave of smart tech	Engaging with the research and education industry	Improving speed and reliability of digital connectivity
POSSIBLE ACTIONS	...sharing data, hosting events, and partnering with the education and research sector to encourage next-gen skill development	...exploring the development of an innovation ecosystem and encouraging opportunities to engage with Council	...investigating feasibility, critical focus areas, and models for implementation	...partnering with research institutions to establish a research hub to identify emerging technologies and their opportunities, risks, and benefits	...establishing mutually beneficial smart partnerships that could involve data sharing, solution generation, research capabilities joint ventures and more	...leveraging connectivity data, economic and innovation analysis to advocate for high-speed connectivity

Future council priority action

Developing responsive privacy and security policies	BY ...continuing to actively update privacy and security policies in line with global regulation, best practice and changes in technology and promoting data privacy awareness
---	--

Collaboration in our smart city ecosystem

Everyone has a role to play in building our smart city. Communication and collaboration with stakeholders are key parts to a bringing the vision of Stonnington as a smart city to life. Stakeholders across the City are valuable contributors, participants, and drivers of Stonnington's smart city transformation.

See how you can get involved below. Contact us at smartcity@stonnington.vic.gov.au for more information.

Stakeholder roles

Community

The community's role in a smart city is to participate in smart city activity, engage in co-design initiatives and provide feedback to council. Council encourages the community to share ideas and participate in smart city workshops and events to ensure smart city activity is meeting community needs.

Local business

Local businesses have a role to participate in smart city activity and help grow the digital economy in Stonnington. Council encourages businesses to leverage city data to enhance their decision making and support innovation in business processes and outputs.

Education sector

The education sector's role in a smart city is to use data and digital tools in education and learning programs to help foster a culture of innovation and digital transformation. Council hopes to continue to collaborate with the education sector to promote Stonnington as a learning and research destination.

Innovation sector

The innovation sector's role in a smart city is to support Council in developing innovative and digital solutions to local challenges and enable integration of smart technology into existing infrastructure. Council encourages innovators to collaborate with Council, share their ideas and help spread innovative thinking across the City

Council

Council's role is to champion smart cities by building awareness of smart city projects, sharing our progress, and providing opportunities for smart city engagement and upskilling. Council supports innovation and is focused on leveraging smart technology that has direct benefits to the community.



Keys to success

Stonnington's *Smart City Strategic Framework* is ambitious and requires commitment across the City.

We have identified four key areas that will enable us to successfully implement smart cities in Stonnington. Being accountable in these areas ensures we are able to build trust in our innovation ecosystem, advance our capacity and capability and continue to provide visible and measurable benefit to the community.

Smart Leadership

This Strategic Framework demands leadership to guide smart city activity and champion the smart city principles. The City of Stonnington leads by example in the transformation to a smart city. We put in place clear governance arrangements that assist us in managing risks and fostering a culture of innovation and awareness both within, and outside our organisation. Encouraging engagement, co-design and partnerships promotes the value and increases understanding of smart cities.

Funding & resourcing

This *Smart City Strategic Framework* is an enabling document that underpins all other Council programs and strategies. It provides guidance and a structure to inform future decision-making. It aligns to and furthers our *Future Stonnington* aspirations and funding will be incorporated into the existing aligning programs and budgets. Smart technology, data and innovation is an integral part of the solution to some of the challenges being addressed across Council, and we are taking a holistic approach to ensure technical together with non-technical aspects are considered.

Advancing maturity

This Strategic Framework acts as a guide to our vision for Stonnington as a smart city. To support overall implementation of our smart city endeavours and ensure accountability to our vision, an action plan complements the Framework. It includes priority actions, responsibilities, resourcing, timings, and milestones. The action plan will be reviewed annually to ensure our objectives and actions continue to align with the City's strategic direction and smart city maturity.

Alignment of Framework

At a local level, the Strategic Framework supports Council's plan and vision. It aligns the thinking of international and national smart city leaders and the UN Sustainable Development Goals. We work closely with the Australian Smart Communities Association, other leading industry bodies and M9 Council members to ensure Stonnington supports and promotes shared smart accountability and responsibility across Greater Melbourne.

Measurement & analysis

Analysis and evaluation are important to ensure the Strategic Framework supports ongoing smart city transformation. We measure our progress against our smart city objectives and indicators and continue to align to the aspirations of our strategic planning framework. These act as a tool for ongoing prioritisation and evaluation of initiatives and will maximise the benefits from smart city investment. Measuring and promoting our success will build buy in from key stakeholders and continues to encourage participation within the community.



Glossary

Artificial intelligence	The use of machines and systems to complete tasks normally requiring human intelligence such as learning, reasoning and speech.
Big data	Large volumes of data either structured or unstructured.
Co-creation/ co-design	Process of working with clients, customers, and community to design and create services/solutions.
Co-working/ remote working	Emerging mode of working where a mix of individuals, innovators and organisations work in the same physical location, sharing space, ideas, technology, and motivation.
Dashboards	An online interface which reports key city data, and provides visualisation, interactivity, and data access functionality.
Data analytics	A computer process that examines data patterns, extracting meaning and drawing conclusions about data sets.
Data-driven	A process or system activity that uses data and analysis to drive planning and decision making.
Digital art	Modern art that uses digital technology as part of the presentation medium.

Digital democracy	The use of digital technology to modernise democratic processes and facilitate participation in debate and decision-making.
Digital literacy	The skills and capabilities to effectively use digital technology.
Digital transformation	The use of digital technology to modernise and improve services, organisations, business models, culture, and products.
Innovation ecosystem	The network of people, institutions, programs, regulations, culture, and resources that work to promote innovation.
Internet of things (IoT)	The network of devices, objects and infrastructure that can connect to the internet and each other, allowing improvements in functionality and efficiency.
Interoperability	The ability for technology and systems to work in conjunction with each other.
Test-bed	The use of city space to test and evaluate new technology, services, and ideas to promote innovation, dialogue, and better outcomes.
Online services	Council services that can be accessed and completed on the internet.

Open data	Data that is freely available to use to enhance transparency, innovation, and community outcomes.
Red tape	Inefficient legislation, regulation, or business process that places undue cost on the economy.
Regulatory reform	Changes to improve and modernise regulation to streamline systems and processes to support innovation and technology deployment.
Smart city	Cities that apply digital technology, data, and innovative thinking to improve liveability, sustainability, and productivity.
Smart sensors	Technology that monitors, measures and reports defined parameters of the physical environment to support real time analysis and decision making.
Smart technology	Digital networks, sensors and systems that support delivery of smart services and assets.
Smart traffic monitoring	An intelligent system that makes use of sensors, analysis, control, and communication technologies to improve efficiency, reduced congestion, and increased convenience.

Source: Delos Delta

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Stonnington Services and Visitor Hub

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Prahran

Stonnington Depot

(Administration Building)

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City of
STONNINGTON

DRAFT City of Stonnington Smart City Implementation Plan

Enabling Future Stonnington

DRAFT



City of
STONNINGTON



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Acknowledgement of Country

We acknowledge we are meeting on the Traditional Lands of the Wurundjeri Woi Wurrung and Bunurong peoples of the East Kulin Nations and pay our respect to their Elders past, present and emerging.

We extend that respect to all Aboriginal and Torres Strait Islander peoples. We acknowledge their living connection to Country, relationship with the land and all living things extending back tens of thousands of years.

Stonnington City Council

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1. Introduction

This City of Stonnington has developed a *Smart City Strategic Framework* to guide and direct investment in technology and skills to reach the Future Stonnington vision. The Smart City Strategic Framework takes a holistic approach to the integration of digital technology, data and innovation. The Framework consists of a bold vision, guiding principles, foundational principles and strategic pillars which firmly align with the visions and aspirations of Stonnington 2040. Through dedicated engagement with the community and key stakeholders, the City of Stonnington has set its smart city vision as follows

Stonnington will leverage the best of digital technology, data and innovation to pursue our 2040 Vision of a safe, inclusive and creative city.

The City of Stonnington understands the importance of not only having a Framework in place, but the importance of bringing it to life. Lessons from previous smart city case studies prove that smart city implementation should consider many aspects beyond technology, including policy, governance, budgets, compliance, change, communications, reporting, etc.

The Smart City Implementation Plan (Plan) incorporates an effective and efficient governance and operating structure for smart city activities. The governance and operating model aims to encourage dynamic and innovative implementation that involves Council and the Community. The Plan incorporates a short term 2-years detailed action schedule, including priority actions, responsibility, resourcing, timing, milestones, indicators, etc. It also entails a medium term 4-year action plan that defines responsibilities and interdependencies. Further, the Plan identifies possible future opportunities that the Council might consider in the longer term.

Measurement & Evaluation of the Smart City Strategic Framework Implementation is steered through two dimensions, lagging and leading. Leading indicators are meant to measure the execution of the Plan action items that should lead to the successful delivery of the Strategic Framework. Lagging indicators are meant to measure the outcome of the implementation of the Strategic Framework against its strategic objectives.

The successful delivery of the Strategic Framework is dependent on ongoing communications with relevant stakeholders. This Plan embraces a Stakeholder Engagement Plan to ensure continuous buy-in and support from relevant parties. On another hand, the Plan also appreciates the importance of a Change Management Plan to cover all aspects of resources, capabilities and processes. Like any other plan, implementation of such an ambitious Plan will be accompanied by risks that require a Risk Mitigation Plan.

Lastly, the Plan provides a guideline on business case development to help the Council clearly understand the objectives, cost-benefit and value-for-money smart city projects and technologies. These guidelines provide a simple prioritisation mechanism for key projects based on the benefit to the community (and Council) whilst providing a clear plan of action to realise this benefit. The guidelines consider the methodology of piloting projects and scaling up from pilots, roadmap and best practice consideration, and possible partnerships.



2. Principles

Council has developed a set of smart city principles that will help guide implementation of smart cities in Stonnington. These principles will help ensure smart city progress aligns with the needs and ambitions of the community, key stakeholders and Council that were identified during the development of the Smart City Strategic Framework. These principles have been grouped into 3 areas: foundation principles, people principles and technology principles.

These principles have been integrated into a checklist to assist staff in applying them in their work.

2.1 Foundation Principles

Foundation principles need to be considered in all elements of smart city implementation to drive a constant approach to the design and delivery to smart city activity.

	Principles	Description	Considerations	
Mandatory	Inclusive	The City of Stonnington takes an inclusive approach to smart cities. Through the delivery of smart initiatives, we are working to: <ul style="list-style-type: none"> ▶ Enhance community access to quality digital and in-person services ▶ Build digital skills, literacy, confidence, and trust ▶ Provide access, where appropriate, to technology, digital connections, and support 	<ul style="list-style-type: none"> ▶ I have considered how the project/program will change how services are accessed and used by all members of Stonnington community ▶ I have explored how this project/program can enhance inclusion and accessibility 	<input type="checkbox"/>
	Sustainable	The City of Stonnington is committed to sustainable outcomes for Council and the community. Through the delivery of smart initiatives, we are working to: <ul style="list-style-type: none"> ▶ Balance social, economic, financial, and environmental benefits with smart city growth ▶ Reduce, mitigate, and respond to the impacts of climate change ▶ Protect our natural environment and consider technology impacts 	<ul style="list-style-type: none"> ▶ I have considered how the sustainability of my project/program will be measured ▶ I have considered how my project/program will support sustainable outcomes across the City of Stonnington ▶ I have taken a holistic approach during the design of my project/program that will be future focussed 	<input type="checkbox"/>



2.2 People Principles

People principles guide smart city activity to remain people focused and foster community benefit.

	Principles	Description	Considerations	
Desirable	People Focused	We are focussed on our community's priorities needs and challenges	<ul style="list-style-type: none"> ▶ I have considered physical and digital mechanisms to engage, collaborate and consult with the community ▶ I have explored how my project/program will deliver direct benefit to the community 	<input type="checkbox"/>
	Data Empowered	We embed data insights to inform decision-making and ensure the success of Council activity	<ul style="list-style-type: none"> ▶ I have explored how data can be used and integrated into my project/program to improve its outcomes ▶ I have analysed trends within available data and have used these insights to guide development of my project/program 	<input type="checkbox"/>
	Innovative	We are not afraid to try new things to continue to improve community outcomes	<ul style="list-style-type: none"> ▶ I have explored how elements of innovation can enhance my project/program ▶ I have participated in smart city training and have the relevant skills, resources and support needed to develop my project/program 	<input type="checkbox"/>
	Responsive & Resilient	We are agile and prepared to act on community requests, data insights and changing trends	<ul style="list-style-type: none"> ▶ I have considered how my project/program can improve accessibility to council services and Councils responsiveness ▶ I have explored data insights and local trends to ensure my project/program aligns 	<input type="checkbox"/>
	Transparent	We are open and clear in our decision-making and policy development processes	<ul style="list-style-type: none"> ▶ I have ensured my project/program has been developed with transparency, engaging the community and stakeholders where appropriate ▶ I have ensured all decisions made during the development of my project have been communicated to with my team and key stakeholders 	<input type="checkbox"/>
	Trustworthy	We ensure our actions and communications remain honest and truthful so that our community are empowered to participate and can rely on decision-making	<ul style="list-style-type: none"> ▶ I have considered how I will maintain communications about my project/program with the community ▶ I have considered how the community can remain involved throughout the implementation of my project/program 	<input type="checkbox"/>



2.3 Technology Principles

Technology principles guide key considerations for how technology and data is implemented in smart city design from an industry perspective.

