

Municipal Monitors appointed to Moonee Valley City Council

Final Report to the Minister for Local Government

1. Background

1.1 Appointment

On 29 January 2024, the Minister for Local Government appointed us, Prue Digby and Phillip Carruthers to be municipal monitors at Moonee Valley City Council under Section 179(1) of the Local Government Act 2020 (the Act) to monitor governance processes and practices at Moonee Valley Council (the Council). The appointment was for a period of six months.

Our appointment was made following incidences of Councillor behaviour which had drawn the attention of various Victorian integrity agencies and Local Government Victoria (LGV).

Our Terms of Reference required us to monitor the Council in relation to the following areas:

- Meeting procedures, decision making including practices relating to the management of conflicts of interest and the performance of the Councillor's statutory roles
- Effective working relationship between councillors and between councillors and council staff including councillor behaviour with respect to the code of conduct
- Governance policies, processes and practices including the CEO Employment and Remuneration policy

The full Terms of Reference of our appointment 29 January 2024 to 29 July 2024 are included as Appendix 1.

Following our Interim Report and recommendations to the Minister for Local Government at the conclusion of our appointment in July 2024, the Minister for Local Government extended our appointment as municipal monitors from 30 July 2024 until 28 February 2025.

In addition to the Terms of Reference listed above, the reappointment included the following areas:

- Processes and practices identified by the municipal monitors as requiring improvement
- Support needed in the lead up to and following the election in October 2024 to ensure good governance at the Council
- Adequacy of the Council's Councillor induction program and ongoing professional development activities

The full Terms of Reference of our appointment 30 July 2024 to 28 February 2025 are included as Appendix 2.

The Minister for Local Government wrote to the Council on 25 July 2024 providing the Council with a summary of the issues identified in our Interim Report and asked for information on what steps the Council intended to take to address the four recommendations we had made for Council's attention.

Our recommendations for the Council's attention contained within the Minister for Local Government's letter to the Moonee Valley Council dated 25 July 2024 are attached as Appendix 3.

A timeline of significant events during our appointment is included as Appendix 4.

1.2 Context for the Moonee Valley Council

The City of Moonee Valley is located in the inner metropolitan region of Melbourne, north-west of Melbourne's CBD and covering an area of 43 square kilometres. 67% of the land is used for residential purposes comprising 13 neighbourhoods with a population of approximately 126,000. Almost 28% of the population were born overseas with the top three countries of origin being Italy, India and Vietnam. The main industries include manufacturing, rental, hiring and real estate services, construction, transport, postal, warehousing and the retail trade.

The City of Moonee valley was until October 2024 a subdivided municipality consisting of 9 Councillors elected from three multi councillor wards. One Councillor resigned during the first six months of our appointment and a new Councillor was elected on countback. Councillors and their wards until October 2024 were:

Rose Hill Ward

Cr Samantha Byrne

Cr John Sipek

Cr Pierce Tyson (Mayor)

Myrnong Ward

Cr Jacob Bettio

Cr Katrina Hodgson

Cr Rose Iser

Buckley Ward

Cr Ava Adams

Cr Jessica O'Neil (elected in May 2024 following the resignation of Cr Cam Nation)

Cr Narelle Sharpe (Deputy Mayor)

Over 2023/24 the Victorian Government conducted electoral structure reviews under the Local Government Act for 39 councils, one of which was Moonee Valley Council. As a result Moonee Valley Council, and 29 other Councils moved from a multi-member ward structure to a single-member ward structure. Councillors and their wards following the October 2024 election are:

Airport Ward	Cr Hamish Jones
Buckley Ward	Cr John Barnes
Fairbairn Ward	Cr Phil Burn
Milleara Ward	Cr John Sipek
Myrnong Ward	Cr Rose Iser
Queens Park Ward	Cr Ava Adams (Mayor)
Steele Creek Ward	Cr Samantha Byrne
Woodlands Ward.	Cr Fran Cosgriff (Deputy Mayor)
Canning Ward	Cr Paula Theocharides

The Council has a workforce of 850 effective full-time staff. The Chief Executive Officer (CEO) had been in place since August 2020 and has had a relatively stable team of executives over that period. The organisation appeared to be settled and well managed upon commencing our appointment although we initially identified some gaps in the capacity of the strategic and governance functions and strength of the governance advice provided to Councillors and the Council. The Council reappointed the CEO in August 2024 for a period of five years.