	Principles	Description	Considerations	
Desirable	Interpretable	Our disparate technology systems are able to exchange and use data and insights	▶ I have considered how my initiatives will work with and enhance current systems and networks	<input type="checkbox"/>
	Outcome-Focused	Our technology integrations focus on solutions that provide real community benefit	▶ I have defined my problem statement and identified how technology can deliver enhanced outcomes	<input type="checkbox"/>
	Ethical	Our approach to technology considers public values and community expectations	▶ I am confident the community will support the values of my project/program	<input type="checkbox"/>
	Safe & Secure	Our technology and data services are deployed in accordance with best practice security and privacy	▶ I have safeguarded the privacy and security of all technology, data and all other implications of my project/program	<input type="checkbox"/>
	Quality User Experience	Our digital services consider ease of use and positive user experience in design and ongoing upkeep	▶ I have ensured that technology implemented is road-tested and has proven community benefits	<input type="checkbox"/>
	Open Source	Our data and information regarding smart projects and approaches is available publicly	▶ I have identified high-value data sets that to be collected and shared by my project/program	<input type="checkbox"/>

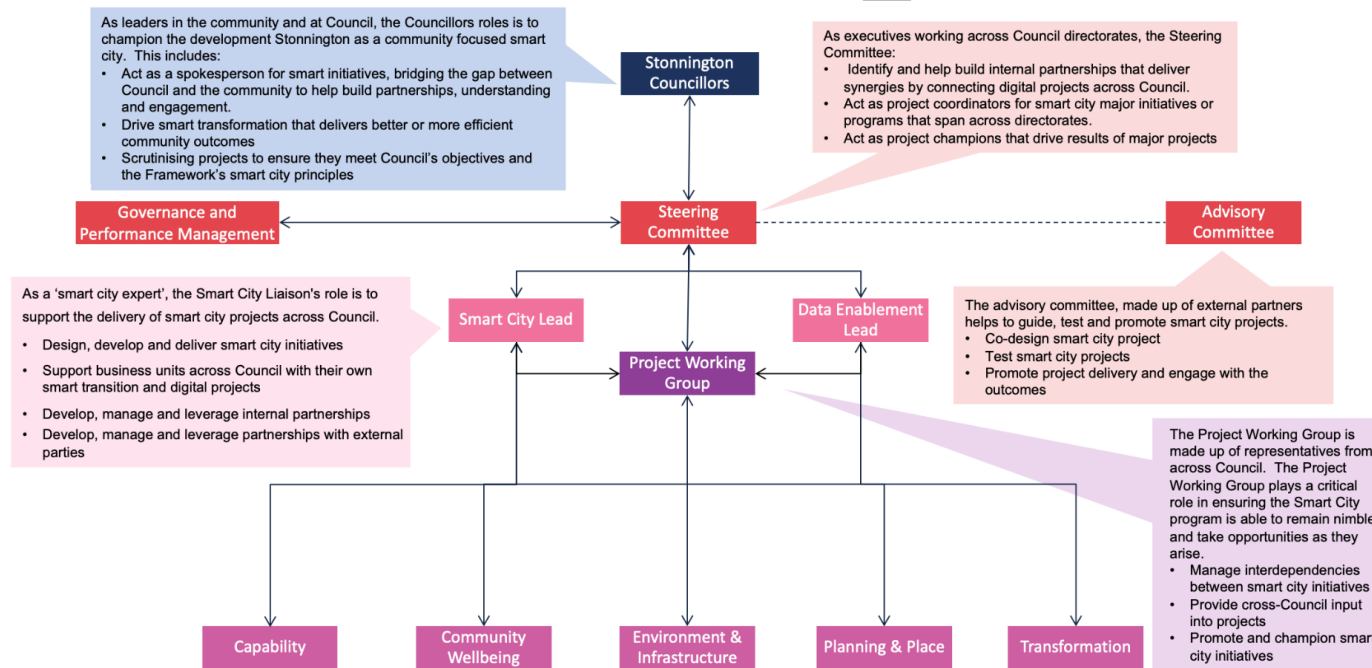


3. Governance & Operating Structure

The governance structure and operating model clearly establish the right framework of rules, procedures, roles, responsibilities and relationships between relevant stakeholders. This is essential in developing as a smart city due to the dynamic nature, broad range of stakeholders and the various interdependencies. The right governance structure supports accountability, shared leadership and drives actions across Council.

3.1 Governance Framework

The Governance Framework is the mechanism used to translate the elements of the Operating Structure into clear roles and responsibilities, and relationships and partnerships required to deliver the Smart City Implementation Plan. This Framework may evolve over time as smart cities is embedded into Council operations and smart city maturity develops.

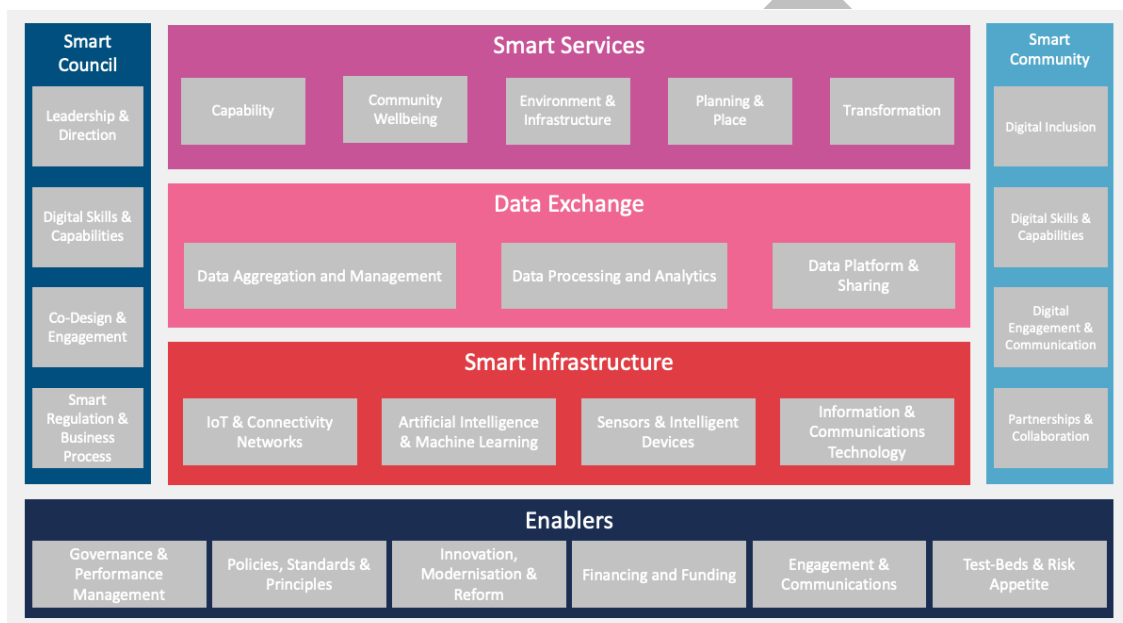




3.2 Operating Dimension

The Smart City Operating Dimensions drives a function-based Governance Framework. The diagram below represents a range of 'ideal' functions which may ordinarily be spread across existing Council teams. It intends to encourage dynamic implementation and experimentation of market smart city trends.

The centre group act as the core functions, focusing on smart city infrastructure and backbone connectivity, data enablement, and overall smart service delivery. To warrant a successful implementation, this core group is embraced by the supporting functions of a smart community, and smart council. The Structure is underpinned by a range of best practice enablers.



The table below outline the relevant functions and the role they play within the Operating Structure.

Function	Description
Smart Infrastructure	This is the foundational infrastructure layer that ensures high speed connectivity of all network components. In addition to the ICT backbone infrastructure, this layer focuses on last mile connectivity of users and things.
Data Exchange	This layer is responsible for all data related functions. It works to expand the mandate of data use from reporting and basic analytics to data aggregation and collection from all data sources. Data should be efficiently managed to maximise the benefit of the aggregated data.
Smart Services	This layer involves all current and future smart services. Smart services should be customer-centric by design to meet evolving customer needs. Service integration, user experience, simplicity, and data protection are few more principles that should be considered in smart service design.
Smart Community	As residents, workers, business owners and students in Stonnington, the community should be empowered to become a Smart Community. The role of Stonnington Smart Community is to engage in the design and delivery of relevant projects to them and leverage the benefits of living in a smarter Stonnington.



Function	Description
Smart Council	Stonnington Smart Council has a leadership role in driving the Smart City Strategic Framework. The Smart Council leads the implementation of smart initiatives, bridging the gap between Council and the community to help build partnerships, understanding and engagement. It also drives smart transformation that delivers better or more efficient community outcomes.
Enablers	<p>This is the foundational enabling layer that cements all above functions and the implementation of the Strategic Framework together. It provides the legal, financial and procedural Smart City base. The City may consider the following enablers:</p> <ul style="list-style-type: none"> ▶ Governance and Performance Management: Oversee the overall performance of the Strategic Framework; set roles, responsibilities and work procedures; measure KPIs; and report to relevant audience ▶ Policies, Standards and Interoperability: Set the right policy framework; ensure regulatory compliance; and affirm interoperability through adopted open standards ▶ Principles: Inform other teams about the needful actions to fulfill Stonnington Smart City Principles ▶ Financing and Funding: Find out smart finance solutions to fund the Implementation Plan ▶ Engagement and Communications: Keep relevant stakeholders informed and engaged across the Implementation Plan and acquire the needful support ▶ Innovation/ Tech Testbeds: Avail an innovative environment that is capable of incubating new tech solutions, piloting them and scaling them up

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4. Action Schedules & Future

Opportunities

Under development

4.1 Years 1-2 Detailed Action Schedule

	Strategic Objective						
1	A future of collaborative communication & partnerships						
		Action	Timeframe	Owner	Collaborating with	Success indicator	benchmark
1.1	Actively communicating smart city initiatives, benefits and critical information	Profiling smart city initiatives in all relevant COS digital channels, increasing awareness by developing a dedicated smart city landing page and communications protocols	• Ongoing	• Smart City team	• Comms team	• Number of new stories published	6 stories
		Providing regular updates on our smart cities initiatives via multiple channels (Web, GIS).	• Ongoing	• Smart City Team	• Comms team, All other initiative owners	Number of new stories published	1 update
1.2	Redefining collaboration within Council and with the community	• Establish community of practice within the organisation to educate on, test, guide and identify smart city activities	• Year 1	• Smart City Team	• Select team members from all Council	• Maintain meetings on quarterly basis	0 meetings
1.3	Establish local innovative partnerships	• develop smart city partnerships that encourages collaboration and synergies across organisations	• Ongoing	• Smart City Team	• External stakeholders	• Number of partnerships established, or Number of initiatives explored to establish new partnerships.	0 initiatives explored
		• Share data with endorsed state government portals (eg. DWELP)	• Year 2	• Data Enablement	• External stakeholders	• Number of datasets shared	0 datasets shared



		<ul style="list-style-type: none"> Partner with industry members and other stakeholders for grant opportunities 	<ul style="list-style-type: none"> Ongoing 	Smart City Team	<ul style="list-style-type: none"> External stakeholders 	<ul style="list-style-type: none"> Number of grants reviewed and applied 	0 grants applied

	Strategic Objective						
2	A Future of Enhanced Council Services & Customer Experiences						
		Action	Timeframe	Owner	Collaborating with	Success indicator	Benchmark
2.1	Promoting smart resource management	<ul style="list-style-type: none"> deploy smart meters to monitor water and energy consumption 	Year 2	<ul style="list-style-type: none"> Smart City team 	<ul style="list-style-type: none"> Utilities providers 	Number of meters deployed	0 meters deployed
		<ul style="list-style-type: none"> Assess the current public assets controls (stormwater harvesting, irrigation, floodlights controls, energy and BM Systems) and explore their capabilities. 	<ul style="list-style-type: none"> Year 2 	<ul style="list-style-type: none"> Asset Team, Sustainability team Smart City Team 	<ul style="list-style-type: none"> External contractors 	Number of Audits performed	1 audit performed
		<ul style="list-style-type: none"> Explore and trial solutions for a uniform management of group of public assets 	<ul style="list-style-type: none"> Year 1 	<ul style="list-style-type: none"> Smart City team 	<ul style="list-style-type: none"> External solution providers 	<ul style="list-style-type: none"> Number of solutions explored 	2 solutions trialed
		<ul style="list-style-type: none"> Integrate data inputs from existing isolated external data sources for better oversight of assets 	<ul style="list-style-type: none"> Ongoing 	<ul style="list-style-type: none"> Smart City team 	<ul style="list-style-type: none"> External solution providers 	Number of external data sets we bring inhouse	2 data inputs arranged
2.2	Enhancing smart asset management and utilisation	<ul style="list-style-type: none"> Trial - install sensors to monitor water, drainage usage, leaks and maintenance issues integrate technology into Council buildings and other assets to support efficient monitoring, maintenance, and utilisation 	<ul style="list-style-type: none"> Year 1 	<ul style="list-style-type: none"> Smart City Team, Sustainability and Assets teams 	<ul style="list-style-type: none"> Assets Management team, Sustainability and Infrastructure 	<ul style="list-style-type: none"> Number of sensors deployed 	<ul style="list-style-type: none"> 0 sensors deployed





					Maintenance teams		
		<ul style="list-style-type: none"> Scale Up: ongoing – improve the public lighting management by implementing the remote-controlled adaptive lighting in public spaces where applicable. 	<ul style="list-style-type: none"> Ongoing 	<ul style="list-style-type: none"> Parks team 	<ul style="list-style-type: none"> External Contractors 	<ul style="list-style-type: none"> Number of new smart lights deployed 	<ul style="list-style-type: none"> 4 smart lights deployed
		<ul style="list-style-type: none"> Remotely managed Floodlights for recreational open spaces 	<ul style="list-style-type: none"> Year 2 	<ul style="list-style-type: none"> Recreations team, Smart City team 	<ul style="list-style-type: none"> External Contractors 	<ul style="list-style-type: none"> Number of floodlights remote control deployed 	<ul style="list-style-type: none"> 0 remote control floodlights deployed
2.3	Supporting modern waste management practices	<ul style="list-style-type: none"> Trial RFID on FOGO bins and associated waste truck technologies 	<ul style="list-style-type: none"> Year 1 	<ul style="list-style-type: none"> Waste Management team 	<ul style="list-style-type: none"> External stakeholders 	<ul style="list-style-type: none"> Implement the trial 	<ul style="list-style-type: none"> 0 trials
		<ul style="list-style-type: none"> Rollout RFID and waste truck technologies 	<ul style="list-style-type: none"> Year 2 	<ul style="list-style-type: none"> Waste Management team 	<ul style="list-style-type: none"> External stakeholders 	<ul style="list-style-type: none"> Number of (%) RFIDs deployed to bins 	<ul style="list-style-type: none"> 0 trucks with new technologies
		<ul style="list-style-type: none"> trial capacity monitoring sensors on public waste bins (bin clearing on demand) 	<ul style="list-style-type: none"> Year 2 	<ul style="list-style-type: none"> Waste Management tea, Smart City team 	<ul style="list-style-type: none"> External solution providers 	<ul style="list-style-type: none"> Number of bins deployed with sensors 	<ul style="list-style-type: none"> 15000 FoGo bins deployed
2.4	Digitalisation of services for customers	<ul style="list-style-type: none"> Parking services (ePermits) 	<ul style="list-style-type: none"> Year 1 	<ul style="list-style-type: none"> CX team 		<ul style="list-style-type: none"> Number of processes that are digitised 	<ul style="list-style-type: none"> ePermits deployed
		<ul style="list-style-type: none"> Waste related online forms for public (bins upsizing downsizing, FOGO requests etc.) 	<ul style="list-style-type: none"> Year 1 	<ul style="list-style-type: none"> CX team; Digital products 		<ul style="list-style-type: none"> Number of processes that are digitised 	<ul style="list-style-type: none"> 1 Online forms updated
		<ul style="list-style-type: none"> RRIF for small businesses 	<ul style="list-style-type: none"> Year 1 	<ul style="list-style-type: none"> CX Team 	<ul style="list-style-type: none"> EcoDev, Public Health and Compliance 	<ul style="list-style-type: none"> Number of processes that are digitised 	<ul style="list-style-type: none">





	Strategic Objective						
3	A Future of Connected Communities and Identity						
		Action	Timeframe	Owner	Collaborating with	Success indicator	benchmark
3.1	Improving access to the internet	<ul style="list-style-type: none"> identify opportunities to expand free public Wi-Fi in high-priority, high-need areas 	<ul style="list-style-type: none"> Ongoing 	<ul style="list-style-type: none"> Smart City team 	<ul style="list-style-type: none"> Water Utilities 	<ul style="list-style-type: none"> Number of new public WiFi locations 	<ul style="list-style-type: none"> 6 locations
		<ul style="list-style-type: none"> Advocate other Governments and Industry leaders to propagate the rollout of affordable and quality internet services 	<ul style="list-style-type: none"> Ongoing 	<ul style="list-style-type: none"> CoS advocacy Working Groups; Smart City team, IT team 	<ul style="list-style-type: none"> Industry Leaders, members of Political parties and MPP candidates 	<ul style="list-style-type: none"> Number of initiatives to explore internet services rollout 	<ul style="list-style-type: none"> 0 initiatives
3.2	Promote digital inclusion and building digital literacy	<ul style="list-style-type: none"> work with our libraries and local community groups to identify and overcome barriers to digital accessibility, affordability, and skills 	<ul style="list-style-type: none"> Ongoing 	<ul style="list-style-type: none"> Libraries, Smart City Team; 	<ul style="list-style-type: none"> External Stakeholders 	<ul style="list-style-type: none"> Number of eLearning sessions and attendees 	<ul style="list-style-type: none">
		<ul style="list-style-type: none"> Build all Council websites to be 100% WCAG (Level AA) compliant for accessibility as per https://www.vic.gov.au/make-content-accessible 	<ul style="list-style-type: none"> Ongoing 	<ul style="list-style-type: none"> Digital Products 	<ul style="list-style-type: none"> Digital Products 	<ul style="list-style-type: none"> Number of webpages made WCAG compliant 	<ul style="list-style-type: none">
3.3	Supporting COVID recovery and community development	<ul style="list-style-type: none"> leveraging smart technology and data to measure economic and social activity around the City (Community hot spots and footpath traffic – by tracking data of community movement this provides opportunities to impact the local economy) 	<ul style="list-style-type: none"> Year 1 	<ul style="list-style-type: none"> PLED 	<ul style="list-style-type: none"> Data enablement 	<ul style="list-style-type: none"> (check with Data and PLED) 	<ul style="list-style-type: none">

		<ul style="list-style-type: none"> Scale up traffic monitoring – rollout of object detection sensors to provide data for pedestrians movement numbers in activity centres 	<ul style="list-style-type: none"> Year 1 	<ul style="list-style-type: none"> PLED, Transport and Smart City Team 	<ul style="list-style-type: none"> External IoT partners 	<ul style="list-style-type: none"> Number of new locations to measure traffic movement, or datasets used 	<ul style="list-style-type: none"> 	
3.4	Leveraging digital methods to support engagement and participation in events and festivals	<ul style="list-style-type: none"> Explore market trends to use digital technologies that improve planning efficiencies, enhance promotion, encourage activation and gamification and host activities (Modern Operation of events) 	<ul style="list-style-type: none"> Year 1 	<ul style="list-style-type: none"> Events team 	<ul style="list-style-type: none"> External Stakeholders 	<ul style="list-style-type: none"> Number of new digital technologies explored or trialed 	<ul style="list-style-type: none"> 	
3.5	Building digital skills and capabilities within Council	<ul style="list-style-type: none"> Deliver digital know-how programs that focus on smart city opportunities, IoT considerations, new market trends, data skills and cross-Council collaboration among other high-priority topics 	<ul style="list-style-type: none"> Ongoing 	<ul style="list-style-type: none"> Smart City team, Data Enablement team 	<ul style="list-style-type: none"> All Council teams 	<ul style="list-style-type: none"> Number of sessions 	<ul style="list-style-type: none"> 	
	Strategic Objective							
4	A Future of Vibrant Places and Character							
			Action	Timeframe	Owner	Collaborating with	Success indicator	benchmark
4.1	Enhancing opportunities for sustainable mobility	<ul style="list-style-type: none"> explore smart parking, EV charging, and active and micro-mobility opportunities, shared services, on-demand transport. 	<ul style="list-style-type: none"> Year 2 	<ul style="list-style-type: none"> Transport and Parking team 	<ul style="list-style-type: none"> External Providers 	<ul style="list-style-type: none"> Number of new EV Charging locations and mobility opportunities explored 	<ul style="list-style-type: none"> 	
		<ul style="list-style-type: none"> continue rollout of in-ground parking sensors in areas of interest 	<ul style="list-style-type: none"> Year 2 	<ul style="list-style-type: none"> Transport and Parking team, 	<ul style="list-style-type: none"> External Providers 	<ul style="list-style-type: none"> Number of new sensors deployed 	<ul style="list-style-type: none"> 600 installed 	
		<ul style="list-style-type: none"> Implement Traffic monitoring sensors stage 2 (activity centres) and 3 (safe bicycle routes) to promote safety for cyclists and pedestrians 	<ul style="list-style-type: none"> Year 1 	<ul style="list-style-type: none"> Transport and Parking, Smart City team 	<ul style="list-style-type: none"> External IoT/AI Providers 	<ul style="list-style-type: none"> Number of new locations for traffic monitoring 	<ul style="list-style-type: none"> 8 locations 	

4.2	Increasing safety of public spaces	<ul style="list-style-type: none"> integrate smart urban design, smart lighting, data analysis and CCTV in high-priority public areas 	<ul style="list-style-type: none"> Year 1 and 2 	<ul style="list-style-type: none"> Capital works Project Management team 	<ul style="list-style-type: none"> External solution providers 	<ul style="list-style-type: none"> Number of capital projects where modern technologies and approaches are considered 	<ul style="list-style-type: none"> 1 CW project
		<ul style="list-style-type: none"> Adaptive lighting at public sensitive areas to support public safety and biodiversity. 	<ul style="list-style-type: none"> Year 1 and 2 	<ul style="list-style-type: none"> Capital works Project Management team, Parks team 	<ul style="list-style-type: none"> External solution providers 	<ul style="list-style-type: none"> Number of new locations adaptive lighting is deployed 	<ul style="list-style-type: none"> 1 site with adaptive lighting
		<ul style="list-style-type: none"> Improve the floodlights at open and recreational spaces 	<ul style="list-style-type: none"> Year 2 	<ul style="list-style-type: none"> Recreations team, 	<ul style="list-style-type: none"> External solution providers 	<ul style="list-style-type: none"> Number of recreational sites with remote managed floodlight system 	<ul style="list-style-type: none"> 0 sites
4.3	Explore innovative approaches to place activation and management	<ul style="list-style-type: none"> deploy technologies that collect space-usage information and encourage interaction, exploration and activation of public open places 	<ul style="list-style-type: none"> Year 1 	<ul style="list-style-type: none"> Recreations team, PLED, Smart City team 	<ul style="list-style-type: none"> External Providers 	<ul style="list-style-type: none"> Number of sensors deployed 	<ul style="list-style-type: none"> 9 locations
		<ul style="list-style-type: none"> People counting at Council buildings and venues to support planning for purpose-built Council facilities. 	<ul style="list-style-type: none"> Year 1 	<ul style="list-style-type: none"> Council Property managers, City Futures team, Smart City team 	<ul style="list-style-type: none"> External Providers 	<ul style="list-style-type: none"> Number of sensors deployed 	<ul style="list-style-type: none"> 0 buildings
4.4	Promoting sports, recreation and use of green spaces	<ul style="list-style-type: none"> exploring smart park integrations such as virtual environments (AR), smart BBQs, free public Wi-Fi, smart benches, localised information services among others, (modern maintenance of assets) 	<ul style="list-style-type: none"> Year 2 	<ul style="list-style-type: none"> Parks team, Recreations team 	<ul style="list-style-type: none"> External Providers 	<ul style="list-style-type: none"> Number of new initiatives explored to support modernising Council open spaces 	<ul style="list-style-type: none"> 0 initiatives
4.5	Preparing for and mitigating the	<ul style="list-style-type: none"> Deploying technologies that advance Stonnington's Climate Emergency Action Plan 	<ul style="list-style-type: none"> Year 1 and 2 	<ul style="list-style-type: none"> Sustainability team, Capital works 	<ul style="list-style-type: none"> External Providers 	<ul style="list-style-type: none"> Number of new initiatives that support the Climate Emergency Action Plan 	<ul style="list-style-type: none"> 0 initiatives

	effects of climate change			  program, Parks team, GIS team		
4.6	<i>Managing the effects of urban heat</i>	<ul style="list-style-type: none"> Collecting, reducing and responding to thermal satellite and urban heat data through increased tree canopies and other means 	•	<ul style="list-style-type: none"> Sustainability team, Capital works program, Parks team 	•	<ul style="list-style-type: none"> Number of activities explored that reduce the urban heat effect

	Strategic Objective						
5	A Future of Visionary People & Leadership						
		Action	Timeframe	Owner	Collaborating with	Success indicator	benchmark
5.1	Empowering the next generation staff to engage with smart technology, data and innovation	Sharing data, hosting events, and partnering with the education and research sector to encourage next-gen skill development	<ul style="list-style-type: none"> Year 1 and 2 	<ul style="list-style-type: none"> Smart City Team 	<ul style="list-style-type: none"> Future Advisory Committee 	<ul style="list-style-type: none"> Eg. Deakin students Open data No.of events CoP Data enablement 	<ul style="list-style-type: none"> 1 student 0 events
5.2	Building awareness towards promoting Stonnington as a destination for innovation	Exploring the development of innovation opportunities by meeting industry leaders and sharing experience, encouraging opportunities to engage with Council	<ul style="list-style-type: none"> Y2 stretch target 	<ul style="list-style-type: none"> Smart City team, PLED, Community Engagement team. 	<ul style="list-style-type: none"> External stakeholders 	•	•

5.3	Exploring the benefit of trial test-beds	Investigating feasibility, critical focus areas, and models for implementation of test beds	<ul style="list-style-type: none"> Year 2 	 <ul style="list-style-type: none"> Smart City team 	 <ul style="list-style-type: none"> External stakeholders 	<ul style="list-style-type: none"> Number of locations, developed as test-beds 	<ul style="list-style-type: none"> 0 test beds
5.4	Exploring the next wave of smart tech	Partnering with research institutions to establish a research hub to identify emerging technologies and their opportunities, risks, and benefits	<ul style="list-style-type: none"> Year 2 stretch target 	<ul style="list-style-type: none"> Smart City Team 	<ul style="list-style-type: none"> External stakeholders 	<ul style="list-style-type: none"> External stakeholders 	<ul style="list-style-type: none"> 0 initiatives
5.5	Engaging with the research and education industry	Establishing mutually beneficial smart partnerships that could involve data sharing, solution generation, research capabilities joint ventures and more	<ul style="list-style-type: none"> Year 2 stretch target 	<ul style="list-style-type: none"> Smart City Team 	<ul style="list-style-type: none"> Future Advisory Committee 	<ul style="list-style-type: none"> Number of opportunities for partnerships 	<ul style="list-style-type: none"> 0 opportunities

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	Strategic Objective						
6	A Future of Thriving Economic Innovation and Businesses						
		Action	Timeframe	Owner	Collaborating with	Success indicator	benchmark
6.1	Engaging with the digital economy	Building digital and innovation capacity of local businesses through business incubators or accelerators and alternative work modes	<ul style="list-style-type: none"> Year 2 stretch target 	<ul style="list-style-type: none"> PLED, Smart City Team 	<ul style="list-style-type: none"> Future Advisory Committee 	<ul style="list-style-type: none"> Number of local businesses engaged with 	<ul style="list-style-type: none"> 0 engagements
6.2	Supporting the circular economy	Developing a digital circular economy program that encourages sharing of items and promotes sustainable selection of digital technologies within Council and the community	<ul style="list-style-type: none"> Year 2 stretch target 	<ul style="list-style-type: none"> Waste Management, Sustainability team 	<ul style="list-style-type: none"> External stakeholders 	<ul style="list-style-type: none"> New opportunities that support circular economy 	<ul style="list-style-type: none"> 0 initiatives
6.3	Facilitating open data	Delivering a data sharing platform to support innovation and provide the community with information to make decisions	<ul style="list-style-type: none"> Year 2 stretch target 	<ul style="list-style-type: none"> Data Enablement, GIS, Smart city teams 	<ul style="list-style-type: none"> Future Advisory Committee 	<ul style="list-style-type: none"> Number of datasets shared with public 	<ul style="list-style-type: none"> 0 datasets shared
6.4	Attracting investment	Promoting a smart city prospectus that outlines Stonnington's point of difference as a place for innovation, investment and digital activity.	<ul style="list-style-type: none"> Year 2 stretch target 	<ul style="list-style-type: none"> PLED, Comms teams 	<ul style="list-style-type: none"> 	<ul style="list-style-type: none"> 	<ul style="list-style-type: none">
6.5	Exploring opportunities for multi-use spaces	Supporting opportunities to repurpose underutilised spaces and to develop them into spaces that support economic growth	<ul style="list-style-type: none"> Year 2 stretch target 	<ul style="list-style-type: none"> City Futures, Asset Management teams 	<ul style="list-style-type: none"> Future Advisory Committee 	<ul style="list-style-type: none"> Number of repurposed spaces 	<ul style="list-style-type: none"> 0 spaces

4.2 Future Opportunities



5. Measurement & Evaluation

Measurement and Evaluation are essential components of governance to ensure successful implementation. Successful implementation of the Stonnington Smart City Strategic Framework is not only about projects and initiatives delivery, but also about positive impacts for the Council and the Community. Therefore, this process measures progress at two levels, strategic and project.

At the strategic level, the assessment process is outcome-based. This high-level assessment focuses on measuring the Framework objectives. The outcome-based assessment can be used to inform the development of corrective action plans, if necessary, ensuring Council applies the lessons learnt during implementation. The Smart City Liaison in collaboration with the Working Group are responsible for streamlining updates, in collaboration with the relevant parties, into programs, outcomes and impacts on yearly basis.

At the project level, responsible teams report to the Working Group on their progress against the pre-set project KPIs. This process is data-centric, requiring a careful consideration of inputs and outputs, tracking key performance indicators, evaluating progress and linking with outcomes and impacts.

5.1 Outcome-Based Evaluation

The Stonnington Smart City Strategic Framework has set six Strategic Objectives. To help assess the successful realisation of these Strategic Objectives, the table below provides a non-exhaustive list of outcome-based KPIs. The Governance and Performance Management team may use the most appropriate to track ongoing performance. Other measures may also emerge which the Governance and Performance Management team may decide to utilise to measure success. Outcome-based evaluation is advised to be conducted on yearly basis.