In 2023/24 the Council had operating revenue of \$228,197,000 and operating expenditure of \$219,572,000 delivering an operating surplus of \$8.63million. The net capital expenditure budget was \$47million and the Council continues to be in a strong financial position with satisfactory levels of cash assets and a positive working capital ratio.

In late August 2023 it became publicly known that the Independent Broad-based Anti-Corruption Commission (IBAC) was investigating four of the Councillors in relation to allegations of bribery and misconduct. IBAC conducted a series of raids on some of the Councillor's homes. In 2023 one of the Councillors whose home was raided was subsequently charged with drug related charges. This matter went before the courts in August 2024 where the charges were withdrawn. Another one of the Councillors who was being investigated by IBAC resigned from Council in late March 2024. The investigation had an unsettling effect on all Councillors during 2024.

The IBAC investigation was concluded with the publication of Operation Leo Special Report in October 2024 just prior to the Local Government elections. IBAC found that some Councillors used their positions to inappropriately influence decisions in favour of third parties at the expense of other local sporting groups and the wider municipality. The Minister for Local Government wrote to the Council following the release of the Operation Leo Special Report (the Report) requesting that:

- the newly elected Councillors are provided with a copy of the Report
- the Council works with the municipal monitors to take appropriate steps to address the findings in the Report
- Council reviews its council's staff and councillor interaction policies and staff and councillor training relating to preventing and reporting corrupt conduct to address corruption risks highlighted in Report

1.3 Monitoring activities

At the beginning of our appointment, we established a regular weekly meeting program with the Mayor and the CEO both separately and together and on occasion with the Deputy Mayor in order to conduct enquiries into Council's governance processes and practices and we have continued this practice throughout our appointment.

We initially interviewed all the Councillors individually and met with the independent Chair of the Audit and Risk Committee.

We met with each of the executives and reviewed relevant governance and organisational policies, procedures and processes as well as the financial position of the Council.

In early February 2024 a monitor attended the all-day Councillor's Planning workshop. We both attended the all-day Councillor Planning Workshop in February 2025.

We have attended the meetings of the CEO Employment and Remuneration Committee and the Audit and Risk Committee.

We have held discussions with the Local Government Inspectorate (LGI), IBAC and relevant officers from LGV throughout our appointment including to understand their concerns regarding the unusually large volume of complaints received by the LGI prior to our appointment, with respect to the behaviours and actions of several Councillors, and related governance concerns. We followed up with Councillors on the outcomes and implementation of the recommendations made by the LGI arising out of their investigation into the disclosure of conflicts of interest by Councillors at meetings in December 2023.

We have regularly attended Ordinary meetings of Council, Strategic Briefings of Councillors, Councillor only and Councillor and CEO only meetings. We have participated in the limited number of Councillor debriefing sessions on their performance following Ordinary meetings, provided observations and reflections on a regular basis and participated in a Councillor Governance refresher session.

We provided advice and support to the Mayor and CEO on a range of issues including the management of complaints regarding Councillor behaviour, Code of Conduct complaints and the management of conflicts of interests. We also provided advice and support to several Councillors individually on issues of concern to them.

We provided advice on the Councillor Induction Program during its development prior to the October 2024 election. We have attended all of the mandatory Councillor induction training sessions including an all-day workshop in November 2024 and two Councillor team building workshop sessions.

2. Governance at the Council

Our observations and findings in relation to our Terms of Reference are outlined below:

Meeting Procedures and decision-making practices

This is one of the Governance areas where we have observed practices of concern, but it is also the area in which a significant number of improvements have been implemented.

Council adopted their current Governance Rules and Incorporated Election Period Policy on 23 August 2022. Section 60 of the Act requires a Council to develop, adopt and keep in force Governance Rules after engaging the community in the development of those Rules. The Governance Rules set out the framework which applies to the Council's decision-making including meeting procedures for Council and Committee meetings. Council's Governance Rules are in the main contemporary and fit for purpose.