Strategic Objectives	Outcome-based KPIs	Impact
A future of collaborative communication & partnerships		
Improve communications and partnership opportunities with the community, stakeholders, and other collaborators	<ul style="list-style-type: none"> ▶ Awareness of smart city activities (Survey) ▶ Number and impact of smart city PPPs ▶ Number of projects utilising interactive, online co-design ▶ Number of local partnerships (Councils, industry and Academia) ▶ Number of Smart City related events attended and participated to by the Smart City Team that opens opportunities for collaboration 	Digitally engaged and collaborative community <ul style="list-style-type: none"> ▶ Informed community ▶ Better business opportunities ▶ New job opportunities ▶ High level of community engagement in city planning
A future of connected communities & identity		
Improve the City's digital confidence, skills, and access to empower participation through digital mechanisms	<ul style="list-style-type: none"> ▶ Australian Digital Inclusion Index ▶ Digital skills and literacy levels ▶ Number of people regularly engaging with Council via digital channels ▶ Improved Council staff digital confidence and accessibility, skills, and access to empower participation through digital 	Digitally skilled and enabled community <ul style="list-style-type: none"> ▶ High level of trustworthiness in smart technologies ▶ Less physical and cyber crimes ▶ High level of digital participation ▶ Building City Identity



Strategic Objectives	Outcome-based KPIs	Impact
	mechanisms (measure number of apps and channels to empower participation)	
A future of enhanced council services & customer experience		
Increase the efficiency and convenience of Council service delivery to better allocate limited resources	<ul style="list-style-type: none"> ▶ Citizen satisfaction with Council services (Community Survey) ▶ Efficiencies achieved by use of digital technology and data (Staff Survey) ▶ Number of smart services 	Enhanced Council Services <ul style="list-style-type: none"> ▶ Higher citizen satisfaction ▶ High level of confidence in Council decisions ▶ Higher reputation ▶ Efficient use of resources
A future of vibrant places & character		
Improve the function and sustainability of our places and spaces	<ul style="list-style-type: none"> ▶ Usage and safety of public spaces/places ▶ User satisfaction ▶ Number of smart parks or initiatives in public spaces ▶ Number of EV charging stations ▶ CCTV coverage and improvements ▶ Public Wi-Fi coverage 	Sustainable, safer lifestyle <ul style="list-style-type: none"> ▶ Higher citizen satisfaction ▶ Safer community ▶ Sustainable environment ▶ Healthier community
A future of thriving economic innovation & businesses		
Increase economic opportunities, outputs and interaction with the digital economy	<ul style="list-style-type: none"> ▶ Total and relative size of the 'digital economy' ▶ Numbers and growth of 'smart city' businesses ▶ Numbers and growth of 'smart city' jobs 	Local economic growth <ul style="list-style-type: none"> ▶ Attractive economy ▶ Faster economic recovery ▶ Innovative economy ▶ New business opportunities ▶ New job opportunities
A future of visionary people & leadership		
Position Stonnington as a destination for future innovation, testing, training, and investment	<ul style="list-style-type: none"> ▶ Coverage, speed, and reliability of key digital networks ▶ Number Smart city investment enquiries ▶ Number of test-beds ▶ Number and value of joint research projects 	Futuristic City <ul style="list-style-type: none"> ▶ Higher reputation ▶ Talent attractive city ▶ Innovative practices ▶ Leading by example

5.2 Project-based Evaluation

Project-based evaluation is advised to be conducted on quarterly basis with project leaders reporting to the Working Group. The Working Group aggregates all reports into one quarterly report to the Steering Committee.

Content under development.

6. Ongoing Communications Protocols

To support and encourage ongoing communications throughout the implementation of the *Smart City Strategic Framework*, Council has developed a number of communications protocols. These ensure Council regularly communicates smart city activity and progress as well as project updates and outcomes. Ongoing communication will support transparency throughout implementation increasing buy-in and participation from the community, key stakeholders and staff.

6.1 Internal Communications

	Purpose	Suggested mechanisms	Owner	Frequency
Councillors	As the overall decision-makers Councillors need to stay informed so they can endorse and promote smart city projects and activity.	Official smart city updates	Director	Quarterly
		Targeted reporting emails	Director	Quarterly
		Invitations to smart city events	Director	As required
Steering Committee	As overall coordinators across directories the steering committee need to be conversant of all strategic or operational elements of smart city activity.	Email updates	Smart City Lead	Fortnightly or as required
		Strategic smart city updates	Smart City Lead	Every 6 weeks
		Targeted internal workshops	Smart City Lead	Quarterly
Smart City Working Group	In order to be able to manage independencies between smart city projects and promote new opportunities the project working group needs strong channels for communication.	Email updates	Smart City Lead	Monthly or as required
		Strategic smart city updates	Smart City Lead	Every 6 weeks, two weeks before the Transformation SteerCo
		Planning sessions	Smart City Lead	Quarterly or as required
Council Staff	Staff need to be updated on all elements of change that impact how they complete their role as well as any opportunities for capability building.	Staff plenary updates	Smart City Lead	Quarterly
		Smart City Training	Smart City Lead	Bi-Annually
		Invitations to smart city events	Smart City Lead	As required

6.2 External Communications

Stakeholder	Purpose	Suggested mechanisms	Owner	Frequency
(future) Advisory Committee	Open communication with the advisory committee will ensure projects have been scrutinised for their community benefit before being implemented.	Committee meetings	Smart City Lead	Bi-monthly
		Invitations to smart city events	Steering Committee Chair	As required
Stonnington Community	Ensuring the community remain informed on smart city activity promotes buy-in and participation of smart city projects.	Social media updates	Comms	Monthly
		Website updates	Comms	Monthly
		Smart city newsletter	Smart City Lead	Quarterly
		Targeted outreach/workshops	Smart City Lead	As required
		Invitations to smart city events	Smart City Lead	As required
		QR codes, webforms or other technologies (e.g. chatbots) for permanent open channel for feedbacks	Comms	Ongoing and where required
Local Businesses and retailers	Informing local business provides opportunities for partnership, co-design and investment that can support economic development is Stonnington.	Social media updates	Comms	Monthly
		Smart city newsletter (to be developed and piloted)	Smart City Lead	Quarterly
		EOIs and RFQs	Smart City Lead	As required
		Invitations to smart city events	Smart City Lead	As required
Local innovators and Technology Vendors	Communication with the innovation sector will help council gain technical support during the lifecycle of projects and develop strategic partnerships.	Smart city newsletter (to be developed and piloted)	Smart City Lead	Quarterly
		Direct outreach	Smart City Lead	As required
		EOIs and RFQs	Procurement	As required

Stakeholder	Purpose	Suggested mechanisms	Owner	Frequency
		Invitations to smart city events	Smart City Lead	As required
Academic Sector	Ensuring ongoing communication with the academic sector will help foster partnerships, support co-design and idea generation.	Targeted workshops and discovery sessions	Smart City Lead	Annually
		Targeted outreach	Smart City Lead	As required
		Invitations to smart city events	Smart City Lead	As required
Media	Communication with media outlets will help with the promotion of smart cities fostering public awareness and highlighting opportunities for investment and involvement.	Website updates	Smart City Lead	Monthly
		Target press and media releases	Comms	Quarterly
		Interviews and access to key spokespeople	Smart City Lead	As required
		Invitations to smart city events	Comms	As required
Other Governments	Promoting knowledge sharing with other governments supports policy and regulation coordination as well as the formation of joint projects.	Meeting with existing/new forums, committees, working groups, etc.	Smart City Lead	Quarterly
		Direct outreach	Smart City Lead	As required

7. Ongoing Engagement Protocols

Providing engagement throughout smart city implementation will promote co-design of smart cities in Stonnington and allow smart city activity to priorities local challenges and ambitions. Engagement helps manage stakeholder expectations.

To ensure Council delivers ongoing meaningful engagement opportunities for the community, key stakeholders and staff, Council has developed engagement protocols.

Stakeholder	Rationale	Protocol	Engagement Mechanisms
Current Stakeholders			
Council Staff	<ul style="list-style-type: none"> ▶ Expertise ▶ Implementation ▶ Change agents 	Staff need to be engaged when smart city activity is going impact their roles or Council processes.	<ul style="list-style-type: none"> ▶ Surveys ▶ Roundtables/engagement sessions
Local Community	<ul style="list-style-type: none"> ▶ Ultimate clients ▶ Collaborators 	The community need to be engaged for large scale projects and updates to the Smart City Strategic Framework.	<ul style="list-style-type: none"> ▶ Surveys ▶ Online discussion platforms (e.g., CoS website) ▶ Roundtables/engagement sessions
Future Stakeholders (6-12 Months)			
Other Governments	<ul style="list-style-type: none"> ▶ Funding ▶ Coordinated actions ▶ Regulatory reform 	Engaging with other Governments will allow Stonnington to develop joint projects, share smart city knowledge and find opportunities for funding and investment.	<ul style="list-style-type: none"> ▶ Engagement by Mayor, Councillors and CEO – face-to-face ▶ Written correspondence
Local innovators and businesses and retailers	<ul style="list-style-type: none"> ▶ Innovation ▶ Local support ▶ Economic development 	Engaging with innovators and businesses will promote investment and partnership while gathering additional expertise and support with implementation.	<ul style="list-style-type: none"> ▶ Written correspondence ▶ Targeted roundtables
Academic Sector	<ul style="list-style-type: none"> ▶ Innovation and research ▶ Local support ▶ Collaboration 	Engagement with the academic sector will enable the formation of partnerships to assist in co-design and leadership development.	<ul style="list-style-type: none"> ▶ Written correspondence ▶ Targeted roundtables
Future Stakeholders (12 Months +)			
Advisory committee	<ul style="list-style-type: none"> ▶ Road-test ideas ▶ Co-design 	The advisory committee need to be engaged for all external smart city projects to ensure alignment with community needs and ambitions.	<ul style="list-style-type: none"> ▶ Roundtables/engagement sessions

7.1 Strategic Framework Engagement Timeline

Proposed engagement timeframes and approach to ensure the *Smart City Strategic Framework* continues to meet the needs, priorities and expectations of the community and Council. This approach also takes into account the community's desire to understand progress and project outcomes.



7.2 Ongoing Project Engagement

Smart cities encourage co-design, engagement and partnerships to deliver mutual benefit and outcomes. To support ongoing delivery of high-quality, high-priority smart city initiatives, the City of Stonnington will apply the Framework below to best engage with stakeholders according to the projects we deliver.

Engagement with our community and partners requires a fine balance, particularly as smart cities is one of many priorities at Council. The Framework below splits projects into 3 levels, describing the conditions and suggested treatments aiming to not over-burden stakeholders or Council resources, while seeking input on critical issues. This Framework takes a high-level approach acknowledging that each project is different, and the engagement process should reflect this.

Level	Conditions	Engagement Mechanisms
1	<ul style="list-style-type: none"> ▶ New projects with very low controversy ▶ Expanding existing project, program ▶ Reviewing/updating policy 	<ul style="list-style-type: none"> ▶ Communications plan to inform key stakeholders ▶ Advisory committee engagement
2	<ul style="list-style-type: none"> ▶ New projects with relatively low controversy ▶ Targeted projects/programs ▶ Large changes to existing project/program 	<ul style="list-style-type: none"> ▶ Communications plan to inform community ▶ Targeted written correspondence ▶ Targeted roundtables ▶ Online discussion platforms (e.g., CoS website)
3	<ul style="list-style-type: none"> ▶ Controversial projects/programs ▶ Large wide-reaching projects ▶ Updates to the whole Smart City Strategic Framework 	<ul style="list-style-type: none"> ▶ Detailed communications plan to inform community and promote engagement/participation ▶ Community and key stakeholder engagement sessions ▶ Community surveys ▶ Development of a community focus group

7.3 Survey Questions

To support smart city integration across Council projects, the following general council questions can be included in surveys or questions to the community:

- ▶ How could digital technology further improve this project?
- ▶ Would you use this service more, less or the same if it was offered digitally or online?
- ▶ How could a smart, innovative, or digital element be integrated into this project?
- ▶ What data that could be collected from this project would you be interested in seeing?
- ▶ How can this project or initiative help support innovation in the City of Stonnington?
- ▶ What data could help us monitor or measure the performance of this project?

8. Change Management Plan

The Stonnington City Council leads the Strategic Framework implementation. Such leadership role requires a robust Change Management Plan to bridge any gaps that may hinder the successful implementation. The Steering Committee role is to oversee the Change Management Plan which should be coordinated by the Working Group

Change Objective	Key Actions	Timing
Formalise smart city process within Council	<ul style="list-style-type: none"> ▶ Form Teams/ Working Groups/ Committees ▶ Develop all necessary charters for Teams/ Working Groups/ Committees ▶ Endorse the Governance Framework ▶ Communicate across Council the prioritisation matrix for smart city projects 	Immediate
Build internal smart city capacity	<ul style="list-style-type: none"> ▶ Develop a Smart Capability Development Framework ▶ According to the Framework, implement formal employee training systems and programs targeting both Council wide capabilities increase as well as targeted improvements ▶ Develop necessary Strategy/ Project Management Office capabilities and ICT systems 	Immediate
Maintain on-going Communications	<ul style="list-style-type: none"> ▶ Build buy-in, mandate and momentum through executives, administrators and in future Councillors. ▶ Finalise and execute stakeholder engagement plan 	Immediate and ongoing
Build data exchange platform	<ul style="list-style-type: none"> ▶ Expand existing plans of data exchange platform to include different data sources such as IOT 	Within 12 months
Remove barriers to smart city success	<ul style="list-style-type: none"> ▶ Develop a formal process for the proactive identification and reform of regulatory, administrative and procedural barriers and low risk tolerance 	Within 24 months
Build Asset/ Resource Management System	<ul style="list-style-type: none"> ▶ Design and deploy a new modern system to manage council assets and resources in a smart efficient way 	Within 36 months

9. Risk Management

The following risk management schedule may be used to manage the implementation of Stonnington Smart City Framework. These are the most common risks that accompany smart city strategy implementation.

Risk	Impact	Likelihood	Intervention
Low community support	Medium – no community mandate for action	Medium	<ul style="list-style-type: none"> ▶ Promote benefits and smart city case studies ▶ Ongoing community consultation through events and communication ▶ Community-centric process which embraces co-design and multiple feedback pathways
Lack of investment and alignment across Council	Medium – costs to efficiency and timelines	Medium	<ul style="list-style-type: none"> ▶ Continue to promote and refine smart city governance structure to establish accountability and prevent information silos. ▶ Regular assessment and evaluation of progress
Insufficient interest from external stakeholders	Medium – lack of partners to drive delivery	Low	<ul style="list-style-type: none"> ▶ Develop an ongoing communications and engagement plan
Funding Limitations	High – failure to deliver future actions	Medium	<ul style="list-style-type: none"> ▶ Develop comprehensive business cases to support future actions ▶ Align smart city elements with established projects to unlock additional budget capacity ▶ Integrate action schedule review process with budget cycles ▶ Nurture partnerships and networks to establish public-private partnerships
Unsuccessful projects	High – damage to brand and community buy-in	Low	<ul style="list-style-type: none"> ▶ Adherence to strict project methodology to anticipate risk ▶ Diversify projects to reduce the overall risk profile
Scalability for Stonnington	Medium – acquisition and implementation obstacles due to population and density	Medium	<ul style="list-style-type: none"> ▶ Use of pilot programs to provide a proof of concept ▶ Comprehensive business cases and research phases to tailor solutions to unique context of Stonnington

10. Best Practice Guidelines

This section builds on previous experiences and best practices of other smart city initiatives. The purpose of these guidelines is to provide a solid starting point for the Council on topics such as IoT, data management, testbeds, scaling up pilots, and partnerships. These guidelines will be used by the Council to develop a more comprehensive frameworks and action plans as needed by the implementation plan.

10.1 IoT management & investment

Internet of Things (IoT) applications that leverage ubiquitous connectivity, system interoperability and analytics are the main enablers of smart cities. These applications introduce tremendous new capabilities such as the ability to connect, manage, and optimize complex sets of disparate information systems, sensors, devices, people and software solutions into a System-of-Systems (SoS) for use in smart cities. IoT applications span from connected trucks and cars, connected waste bins, connected street poles, connected utility grids to connected smart homes and buildings.

IoT sensors collect real-time data from the physical environment. The IoT sensors are connected to the data exchange platform that aggregates data from other data sources as well. Smart apps and services exploit the wealth of data to provide real-time decisions to beneficiaries. Through data monetisation, the Council can secure high level of return on Investment. In the implementation of the Stonnington Smart City Strategic Framework, IoT infrastructure and connectivity might be considered in the following domains:

IoT Infrastructure	Rational
▶ Environmental Sensors	IoT sensors collect real-time data about air pollution, water channel disruptions, bushfire early detection, etc.
▶ Smart Bins	IoT sensors provide data about waste bins level of fullness. This data can be integrated with other smart traffic data to design truck routes and avoid unnecessary stops.
▶ Smart Water	IoT sensors collect real-time data about water network, level of usage, water leaks. This data can be used in network planning and network optimisation.
▶ Smart Electricity	IoT is the main enabler of smart grids. Intelligent management of the electricity grids open new opportunities such as integrating individual solar panels into the grid and enable electricity trading.
▶ Smart Traffic	IoT sensors monitor road traffic in real-time. The traffic patterns can be used in rerouting traffic from congested bottlenecks. This data is also very valuable for traffic planning.
▶ Smart Logistics	End to end management of logistic fleets can be tremendously improved by integrating data from all data sources between production and consumption. This can be further improved by integrating smart logistics with smart traffic and smart parking data.
▶ Smart Parking	Smart Parking is equipped with IoT sensors that provide data about parking occupancy. Such service can improve user experience, minimise time searching for available spots and accordingly reduce economic losses.
▶ Smart Ads	IoT sensors enable targeted smart interactive Ads.
▶ Smart lighting	Solutions that enable adaptive lighting and remote management of public assets

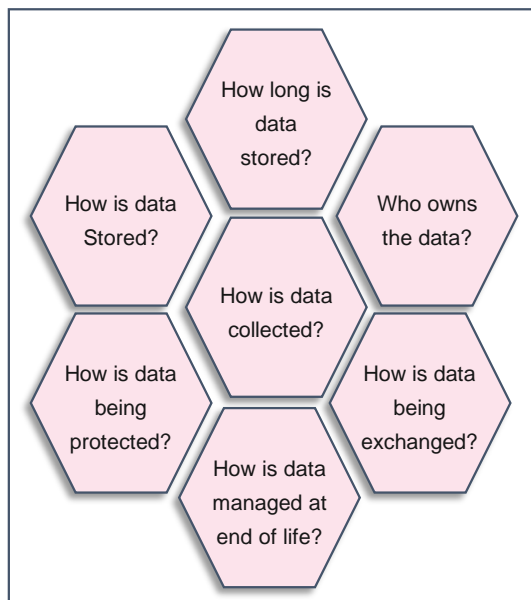
10.2 Data Management

Data is like the lifeblood for smart cities. Data Management enables data sharing and interoperability between different sectors, which is very essential for the smart city ecosystem. It defines a list of controls for managing the data related to smart city services to ensure the feasibility, quality, and agile delivery of these services. The Data Management Framework is a holistic endeavour to deliver control, protect, and enhance the value of data assets throughout their lifecycles.

The Smart City Steering Group, Project Team and all relevant parties should be aware of and disseminate the knowledge of the opportunities that data management can bring, as well as the risks of lacking a strong Data Management Framework (DMF).

Benefits of strong data management	Risks with poor data management
<ul style="list-style-type: none"> ▶ Public Trust in Data ▶ Better security 	<ul style="list-style-type: none"> ▶ Privacy and personal data concerns ▶ Data leaks
<ul style="list-style-type: none"> ▶ Efficient Data Exchange between different sectors ▶ Interoperable systems 	<ul style="list-style-type: none"> ▶ Scattered data ▶ Difficult data traceability ▶ Less reliable
<ul style="list-style-type: none"> ▶ Regulatory compliance 	<ul style="list-style-type: none"> ▶ Regulatory failure ▶ Risk of rework ▶ Risk of fines
<ul style="list-style-type: none"> ▶ Enables innovation ▶ Enables agility ▶ Enables scalability 	<ul style="list-style-type: none"> ▶ Hinders innovation ▶ Hinders expansion ▶ Hinders data monetary opportunities
<ul style="list-style-type: none"> ▶ Informed decision making ▶ Improved processes 	<ul style="list-style-type: none"> ▶ Misinformed decisions ▶ Siloed/ disconnected processes
<ul style="list-style-type: none"> ▶ Integrated service delivery ▶ Better user experience 	<ul style="list-style-type: none"> ▶ Limited-service delivery options ▶ Unpleasant user experience

A Data Management Framework should be designed considering the principles of integrity, value optimisation and security of data. The DMF answers the following questions:



Questions
<p>Who owns the data?</p> <p>Knowing who owns the data you need is critical to tailoring your approach to collection and interacting responsibly with the owner.</p>
<p>How is data collected?</p> <p>Local governments have almost unlimited opportunities to collect data and wield a special power to amass significant citizen/public information. Making the most of this opportunity requires asking the right questions, applying the best technologies and systems, and being responsible for the process.</p>
<p>How is data being exchanged?</p> <p>To enable data exchange between different platforms there should be formal rules of data structure/ format and data elements</p>
<p>How is data stored?</p> <p>The responsible stewardship of data is imperative for protecting information and maintaining the data's full value.</p>
<p>How long is data stored for?</p> <p>Data policies can be different from one sector to another. The rules and regulations that specify the duration of data storage should consider the legal needs of different parties. E.g., health data, financial data, etc.</p>
<p>How is data being protected?</p> <p>Protecting data is more critical than ever to safeguard against reputational damage and breaches.</p>
<p>How is data managed at end of life?</p> <p>The DMF defines the applicable rules of data lifecycle including end of life. What should happen to the data in terms of archiving versus the right to forget.</p>

10.3 Emerging Technology Testbed

Smart cities are mostly enabled by new technologies. The concept of transforming city service provisioning from ordinary to smart services is mainly leveraging new smart technologies and exploiting the wealth of data. The emerging technology testbed provides a live environment to collaboratively explore the functionalities of new technologies. This real-life environment offers the opportunity of exploring new technologies in living labs instead of isolated labs.

Many councils have adopted emerging technology testbeds or living labs in their smart city strategies. For example, the testbed projects of the City of Melbourne involve a variety of challenges, pilots and trials. Challenges are competitions inviting pitches that innovate through technology and data to address pertinent city issues. Pilots are collaborative projects, that explore various technologies applied to a key area; challenges can inform pilots. Trials for specific new and emerging technology occur in an ongoing capacity through industry collaborations.

Another example from the City of Casey that adopted a living lab with the vision to “foster trust and transparency in the City of Casey by being the prominent city in Australia for co-designing, trialling, and scaling innovation and new technologies with and for our communities.” The council of City of Casey has developed 4 key objectives for the design of the Casey Living Lab:

- ▶ To build innovation capability with employees, community, and partners
- ▶ To increase collaboration and partnerships
- ▶ To increase opportunities and council efficiencies
- ▶ To generate funding to support living lab initiatives

For the City of Stonnington to develop a collaborative testbed, the following recommendations encompass a sense of Roadmap:

Recommended Action	Description
Engage all relevant parties from the beginning	Testbed is by definition a collaborative model that involve government, community, industry and technology providers. The Council should communicate the Testbed Agenda and Roadmap through a public statement of policy and process to highlight Councils intent.
Develop clear governance structure	A well-articulated governance structure is very mandatory to define roles, responsibilities, and relationships. Maintaining these relationships and advising roles will ensure mandate and accountability supporting the development and implementation of Stonnington Testbed.
Impose change management	This will result in improved capacity and capability, coordinate activity across Council and help successful deployment of Stonnington Testbed.
Develop a Benefits Realisation module	To ensure sustainable stakeholder involvement, a benefits realisation module evaluates feasibility, viability and community value.
Establish Processes for Securing Funding	Identifying where the money will come from to fund projects within the Testbed is a vital process. Initially, Council will ensure sufficient funding to kick off projects and support internal processes to enable the Testbed to gain traction.

Recommended Action	Description
Plan with Flexibility/ Incorporate Failure in Design	Projects and solutions within Testbeds vary in many aspects and as so can be quick, slow, fail or take detours. Failure is natural and common place in innovation and as such it needs to be viewed positively and constructively. This concept should be incorporated into Stonnington Testbed and be part of the design.
Go Beyond Digital	Innovation is not limited to the digital world. Innovation should focus on solutions in its broadest term, not just digital. Stonnington Testbed should allow all types of solutions digital, physical or a combination of both.

10.4 Scaling up from pilots

Pilot projects are usually meant to test new technologies on a smaller scale, scope or area. These new technologies are tested against their ability to address urban sustainability, planning and services issues. In the pilot phase, smart city projects are funded and supported by LGAs, vendors and/ or beneficiaries in a partnership format. However, the Stonnington Testbed will be able to offer a real-life environment to test new technologies, scaling up from pilots requires generating scalable solutions that are able to address urban development issues on a larger scale, scope and area.

Upscaling can take one of three possible scenarios: roll-out, expansion, and replication. The most common factor between the three scenarios is the move towards self-sustainability and financial independence model, i.e., wide adoption of the smart solution. Previous experience of scaling up smart city pilots demonstrates some challenges before the wide adoption of the new technology. The biggest challenges with scaling are cultural, fear of change, citizen engagement, budget and cost, and uncertainty.

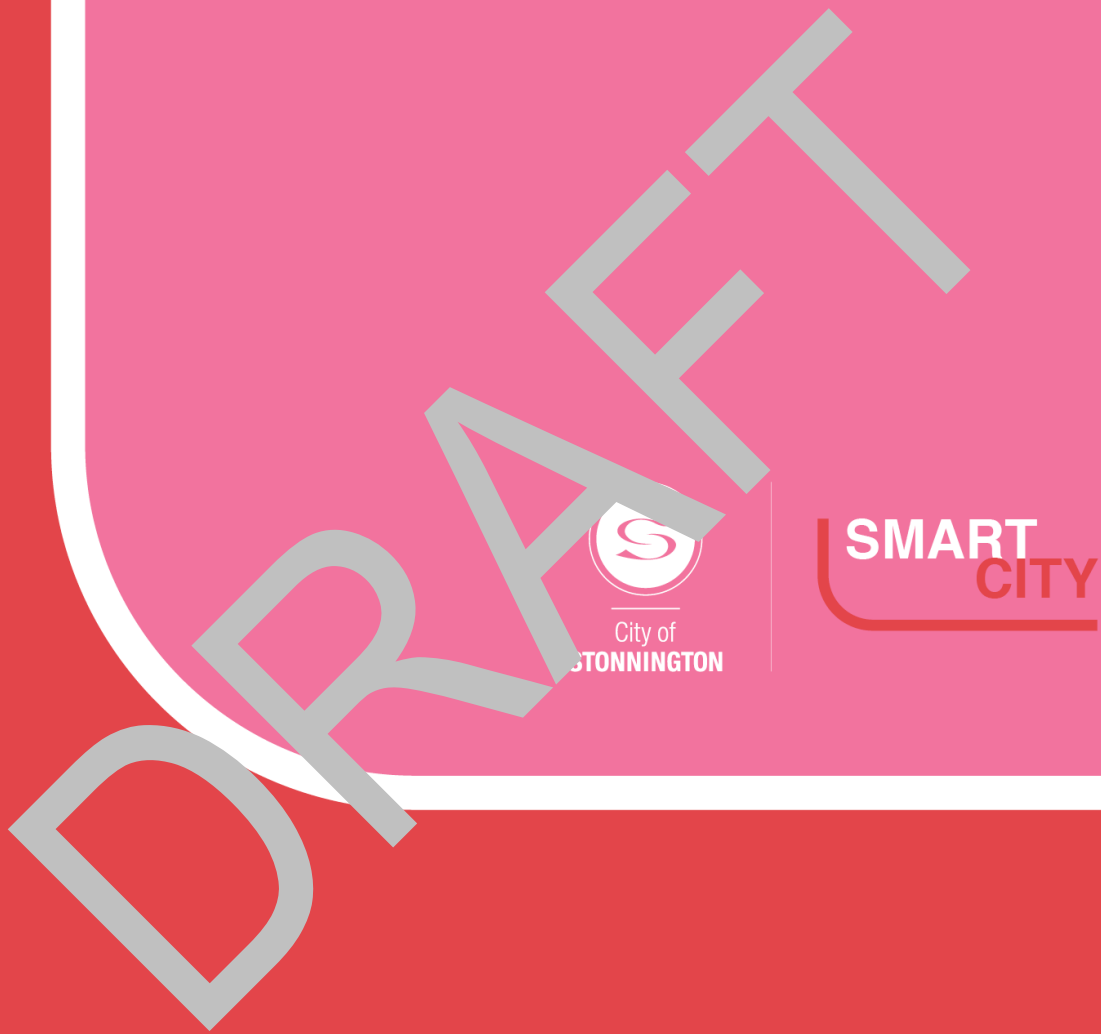
Tackling those challenges needs some proactive actions from the Council. The Smart City Strategy and its implementation plan is already one of the right approaches to plan when and how pilot projects will be scaled up. This scaling up action plan should consider and address concerns like fear of change by understanding where people are coming from and why they are objecting to a proposed project. Early buy in and engagement of stakeholders is another very important approach that allows them to understand one another, draw out competencies, and learn via real cases. Financially, the Council should consider prioritising smart city projects in the budget so there are funds for scaling.

10.5 Partnerships

The smart city ecosystem is a complex one that includes wide array of stakeholders. To realise the full benefit of smart cities, different parties have to collaborate across different domains and sectors. The Council's role is very pivotal in the success of the Smart City Implementation. Hence, the Council have to build agile and innovative partnerships to ensure efficient delivery of projects.