Prior to the October 2024 election, Council met fortnightly with Strategic Briefings occurring every other week. Upon our initial appointment there were no Councillor only or CEO and Councillor only meeting times set aside.

Although Council meetings were generally well run, and Councillors mostly engaged in respectful debates in arriving at a decision, the meetings were dominated by numerous Notices of Motion (NoMs). These NoMs usually addressed operational issues on behalf of an individual or small groups of ratepayers. Consequently, councillors were not investing enough time in analysing and discussing strategic issues. This lack of investment was exacerbated by the fortnightly cycle of Council meetings. This meant that every week Councillors met for either a formal Council meeting, where the agenda and discussion were often dominated by responses to NoMs, or a Strategic Briefing which was largely focused on the Council agenda for the next week. There was little time for strategic thought and discussion.

The use of NoMs by Councillors has been an issue of concern raised by the Chief Municipal Inspector(LGV) on several occasions with respect to Councils around Victoria. It is noted that while NoMs are allowed under Governance Rules, it is generally considered poor practice by both the Victorian Ombudsman and by the Chief Municipal Inspector when it impacts on Council decision-making. Our concern

was that the Councillor time and effort going into discussing and negotiating positions on NOMs was disproportionate to the time that was spent on Council agenda items that had supporting officer reports and recommendations.

Recommendations made by us regarding minimising the use of NoMs to exceptional matters such as the recognition of significant contributions of community groups or members, and not using them to pursue service/operational issues on behalf of residents or community groups or redirect adopted budget or Council Plan priorities, were accepted by the Councillors prior to the October 2024 election with the use of NoMs becoming almost non-existent.

Council committed to the Minister for Local Government in September 2024 that the newly elected Council would review the Governance Rules in the first half of 2025 to include additional criteria to limit the use of NoMs in line with our recommendation. The Governance Rules are currently being reviewed and are expected to go out for public consultation in March 2025. The revision includes allowing Councillors in exceptional circumstances, such as the recognition of significant contributions of community groups or members, to lodge a NoM and also provides a capacity for the CEO to reject a NoM which would:

- Otherwise be dealt with through the normal process of briefings and Council papers
- Expose Council to litigation
- Reallocate funds within Council's adopted budget
- Redirect priorities in the Council's Plan
- Relate to service/operational requests by individual community members or groups

Given that the Minister has committed to the development of Model Governance Rules for the sector to be introduced later this year we believe that it would be beneficial to consider mandating the limitation of the use of NoMs in the Model Governance Rules to exceptional matters only and directing that NoMs cannot be utilised for calling for reports on matters that could be dealt with through the normal processes of briefings or the Council agenda cycle, redirect priorities in the Council Plan, allocate or reallocate funds in the Councils adopted budget or relate to service or operational requests by individual members or community groups among other matters.

The newly elected Council has also implemented our recommendation to introduce Councillor only and Councillor and CEO meetings at the start of Strategic Briefing sessions in order to facilitate productive relationships and discuss issues of potential tension. Some Councillor only time needs to be dedicated to reflecting on their performance and behaviours both as individuals and as a group and with management and that they use this time to hold each other to account. It is important that the Council is disciplined in applying this practice of reflection in a regular and ongoing manner.

The previous Council also committed to the Minister for Local Government in September 2024 that a monthly Council meeting cycle would be flagged with the newly elected Council in line with our recommendation. The new Council has

adopted a monthly Council meeting cycle and consequently has more time allocated to strategic briefings, discussion, councillor development and training.