Building and managing sustainable partnerships require an effective framework to draw the relationships between involved parties. This partnership framework sets adequate level of commitment to forming mutually beneficial partnerships between stakeholders from both the public and private sectors. A smart city partnership framework should impose:

Element	Reason	Imperative
Mutual Benefit	All partnerships should be built on Win-Win circumstances to ensure sustainability and commitment from all parties.	Ensure all parties are aware of the benefits they will gain and how this partnership is based on mutual interest.
Impact	Partnership outcomes might exceed the direct mutual benefit of parties to larger community impact.	Translate outcomes into positive community impacts (define deliverables as the impact not the product).
Aligning	Partnerships should be aligned with strategic principles, values and priorities to ensure uniform implementation of the Smart City Strategy.	Identify relevant strategic principles, values and priorities for each partnership and inform all parties accordingly. Set clear targets, timeline and milestones.
Streamlining	Parties might have different in-place procurement policies, processes and procedures. These differences can potentially preclude partnerships.	Streamline procurement process to work with the city more easily on initiatives.
Enabling	The Smart City ecosystem is very dynamic. Collaboration opportunities might not be very standard and need quick innovative actions.	Build in innovation/partnership opportunities into contracts, procurement, comms, and engagement.
Active	The dynamic, innovative, connected smart city ecosystem should be active across the implementation plan.	Continuously explore partnership opportunities and keep the partnership development agenda live by targeting key local partners in key sectors.
Standardising	A multi stakeholder smart city that involves parties from different sectors mandates a standard semantic, process and procedures.	Make uniform, where possible, smart city terminology, tools, procedures, etc.
Partnerships Management	As the Smart City evolve into larger scale, the number and type of partnerships become more complex. A very careful management is mandatory to maintain such intersecting partnerships.	Establish Office of Strategic Partnerships to manage the relationships between different parties, monitor partnership progress and report to the Steering Committee.



AUDIT AND RISK COMMITTEE CHARTER

INTRODUCTION

The Audit & Risk Committee (the Committee) is appointed by the Council as an advisory Committee to oversee and monitor:

- issues relevant to the integrity of the Council's financial reporting framework;
- the Enterprise Risk and Opportunity Management framework and policies, internal control frameworks, compliance and internal audit activity; as well as
- meeting with the External and Internal Auditors and Management to foster an ethical and accountable environment.

PURPOSE

The Stonnington City Council has established the Committee pursuant to Section 53 of the *Local Government Act 2020* (the Act) to support the Council in discharging its oversight responsibilities related to financial and performance reporting, risk management, fraud prevention systems and controls, maintenance of a sound internal control environment, assurance activities including internal and external audit and the Council's performance with regard to compliance with its policies and legislative and regulatory requirements.

The Committee acts in this capacity by monitoring, reviewing, endorsing and advising on the above matters as set out in this Charter. This Charter has been developed in accordance with Section 54 of the Act.

The appointment of independent members to the Committee as outlined in the Charter enables the Committee to provide advice to the Council on matters related to its responsibilities based on broader skills and experience than might otherwise be the case and in so doing bring additional benefits to the Council.

The Committee has no executive authority and no delegated financial responsibilities and is therefore independent of management.

AUTHORITY

The Committee is directly responsible to the Council for discharging its responsibilities as set out in the Charter. The Committee has no delegated authority from the Council unless specifically provided by the Council from time to time and any such authority shall be temporary and may only relate to specific matters as directed by the Council.

The Committee has the authority to:

- Endorse key documents and reports that must be approved by the Council, including annual financial reports, annual performance statements, new or revised policies and other documents that assist in maintaining a strong internal control environment;

- Approve internal and external audit plans, including internal with an outlook of greater than one year;
- Provide advice and make recommendations to the Council on matters within its areas of responsibility;
- Retain counsel of relevant independent experts where it considers that is necessary in order to execute its responsibilities, subject to prior agreement with the Chief Executive Officer;
- Seek any relevant information it requires from the Council, Council Officers (who are expected to co-operate with the Committee's requests) and external parties; and
- Meet with Council Officers, internal and external auditors and other parties as required to discharge its responsibilities.

The Committee will, through the Chief Executive Officer, have access to appropriate management support to enable it to discharge its responsibilities effectively.

MEMBERSHIP AND TENURE

The Committee will:

- (a) include members who are Councillors of the Council; and
- (b) consist of a majority of members who are not Councillors of the Council (independent members) and who collectively have:
 - (i) expertise in financial management and risk; and
 - ~~(ii)~~ (ii) experience in public sector management; and
 - ~~(ii)(iii)~~ digital transformation and cyber risk management expertise.
- (c) not include any person who is a member of Council staff.

The Committee is to comprise four (4) independent members and three (3) Councillors [note: subject to the Council decision], and be chaired by an independent member.

Councillor members are appointed by the Council annually at the time ~~the Council~~ considers the formal Councillor Assignments. - The appointments made by the Council will normally include the Mayor, Deputy Mayor and one other Councillor. The Council, in its absolute discretion, may appoint a Councillor member to a two year term.

Independent members shall be appointed for a term of three years or as otherwise determined by the Council. At the conclusion of their initial term, existing members will be eligible to apply to be reappointed at the discretion of the Council for a further term. A maximum of six years may be served by an independent member. The Council will consider the terms of existing independent members when appointing an independent member to stagger the expiry terms of independent members to ensure seamless continuity of the Committee's function.

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Independent members will be recruited via public advertising and appointed by the Council on the recommendation of a selection panel comprised of the Chief Executive Officer, Mayor or delegate, Executive Manager Legal and Governance and a Councillor member of the Committee.

At the absolute discretion of the Chief Executive Officer, the Chief Executive Officer may consult with the Independent Members of the Committee about the recruitment and selection process.

The Chair is appointed by the Council (or its delegate(s)) for a two year term from the independent members of the Committee on the basis that any independent member (including the incumbent Chair) may nominate for the role. In the absence of the appointed Chair, the meeting will appoint an acting Chair from the independent members present. In the event that the chair is vacated before the Chairperson's term has expired, the Council will appoint an acting Chair until a replacement has been selected. Where an independent member resigns mid-term, a new independent member will be recruited as soon as is practicable. This new appointee shall be appointed for a two year term or as otherwise determined by the Council.

Should the resignation or retirement of more than one independent member coincide then the Council may extend the remaining independent member's term by one year to ensure continuity.

REMUNERATION AND INDEMNITY

The Council will pay a sitting fee to Independent Members of the Committee with an additional amount paid to the Chair as set by the Council from time to time. The fee will be indexed each year in accordance with the Consumer Price Index (CPI All Groups Melbourne) rate cap and adjusted on 1 July. The fee amount may be rounded up so as to be divisible by the number of meetings held each year.

Payment will be made on receipt of an invoice from Independent Members after each Committee meeting.

Independent members of the Committee are indemnified by the Councillors and Officers Liability insurance cover.

ROLE OF THE CHAIR

The role of the Audit and Risk Committee Chairperson includes, but is not limited to:

- Meet with Management before and after each Committee meeting to assist with ensuring agendas and meetings are prepared and conducted effectively covering all required matters.
- Discuss with Management any proposed changes to the Committee member's roles and responsibilities before any reports proposing such changes are prepared for Committee consideration.

- Chairing meetings of the Committee in accordance with the formal meeting agenda distributed by the Council's Legal and Governance Team.
- Conduct meetings in a manner that promotes participation, communication, involvement, consensus, mutual respect and listening.
- Providing time during Committee Meetings for any Committee member to raise any issue they believe relevant.
- Review minutes of Committee meetings prior to their distribution to Committee members to ensure they accurately reflect agreed meeting outcomes.

The Chair has no executive authority on behalf of the Council but can be consulted as required, as a sounding board by the Chief Executive Officer or the Executive Manager Legal and Governance.

MEETINGS, QUORUM AND VOTING

Meeting frequency including structure, quorum and voting is set out below:

- A schedule of meetings will be developed annually and agreed by members. The Committee will meet at least four times a year, with authority to convene additional meetings, as circumstances require.
- The Chief Executive Officer will ensure the preparation and maintenance of agendas, minutes and reports of the Committee.
- All Committee meetings, agenda papers and discussions are to be treated as confidential.
- Committee meetings are to be structured with the use of an agenda and supporting papers.
- Audit and Risk Committee agendas and supporting papers should be well documented and circulated ten (10) business days in advance of the next meeting to allow members time to review the information before the meeting.
- Draft minutes are to be provided to the Chair within ten (10) business days as soon as practicable after the meeting for clearance and then to the Audit and Risk Committee members.
- Following adoption by the Committee, the minutes will be signed by the Chair.
- Voting and the resolutions of motions before the Committee are to be conducted in accordance with the City of Stonnington Governance Rules.

- The Chief Executive Officer is expected to attend all meetings, and internal auditors will be invited to attend all meetings except in situations where the Chair deems such attendance inappropriate. External Auditors may also be invited to attend any Committee meeting at the discretion of the Chair.
- The Chair will convene a special meeting of the Committee at the request of the Council.
- The Chair and the Chief Executive Officer may convene a special meeting of the Committee or at the request of a Committee member, the Internal Auditor or External Auditor.
- All Committee members are expected to attend each meeting in person. The Chair, in consultation with the Chief Executive Officer will determine when it is appropriate for member attendance through electronic means of communication.
- A quorum for meetings of the Committee will be four members with a minimum of one Councillor member and ~~one~~ two independent members.

Councillors who are not members of the Committee but have an interest in the business of the Committee may attend meetings in an observer capacity only and may speak to an item when invited to do so.

COMMITTEE MEMBER OBLIGATIONS – CONFLICT OF INTEREST AND USE OF INFORMATION

Committee members will have access to information about the day to day operations of the Council including information that may be commercial in confidence. All reports tabled at the Committee meetings shall be considered as confidential reports. The requirements in Section 125 of the Local Government Act 2020 regarding confidential information apply to Committee members.

Members of the Committee must be fully aware of their responsibilities with regard to the management of their interests in relation to the discharge of their duties as members of the Committee, in particular, with regard to the use or misuse of confidential information and the disclosure of conflicts of interest. The requirements in Division 2 of Part 6 of the Local Government Act 2020 regarding conflicts of interest apply to Committee members. The requirements in Section 123 of the Local Government Act 2020 regarding misuse of position apply to Committee members.

Details about these obligations are included in Appendix A to this Charter.

RESPONSIBILITIES

The Committee will carry out the following responsibilities.

1. Financial and Performance Reporting

- 1.1 ~~At least annually~~ Review significant accounting and external reporting issues, including complex or unusual transactions, transactions and balances in areas where judgement is required, changes to accounting policies, recent accounting, professional and regulatory pronouncements and legislative changes, and understand their ~~ea~~ffect on the annual financial report and the audit thereof;
- 1.2 ~~At least annually~~ Review changes to the Local Government Performance Reporting Framework and understand the impact of those changes on the Council's performance indicators;
- 1.3 Review the annual financial report and annual performance statement and consider whether they are complete, consistent with information known to Committee members, reflect appropriate accounting treatments and adequately disclose the Council's financial performance and position;
- 1.4 Review with management and the external auditors the results of the audit, including any difficulties encountered by the auditors and how they were resolved;
- 1.5 Recommend the adoption of the annual financial report and annual performance statement to the Council; and
- 1.6 Review the appropriateness of the format and content of periodic management financial reports and performance statements to the Council as required.

2. Internal Control Environment

- 2.1 Review the adequacy and effectiveness of key policies, systems and controls for providing a sound internal control environment. This should be done on a rotational basis over a four year period;
- 2.2 Determine whether systems and controls are reviewed regularly and updated where required;
- 2.3 Monitor significant changes to systems and controls to assess whether those changes significantly impact the Council's risk profile.
- 2.4 Ensure that a programme is in place to test compliance with systems and controls;
- 2.5 Assess whether the control environment is consistent with the Council's Governance Principles.

3. Risk Management

- 1.3.1. Review ~~annually~~ the effectiveness of the Council's risk management framework.
- 2.3.2. Review the Council's risk appetite statement and the degree of alignment with the Council's risk profile.

- 3.3.3. Review the Council's risk profile and the changes occurring in the profile from meeting to meeting.
- 4.3.4. Review the Council's treatment plans for significant risks, including the timeliness of mitigating actions and progress against those plans.
- 5.3.5. Review the insurance programme annually prior to renewal; and
- 6.3.6. Review the approach to business continuity planning arrangements, including whether business continuity and disaster recovery plans have been regularly updated and tested.

4. Fraud Prevention Systems and Controls

1. Review the Council's Fraud Prevention policies and controls, including the Fraud Control Plan and fraud awareness programmes ~~at least every two years or as required.~~
- 2.4.1. ~~Receive reports~~ from management about actual or suspected instances of fraud or corruption including analysis of the underlying control failures and action taken to address each event; and
- 3.4.2. Review reports by management about the actions taken by the Council to report such matters to the appropriate integrity bodies.

5. Internal Audit

- 5.1. Review the Internal Audit ~~Charter+Plan~~ regularly to determine that it provides an appropriate functional and organisational framework to enable the Council's internal audit function to operate effectively and without limitations;
- 5.2. Review and approve the strategic internal audit ~~program, plan~~ the annual internal audit plan and any significant changes to them;
- 5.3. Review progress on delivery of ~~the~~ annual internal audit plan;
- 5.4. Review and approve proposed scopes for each review in the annual internal audit plan;
- 5.5. Review reports on internal audit reviews, including recommendations for improvement arising from those reviews;
- 5.6. Meet with the leader of the internal audit function at least annually in the absence of management;
- 5.7. Monitor action by management on internal audit findings and recommendations;
- 5.8. Review the effectiveness of the internal audit function and ensure that it has appropriate authority within the Council and has no unjustified limitations on its work;
- 5.9. Ensure that the Committee is aware of and appropriately represented with regard to any proposed changes to the appointment of the internal audit service provider, including being appropriately briefed on the need for any proposed change; and
- 5.10. Recommend to the Council, if necessary, the termination of the internal audit contractor.

6. External Audit

- 6.1. Annually review and approve the external audit scope and plan proposed by the external auditor;
- 6.2. Discuss with the external auditor any audit issues encountered in the normal course of audit work, including any restriction on scope of work or access to information;

- 6.3. Ensure that significant findings and recommendations made by the external auditor, and management's responses to them, are appropriate and are acted upon in a timely manner;
- 6.4. Review the effectiveness of the external audit function and ensure that the Victorian Auditor General's Office (VAGO) is aware of the Committee's views;
- 6.5. Consider the findings and recommendations of any relevant performance audits undertaken by VAGO and monitor the Council's responses to them; and
- 6.6. Meet with the external auditor at least annually in the absence of management.

7. Compliance Management

- 7.1. Review the systems and processes implemented by the Council for monitoring compliance with relevant legislation and regulations and the results of management's follow up of any instances of non-compliance;
- 7.2. Review the processes for communicating the Council's Employee Code of Conduct to employees and contractors and for monitoring compliance with the Code;
- 7.3. Obtain briefings on any significant **non** compliance matters;
- 7.4. **Review reports on Gifts, Benefits and Hospitality** and
- 7.5. Receive reports from management on the findings of any examinations by regulatory or integrity agencies (whether related to investigations involving the Council or other agencies), such as the Ombudsman, IBAC, Victoria Local Government Inspectorate and monitor the Council's responses.

8. REPORTING TO COUNCIL

The Committee will report to **the** Council as follows:

- 8.1. the Committee will prepare a biannual audit and risk report that describes the activities of the Committee and includes its findings and recommendations, and provide a copy of the biannual report to the Chief Executive Officer for tabling at the next Council meeting.
- 8.2. the Chair may request to brief the Council on a significant issue on the recommendation of the Committee and otherwise as requested by **the** Council.
- copies of all Committee, agendas, minutes, formal resolutions are to be provided to the Council and confirmation of this will be provided back to the next Committee meeting. **In addition all reports tabled at Committee meetings**

- ~~8.3. _____ copies of all reports tabled at Committee meetings can be accessed at _____ any time by Councillors via Docs on Tap.~~
- ~~the Committee will report to the Council at the next practical Council meeting following each Committee meeting. This report will identify the subject matters considered by the Committee and outline the actions of the Committee. The report shall also identify any matters requiring a resolution of the Council. Each report to the Council will report on progress of the Committee against the adopted Annual Plan.~~

9. Performance Evaluation

- 9.1. The Committee will undertake a process to evaluate its performance annually and report the outcomes of the evaluation process to the Council through the Chief Executive Officer, including recommendations for any opportunities for improvement.
- 9.2. The evaluation will include feedback from both Committee members and senior officers who have regular interactions with the Committee.

10. REVIEW OF CHARTER

- 10.1. _____ The Committee shall review and assess the adequacy of the Charter ~~every two years, or earlier, if necessary~~ and may make _____ recommendations to the Council through the Chief Executive Officer _____ regarding the Charter.
- 10.2. _____ Any changes to the Charter must be approved by the Council.

Appendix A Committee Member Regulatory Obligations

Guidance to Members

LGA Section	LGA Requirement
Misuse of Position	
123(1)	A Committee member must not intentionally misuse their position to: <ul style="list-style-type: none"> a) Gain or attempt to gain, directly or indirectly, an advantage for themselves or for any other person; or b) Cause, or attempt to cause, detriment to the Council or another person
123(3)	Circumstances involving misuse of a position by a member of the Committee include: <ul style="list-style-type: none"> a) Making improper use of information acquired as a result of being a member of the Committee; or b) Disclosing information that is confidential information; or c) Directing or improperly influencing, or seeking to direct or improperly influence, a member of Council staff; or d) Exercising or performing, or purporting to exercise or perform, a power, duty or function that the person is not authorised to exercise or perform; or e) Using public funds or resources in a manner that is improper or unauthorised; or f) Participating in a decision on a matter in which the member has a conflict of interest.
Confidential Information	
125	A member of the Committee must not intentionally or recklessly disclose information that the member knows, or should reasonably know, is confidential information. There are some exemptions to this requirement, the key one being that if the information disclosed by the member has been determined by Council to be publicly available.
Conflicts of Interest	
126	A member of the Committee has a conflict of interest if the member has: <ul style="list-style-type: none"> a) A general conflict of interest as described in Section 127; or b) A material conflict of interest as described in Section 128.
127	A member of the Committee has a general conflict of interest in a matter if an impartial, fair-minded person would consider that the members private interests could result in that member acting in a manner that is contrary to their public duty as a member of the Committee.
128	A member of the Committee has a material conflict of interest in a matter if an affected person would gain a benefit or suffer a loss depending on the outcome of the matter.
<p>Please Note</p> <p><i>The above guidance is not verbatim from the Act and does not include all details as explained in Part 6, Division 1 of the Act. For a full understanding of the requirements of the Act in relation to the matters summarised above, members are expected to make themselves fully aware of the requirements of the Act.</i></p>	

AUDIT AND RISK COMMITTEE CHARTER

INTRODUCTION

The Audit & Risk Committee (the Committee) is appointed by the Council as an advisory Committee to oversee and monitor:

- issues relevant to the integrity of the Council's financial reporting framework;
- the Enterprise Risk and Opportunity Management framework and policies, internal control frameworks, compliance and internal audit activity; as well as
- meeting with the External and Internal Auditors and Management to foster an ethical and accountable environment.

PURPOSE

The Stonnington City Council has established the Committee pursuant to Section 53 of the *Local Government Act 2020* (the Act) to support the Council in discharging its oversight responsibilities related to financial and performance reporting, risk management, fraud prevention systems and controls, maintenance of a sound internal control environment, assurance activities including internal and external audit and the Council's performance with regard to compliance with its policies and legislative and regulatory requirements.

The Committee acts in this capacity by monitoring, reviewing, endorsing and advising on the above matters as set out in this Charter. This Charter has been developed in accordance with Section 54 of the Act.

The appointment of independent members to the Committee as outlined in the Charter enables the Committee to provide advice to the Council on matters related to its responsibilities based on broader skills and experience than might otherwise be the case and in so doing bring additional benefits to the Council.

The Committee has no executive authority and no delegated financial responsibilities and is therefore independent of management.

AUTHORITY

The Committee is directly responsible to the Council for discharging its responsibilities as set out in the Charter. The Committee has no delegated authority from the Council unless specifically provided by the Council from time to time and any such authority shall be temporary and may only relate to specific matters as directed by the Council.

The Committee has the authority to:

- Endorse key documents and reports that must be approved by the Council, including annual financial reports, annual performance statements, new or revised policies and other documents that assist in maintaining a strong internal control environment;

- Approve internal and external audit plans, including internal with an outlook of greater than one year;
- Provide advice and make recommendations to the Council on matters within its areas of responsibility;
- Retain counsel of relevant independent experts where it considers that is necessary in order to execute its responsibilities, subject to prior agreement with the Chief Executive Officer;
- Seek any relevant information it requires from the Council, Council Officers (who are expected to co-operate with the Committee's requests) and external parties; and
- Meet with Council Officers, internal and external auditors and other parties as required to discharge its responsibilities.

The Committee will, through the Chief Executive Officer, have access to appropriate management support to enable it to discharge its responsibilities effectively.

MEMBERSHIP AND TENURE

The Committee will:

- (a) include members who are Councillors of the Council; and
- (b) consist of a majority of members who are not Councillors of the Council (independent members) and who collectively have:
 - (i) expertise in financial management and risk; and
 - (ii) experience in public sector management; and
 - (iii) digital transformation and cyber risk management expertise.
- (c) not include any person who is a member of Council staff.

The Committee is to comprise four (4) independent members and three (3) Councillors [note: subject to the Council decision], and be chaired by an independent member.

Councillor members are appointed by the Council annually at the time the Council considers the formal Councillor Assignments. The appointments made by the Council will normally include the Mayor, Deputy Mayor and one other Councillor. The Council, in its absolute discretion, may appoint a Councillor member to a two year term.

Independent members shall be appointed for a term of three years or as otherwise determined by the Council. At the conclusion of their initial term, existing members will be eligible to apply to be reappointed at the discretion of the Council for a further term. A maximum of six years may be served by an independent member. The Council will consider the terms of existing independent members when appointing an independent member to stagger the expiry terms of independent members to ensure seamless continuity of the Committee's function.

Independent members will be recruited via public advertising and appointed by the Council on the recommendation of a selection panel comprised of the Chief Executive Officer, Mayor or delegate, Executive Manager Legal and Governance and a Councillor member of the Committee.

At the absolute discretion of the Chief Executive Officer, the Chief Executive Officer may consult with the Independent Members of the Committee about the recruitment and selection process.

The Chair is appointed by the Council (or its delegate(s)) for a two year term from the independent members of the Committee on the basis that any independent member (including the incumbent Chair) may nominate for the role. In the absence of the appointed Chair, the meeting will appoint an acting Chair from the independent members present. In the event that the chair is vacated before the Chair term has expired, the Council will appoint an acting Chair until a replacement has been selected. Where an independent member resigns mid-term, a new independent member will be recruited as soon as is practicable. This new appointee shall be appointed for a two year term or as otherwise determined by the Council.

Should the resignation or retirement of more than one independent member coincide then the Council may extend the remaining independent member's term by one year to ensure continuity.

REMUNERATION AND INDEMNITY

The Council will pay a sitting fee to Independent Members of the Committee with an additional amount paid to the Chair as set by the Council from time to time. The fee will be indexed each year in accordance with the rate cap and adjusted on 1 July. The fee amount may be rounded up so as to be divisible by the number of meetings held each year.

Payment will be made on receipt of an invoice from Independent Members after each Committee meeting.

Independent members of the Committee are indemnified by the Councillors and Officers Liability insurance cover.

ROLE OF THE CHAIR

The role of the Audit and Risk Committee Chair includes, but is not limited to:

- Meet with Management before and after each Committee meeting to assist with ensuring agendas and meetings are prepared and conducted effectively covering all required matters.
- Discuss with Management any proposed changes to the Committee members' roles and responsibilities before any reports proposing such changes are prepared for Committee consideration.

- Chairing meetings of the Committee in accordance with the formal meeting agenda distributed by the Council's Legal and Governance Team.
- Conduct meetings in a manner that promotes participation, communication, involvement, consensus, mutual respect and listening.
- Providing time during Committee Meetings for any Committee member to raise any issue they believe relevant.
- Review minutes of Committee meetings prior to their distribution to Committee members to ensure they accurately reflect agreed meeting outcomes.

The Chair has no executive authority on behalf of the Council but can be consulted as required, as a sounding board by the Chief Executive Officer or the Executive Manager Legal and Governance.

MEETINGS, QUORUM AND VOTING

Meeting frequency including structure, quorum and voting is set out below:

- A schedule of meetings will be developed annually and agreed by members. The Committee will meet at least four times a year, with authority to convene additional meetings, as circumstances require.
- The Chief Executive Officer will ensure the preparation and maintenance of agendas, minutes and reports of the Committee.
- All Committee meetings, agenda papers and discussions are to be treated as confidential.
- Committee meetings are to be structured with the use of an agenda and supporting papers.
- Audit and Risk Committee agendas and supporting papers should be well documented and circulated ten (10) business days in advance of the next meeting to allow members time to review the information before the meeting.
- Draft minutes are to be provided to the Chair within ten (10) business days after the meeting for clearance and then to the Audit and Risk Committee members.
- Following adoption by the Committee, the minutes will be signed by the Chair.
- Voting and the resolutions of motions before the Committee are to be conducted in accordance with the City of Stonnington Governance Rules.
- The Chief Executive Officer is expected to attend all meetings, and internal auditors will be invited to attend all meetings except in situations where the

Chair deems such attendance inappropriate. External Auditors may also be invited to attend any Committee meeting at the discretion of the Chair.

- The Chair will convene a special meeting of the Committee at the request of the Council.
- The Chair and the Chief Executive Officer may convene a special meeting of the Committee or at the request of a Committee member, the Internal Auditor or External Auditor.
- All Committee members are expected to attend each meeting in person. The Chair, in consultation with the Chief Executive Officer will determine when it is appropriate for member attendance through electronic means of communication.
- A quorum for meetings of the Committee will be four members with a minimum of one Councillor member and two independent members.

Councillors who are not members of the Committee but have an interest in the business of the Committee may attend meetings in an observer capacity and may speak to an item when invited to do so.

COMMITTEE MEMBER OBLIGATIONS – CONFLICT OF INTEREST AND USE OF INFORMATION

Committee members will have access to information about the day to day operations of the Council including information that may be commercial in confidence. All reports tabled at the Committee meetings shall be considered as confidential reports. The requirements in Section 125 of the Local Government Act 2020 regarding confidential information apply to Committee members.

Members of the Committee must be fully aware of their responsibilities with regard to the management of their interests in relation to the discharge of their duties as members of the Committee, in particular, with regard to the use or misuse of confidential information and the disclosure of conflicts of interest. The requirements in Division 2 of Part 6 of the Local Government Act 2020 regarding conflicts of interest apply to Committee members. The requirements in Section 123 of the Local Government Act 2020 regarding misuse of position apply to Committee members.

Details about these obligations are included in Appendix A to this Charter.

RESPONSIBILITIES

The Committee will carry out the following responsibilities.

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- 1..1 Review significant accounting and external reporting issues, including complex or unusual transactions, transactions and balances in areas where judgement is required, changes to accounting policies, recent accounting, professional and regulatory pronouncements and legislative changes, and understand their affect on the annual financial report and the audit thereof;
- 1..2 Review changes to the Local Government Performance Reporting Framework and understand the impact of those changes on the Council's performance indicators;
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- 1..4 Review with management and the external auditors the results of the audit, including any difficulties encountered by the auditors and how they were resolved;
- 1..5 Recommend the adoption of the annual financial report and annual performance statement to the Council; and
- 1..6 Review the appropriateness of the format and content of periodic management financial reports and performance statements to the Council as required.

2. Internal Control Environment

- 2..1 Review the adequacy and effectiveness of key policies, systems and controls for providing a sound internal control environment. This should be done on a rotational basis over a four year period;
- 2..2 Determine whether systems and controls are reviewed regularly and updated where required;
- 2..3 Monitor significant changes to systems and controls to assess whether those changes significantly impact the Council's risk profile.
- 2..4 Ensure that a programme is in place to test compliance with systems and controls;
- 2..5 Assess whether the control environment is consistent with the Council's Governance Principles.

3. Risk Management

- 3.1. Review the effectiveness of the Council's risk management framework.
- 3.2. Review the Council's risk appetite statement and the degree of alignment with the Council's risk profile.

- 3.3. Review the Council's risk profile and the changes occurring in the profile from meeting to meeting.
- 3.4. Review the Council's treatment plans for significant risks, including the timeliness of mitigating actions and progress against those plans.
- 3.5. Review the insurance programme annually prior to renewal; and
- 3.6. Review the approach to business continuity planning arrangements, including whether business continuity and disaster recovery plans have been regularly updated and tested.

4. Fraud Prevention Systems and Controls

- 4.1. Review the Council's Fraud Prevention policies and controls, including the Fraud Control Plan and fraud awareness programmes reports from management about actual or suspected instances of fraud or corruption including analysis of the underlying control failures and action taken to address each event; and
- 4.2. Review reports by management about the actions taken by the Council to report such matters to the appropriate integrity bodies.