Upon our commencement, Councillor's understanding of Conflicts of Interest declarations lacked sophistication. Over-declaring was initially common, perhaps because of under-declaring in the past or out of concern for the ramifications of not declaring. At the Council meeting in December 2023 all Councillors declared a conflict in an item that one Councillor had an interest in. The result was that the LGI commenced an investigation as to the appropriateness of those declarations. The LGI found that while there was no breach of the Act in Councillors 'over-declaring,' it would have been more appropriate in the circumstances for Councillors to have not declared a general conflict of interest therefore being able to perform their elected duty to consider the matter at hand. The LGI also found that a number of declarations were not being disclosed in the manner required by the Council's Governance Rules. As a result of the findings and recommendations from this investigation the management worked with the Council to review relevant conflict of interest policies and issued more robust guidelines, guidance and supporting information to assist Councillors to comply more easily with conflict of interest declarations. The LGI determined to also undertake a review of the conflict of interest provisions of all Councils across Victoria.

Effective working relationships between the Councillors and between the Councillors and management

Maintaining effective and productive working relationships was another area where we had governance concerns with the previous Council. The current Councillors need to continually focus on developing and maintaining effective and productive working relationships.

Upon our commencement we observed that the Councillor group was quite divided. We observed that the trust and working relationships between a number of Councillors was poor and that there was a lack of trust, respect and goodwill amongst a number of the Councillors. This behaviour often hinders the Council's capacity to give effect to the overarching governance principles specified in section 9 (2) of the Local Government Act 2020. There have not been any internal Councillor Conduct complaints lodged during the term of our appointment. There has been one referral to the Principal Conduct Registrar during our appointment term which resulted in an internal arbiter being appointed with a finding that three standards of conduct had been breached and a suspension of 14 days for the Councillor that had breached the standards. Some informal complaints were made to the Monitors by individual Councillors regarding other Councillors behaviour. These complaints were addressed.

With respect to the newly elected Councillors, four are re-elected Councillors and five are newly elected first time Councillors. The deep-seated mistrust between some of the re-elected councillors remains. Since their election Councillors have engaged in two facilitated workshops to define the behaviours and values they will uphold in operating as an effective leadership team displaying good governance. As part of this process the Councillors have developed a *Working Together in a Council* – Statement of Intent that outlines shared accountabilities and expectations of each other in defined behaviours.

It is important that Councillors approach their interactions with each other in the spirit of maintaining effective working relationships. Therefore it is critically important that the newly elected Council spend a significant amount of time throughout their term engaging in facilitated and informal sessions focused on relationship building, connection, trust and behaviours and how they will hold each other to account. Reflection on performance as individuals, between Councillors, between Councillors and management and their governance leadership of the community is a discipline that should be practiced on a regular basis as part of Councillor only meetings.

We observed initially that the relationship between the Councillors and the executive was overly formal with a corresponding diminution of the CEO and executive's ability to be open and frank in providing advice to Councillors and engage in discussions around issues of importance to the Council. A number of suggestions made by us have been implemented, including regular Councillor and CEO only time to discuss issues where tensions are arising and reducing the formality of practices at Strategic Briefings to allow for more free-flowing discussions. Given the new Council monthly meeting cycle, the executive can now consider utilising the Strategic briefing sessions for deep dive discussions on policy and strategic issues, prior to presenting Councillors with more formalised reports which include recommendations, in order to facilitate engaged discussions between management and Councillors on issues of significance. A review of the structure and format of the Council reports with the aim of streamlining the presentation of critical information and analysis would also assist Councillors in effective decision making.

A revised Councillor and staff interaction protocol was presented to the newly elected Councillors by the CEO in November 2024. The revised policy reflected feedback from the Deputy Commissioner of IBAC and the Minister for Local Government's request that the council work with the Monitors in reviewing the policy to ensure that it addresses the corruption risks identified in the Operation Leos Special Report. The policy now includes a section 'Preventing and Reporting Corrupt Conduct'.

The administration appears stable and well managed with the gaps in the strategic and governance function's capacity and the strength of advice we initially observed being progressively addressed. The CEO recently commissioned external advice to conduct an organisational review and has proposed a new senior executive structure post the Council election. The proposed structure strengthens the organisations thought leadership, strategic planning and governance capability and capacity.

Our observations are that the relationship between the Councillors and the CEO are mature and respectful. The relationship between the Mayor and the CEO throughout our appointment has been both productive and constructive.