5. Internal Audit

- 5.1. Review the Internal Audit Plan regularly to determine that it provides an appropriate functional and organisational framework to enable the Council's internal audit function to operate effectively and without limitations;
- 5.2. Review and approve the strategic internal audit plan the annual internal audit plan and any significant changes to them;
- 5.3. Review progress on delivery of the annual internal audit plan;
- 5.4. Review and approve proposed scopes for each review in the annual internal audit plan;
- 5.5. Review reports on internal audit reviews, including recommendations for improvement arising from those reviews;
- 5.6. Meet with the leader of the internal audit function at least annually in the absence of management;
- 5.7. Monitor action by management on internal audit findings and recommendations;
- 5.8. Review the effectiveness of the internal audit function and ensure that it has appropriate authority within the Council and has no unjustified limitations on its work;
- 5.9. Ensure that the Committee is aware of and appropriately represented with regard to any proposed changes to the appointment of the internal audit service provider, including being appropriately briefed on the need for any proposed change; and
- 5.10. Recommend to the Council, if necessary, the termination of the internal audit contractor.

6. External Audit

- 6.1. Annually review and approve the external audit scope and plan proposed by the external auditor;

- 6.2. Discuss with the external auditor any audit issues encountered in the normal course of audit work, including any restriction on scope of work or access to information;
- 6.3. Ensure that significant findings and recommendations made by the external auditor, and management's responses to them, are appropriate and are acted upon in a timely manner;
- 6.4. Review the effectiveness of the external audit function and ensure that the Victorian Auditor General's Office (VAGO) is aware of the Committee's views;
- 6.5. Consider the findings and recommendations of any relevant performance audits undertaken by VAGO and monitor the Council's responses to them; and
- 6.6. Meet with the external auditor at least annually in the absence of management.

7. Compliance Management

- 7.1. Review the systems and processes implemented by the Council for monitoring compliance with relevant legislation and regulations and the results of management's follow up of any instances of non-compliance;
- 7.2. Review the processes for communicating the Council's Employee Code of Conduct to employees and contractors and for monitoring compliance with the Code;
- 7.3. Obtain briefings on any significant non compliance matters;
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The Committee will report to the Council as follows:

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9. Performance Evaluation

- 9.1. The Committee will undertake a process to evaluate its performance annually and report the outcomes of the evaluation process to the Council through the Chief Executive Officer, including recommendations for any opportunities for improvement.
- 9.2. The evaluation will include feedback from both Committee members and senior officers who have regular interactions with the Committee.

10. REVIEW OF CHARTER

- 10.1. The Committee shall review and assess the adequacy of the Charter and may make recommendations to the Council through the Chief Executive Officer regarding the Charter.
- 10.2. Any changes to the Charter must be approved by the Council.

Appendix A Committee Member Regulatory Obligations

Guidance to Members

LGA Section	LGA Requirement
Misuse of Position	
123(1)	A Committee member must not intentionally misuse their position to: <ul style="list-style-type: none"> a) Gain or attempt to gain, directly or indirectly, an advantage for themselves or for any other person; or b) Cause, or attempt to cause, detriment to the Council or another person
123(3)	Circumstances involving misuse of a position by a member of the Committee include: <ul style="list-style-type: none"> a) Making improper use of information acquired as a result of being a member of the Committee; or b) Disclosing information that is confidential information; or c) Directing or improperly influencing, or seeking to direct or improperly influence, a member of Council staff; or d) Exercising or performing, or purporting to exercise or perform, a power, duty or function that the person is not authorised to exercise or perform; or e) Using public funds or resources in a manner that is improper or unauthorised; or f) Participating in a decision on a matter in which the member has a conflict of interest.
Confidential Information	
125	A member of the Committee must not intentionally or recklessly disclose information that the member knows, or should reasonably know, is confidential information. There are some exemptions to this requirement, the key one being that if the information disclosed by the member has been determined by Council to be publicly available.
Conflicts of Interest	
126	A member of the Committee has a conflict of interest if the member has: <ul style="list-style-type: none"> a) A general conflict of interest as described in Section 127; or b) A material conflict of interest as described in Section 128.
127	A member of the Committee has a general conflict of interest in a matter if an impartial, fair-minded person would consider that the members private interests could result in that member acting in a manner that is contrary to their public duty as a member of the Committee.
128	A member of the Committee has a material conflict of interest in a matter if an affected person would gain a benefit or suffer a loss depending on the outcome of the matter.
<p>Please Note</p> <p><i>The above guidance is not verbatim from the Act and does not include all details as explained in Part 6, Division 1 of the Act. For a full understanding of the requirements of the Act in relation to the matters summarised above, members are expected to make themselves fully aware of the requirements of the Act.</i></p>	



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Maddocks Delegations and Authorisations

S5 Instrument of Delegation to Chief Executive Officer

Stonnington City Council

Instrument of Delegation

to

The Chief Executive Officer



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Instrument of Delegation

In exercise of the power conferred by section 11(1) of the *Local Government Act 2020* (the Act) and all other powers enabling it, the **Stonnington City Council** (Council) delegates to the member of Council staff holding, acting in or performing the position of Chief Executive Officer, the powers, duties and functions set out in the Schedule to this Instrument of Delegation,

AND declares that:

1. this Instrument of Delegation is authorised by a resolution of Council passed on **6 July 2020**;
2. the delegation:
 - 2.1 comes into force immediately the common seal of Council is affixed to this Instrument of Delegation;
 - 2.2 is subject to any conditions and limitations set out in the Schedule;
 - 2.3 must be exercised in accordance with any guidelines or policies which Council from time to time adopts;
 - 2.4 remains in force until Council resolves to vary or revoke it; and
 - 2.5 revokes the previous delegations dated 6 February 2017 and 27 March 2020 to the Chief Executive Officer.

THE COMMON SEAL OF THE)
STONNINGTON CITY COUNCIL)
was hereunto affixed in the presence of:)
)
)
_____)
Cr Steven Stefanopoulos)
Mayor)
)
)
_____)
Chris Balfour)
Director Corporate Services)



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SCHEDULE

The power to:

1. determine any issue;
2. take any action; or
3. do any act or thing

arising out of or connected with any duty imposed, or function or power conferred on Council by or under any Act.

Conditions and Limitations

- A. Only if there is a state of emergency declared under the *Public Health and Wellbeing Act 2008* or state of disaster under the *Emergency Management Act 1986*, the delegate forms the opinion that any meeting of Council which would otherwise determine the issue, take the action or do the act or thing will lapse for want of a quorum and the delegate consults with the Mayor and Councillors where practicable and has regard to any views that they express, the delegate may:

1. perform any function or exercise any power that does not relate to the day to day management of Council's operations;
2. determine an issue, take action or do an act or thing which would or would be likely to involve a decision which is consistent with a:
 - 2.2 policy; or
 - 2.3 strategyadopted by Council

- B. The delegate must not determine the issue, take the action or do the act or thing:

1. if the issue, action, act or thing is an issue, action, act or thing which involves:
 - 1.1 awarding a contract or approving a purchase or payment exceeding the value of \$1 million, unless the contract, purchase or payment has been previously approved by resolution of Council or a special committee;
 - 1.2 awarding a contract or approving a purchase or payment exceeding the value of \$1 million unless the contract, purchase or payment relates to statutory charges such as superannuation, taxation, MFB levy and insurance charges generally consistent with the approved, revised or amended budget;
 - 1.3 awarding a contract or making an expenditure exceeding the value of \$1 million (including GST);
 - 1.4 appointing an Acting Chief Executive Officer for a period exceeding 28 days;
 - 1.5 election of a Mayor or Deputy Mayor;
 - 1.6 granting of a reasonable request for leave under section 35 of the Act;



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- 1.7 making any decision in relation to the employment, dismissal or removal of the Chief Executive Officer;
 - 1.8 approval or amendment of the Council Plan;
 - 1.9 adoption or amendment of any policy that Council is required to adopt under the Act;
 - 1.10 adoption or amendment of the Governance Rules;
 - 1.11 appointment of the chair or the members to a delegated committee;
 - 1.12 making, amending or revoking a local law;
 - 1.13 approval of the Budget or Revised Budget;
 - 1.14 borrowing money;
 - 1.15 subject to section 181H(1)(b) of the *Local Government Act* 1989, declaring general rates, municipal charges, service rates and charges and specified rates and charges; or
- 2. if the issue, action, act or thing is an issue, action, act or thing which is required by law to be done by Council resolution;
 - 3. if the issue, action, act or thing is an issue, action or thing which Council has previously designated as an issue, action, act or thing which must be the subject of a resolution of the Council;
 - 4. if the determining of the issue, taking of the action or doing of the act or thing would or would be likely to involve a decision which is inconsistent with a:
 - 4.1 policy; or
 - 4.2 strategy
 adopted by Council; or
 - 5. if the determining of the issue, the taking of the action or the doing of the act or thing cannot be the subject of a lawful delegation, whether on account of section 11(2)(a)-(n) (inclusive) of the Act or otherwise; or
 - 6. the determining of the issue, the taking of the action or the doing of the act or thing is already the subject of an exclusive delegation to another member of Council staff.

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Maddocks Delegations and Authorisations

S5 Instrument of Delegation to Chief Executive Officer

Stonnington City Council

Instrument of Delegation

to

The Chief Executive Officer



Instrument of Delegation

In exercise of the power conferred by section 11(1) of the *Local Government Act 2020* (the Act) and all other powers enabling it, the **Stonnington City Council** (Council) delegates to the member of Council staff holding, acting in or performing the position of Chief Executive Officer, the powers, duties and functions set out in the Schedule to this Instrument of Delegation,

AND declares that:

- 1. this Instrument of Delegation is authorised by a resolution of Council passed on **24 October 2022**;
- 2. the delegation:
 - 2.1 comes into force immediately the common seal of Council is affixed to this Instrument of Delegation;
 - 2.2 is subject to any conditions and limitations set out in the Schedule;
 - 2.3 must be exercised in accordance with any guidelines or policies which Council from time to time adopts;
 - 2.4 remains in force until Council resolves to vary or revoke it; and
 - 2.5 revokes the previous delegation dated 6 July 2020 to the Chief Executive Officer.

THE COMMON SEAL OF THE)
STONNINGTON CITY COUNCIL)
 was hereunto affixed in the presence of:)
)
)
)
 _____)
Cr Jami Klisaris)
Mayor)
)
)
 _____)
Jacqui Weatherill)
Chief Executive Officer)



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SCHEDULE

The power to:

1. determine any issue;
2. take any action; or
3. do any act or thing

arising out of or connected with any duty imposed, or function or power conferred on Council by or under any Act.

Conditions and Limitations

The delegate must not determine the issue, take the action or do the act or thing

1. if the issue, action, act or thing is an issue, action, act or thing which involves:
 - 1.1 entering into a contract exceeding the value of \$5 million (excluding GST);
 - 1.2 making any expenditure that exceeds \$5 million (excluding GST), unless it is expenditure made under a contract already entered into or is expenditure which Council, is by or under legislation, required to make (i.e. superannuation, taxation, the Fire Rescue Victoria levy and insurance;
 - 1.3 appointing an Acting Chief Executive Officer for a period exceeding 28 days;
 - 1.4 election of a Mayor or Deputy Mayor;
 - 1.5 granting of a reasonable request for leave under section 35 of the Act;
 - 1.6 making any decision in relation to the employment, dismissal or removal of the Chief Executive Officer;
 - 1.7 approving or amending the Council Plan;
 - 1.8 adopting or amending any policy that Council is required to adopt under the Act;
 - 1.9 adopting or amending the Governance Rules;
 - 1.10 appointment of the chair or the members to a delegated committee;
 - 1.11 making, amending or revoking a local law;
 - 1.12 approving the Budget or Revised Budget;
 - 1.13 approving the borrowing of money unless provided for in the adopted budget or revised budget; or
 - 1.14 subject to section 181H(1)(b) of the *Local Government Act 1989*, declaring general rates, municipal charges, service rates and charges and specified rates and charges;
2. if the issue, action, act or thing is an issue, action, act or thing which is required by law to be done by Council resolution;



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3. if the issue, action, act or thing is an issue, action or thing which Council has previously designated as an issue, action, act or thing which must be the subject of a resolution of the Council;
4. if the determining of the issue, taking of the action or doing of the act or thing would or would be likely to involve a decision which is inconsistent with a:
 - 4.1 policy; or
 - 4.2 strategyadopted by Council; or
5. if the determining of the issue, the taking of the action or the doing of the act or thing cannot be the subject of a lawful delegation, whether on account of section 11(2)(a)-(n) (inclusive) of the Act or otherwise; or
6. the determining of the issue, the taking of the action or the doing of the act or thing is already the subject of an exclusive delegation to another member of Council staff.

Informal Meeting of Councillors held on 17 October 2022 - Record



Councillor Briefing Session - Record of Informal Meeting of Councillors

Held on Monday 17 October 2022

Informal Meeting of Councillors held on 17 October 2022 - Record

Meeting Information	
Meeting Name/Type	Councillor Briefing Session
Meeting Date	Monday 17 October 2022
Attendees	
Councillors	Cr Jami Klisaris (Mayor) Cr Melina Sehr (Deputy Mayor) Cr Matthew Koce Cr Polly Morgan Cr Alexander Lew Cr Marcia Griffin (retired from the meeting 8:08pm) Cr Mike Scott
Apologies	Cr Nicki Batagol Cr Kate Hely
Staff	Chief Executive Officer Director Community & Wellbeing Director Planning & Place Director Environment & Infrastructure Acting Director Organisation Capability Manager Councillor & Civic Support Chief Financial Officer Manager Aged, Diversity & Community Planning Acting Chief Customer and Transformation Program Acting Manager Communications and Engagement Manager Corporate Strategy & Performance Coordinator Statutory Planning Coordinator Community Engagement Management Accountant Management Performance & Special Projects Officer Manager Events, Arts & Culture Coordinator Festivals & Events Manager City Operations Civic Support Officer Network Support Engineer Coordinator Waste Strategy & Engagement

Informal Meeting of Councillors held on 17 October 2022 - Record

Disclosure of Conflict of Interest	Cr Mike Scott declared a general conflict of interest in Item 4.9 titled Arts and Culture Grants 2022/23 - Round 2.
Matters discussed	<ol style="list-style-type: none"> 1. Annual Report 2021-22 - Council Adoption 2. Proposed 2023-24 Budget Process 3. Transformation Program Update 4. Smart City Strategy 5. Planning Application - 1667-1669 & 1671-1673 Malvern Road, Glen Iris 6. Planning Application 1287, 1289, 1291, 1293 & 1295 High Street, Malvern 7. Planning Application - 2 Paran Place & 1539 High Street, Glen Iris 8. Instrument of Appointment & Authorisation - Statutory Planning 9. Arts and Culture Grants 2022/23 - Round 2 10. Draft LGBTIQ+ Action Plan 11. Smart Bin RFID Program - Stonnington Waste Services 12. Contract Award - Waste & Recycling Bin Lid Changeover 13. Audit and Risk Committee Charter 14. Councillor and Member of a Delegated Committee Expenses Policy 15. Environment Champions 16. Stonnington Zero 17. Seed Bank 18. Trackless Trams Project 19. Prahran Market Board 20. Emergency Management - Flooding