Governance policies, processes and practices

The CEO Employment and Remuneration Committee consisted of all nine Councillors at the time of our appointment. Following a number of discussions with the then Mayor he instigated some revisions to the CEO Employment and Remuneration policy which led to the Council appointing an independent Chair for

the Committee in May 2024. The Council forecast that following the October 2024 election consideration be given to constituting the Committee with a majority of independent members similar to the Audit and Risk Committee. We considered this change to be a very good governance practice.

Post the October 2024 election the Council determined that the CEO Employment and Remuneration Committee would consist of four independent members, including the independent Chair, and three Councillors, one of whom is to be the Mayor of the day. A process to recruit the independent members is currently underway.

The CEO Employment and Remuneration Committee of the previous Council considered the appointment process for the CEO whose contract was to expire in August 2025. Contractually critical decisions relating to this process would have been required to be made during the Council caretaker period and/or just months after the October 2024 election, therefore these decisions were brought forward to August 2024. The current CEO was awarded a new five year contract commencing October 2024.

In responding to the Minister for Local Government in relation to the findings of IBAC's Operation Leo investigation findings the Council has:

- Confirmed that all of the newly elected Councillors received a copy of the Operation Leo Special Report and held a session in November 2024 to discuss the findings. The Deputy Commissioner of IBAC was invited to, and attended, a session with the Councillors to discuss the Reports findings in early December 2024
- As part of the Councillor induction process Legal and Governance presentations highlighted the importance of Councillors obligations in dealing with corruption risks
- The Councillor Induction program was complimented by the provision of mandatory training modules on Fraud and Corruption Awareness, Preventing corruption in procurement and Conflict of Interest. Fraud and corruption prevention training will be provided to Councillors through the annual training program
- Fraud and corruption prevention training has been embedded in the new staff induction program and Fraud and Corruption Awareness Campaigns were held in May and November 2024
- The Councillor and Staff Interaction policy has been updated to add a new section on Preventing and Reporting Corrupt Conduct. New content addresses the risks of Councillors meeting with developers without an officer being present and that all Councillor's enquires on behalf of community members must be centrally registered with the Council Liaison Officer

Improvement Processes identified by Monitors.

The Council wrote to the Minister for Local Government in September 2024 and committed to fully implement the recommendations in our advice to the Minister in July 2024. The newly elected Council reconfirmed this commitment in December 2024

- *Limiting the use of Notices of Motion.* The previous Council accepted our recommendation to limit the use of NoMs and the use of NoMs was virtually non-existent. The new Council has commenced the process of reviewing the Governance Rules and to include additional criteria for rejection of NoMs under section 27.4 of the Rules (see pages 5 and 6 of this report)
- *Continuing Councillor only and Councillor and CEO only meetings.* Since the October 2024 these meetings have been held at the beginning of the each of the strategic briefing meetings ie three times a month
- *Completing the Councillor Induction Program.* The program was developed in consultation was developed and implemented in consultation with the monitors (see pages 9 and 10 of this report)
- *Adopting a monthly Council meeting cycle.* The newly elected Council has adopted a monthly meeting cycle

We have had extensive discussions with the Councillors on the findings of IBAC's Operation Leo investigation during the Councillor Induction process. At the Council meeting on 10 December 2024, Councillors endorsed their commitment to:

- Upholding the standards of conduct outlined in the Model Councillor Code of Conduct
- Following proper processes, procedures, and protocols and maintaining the community's trust
- Declaring and managing any conflicts to reassure the public that decisions are made impartially
- Reporting any suspected corrupt conduct to the CEO, Public Interest Disclosure Coordinator or IBAC

Support prior and post the October 2024 election and the Councillor Induction Program

In the lead up to the October 2024 elections the interactions between a number of Councillors were tense. The fact that the results of the IBAC investigation were still unknown added to the unsettled nature of the Council. The discovery of cocaine in the mens' toilet at the Council Chamber during a closed hearing with corresponding media coverage and a totally unrelated internal arbiters decision that a Councillor be suspended for 14 days for breaching standards of conduct only heightened the tensions between Councillors.

A key factor in setting Councillors up for success is the development and implementation of a high quality Induction/Transition Plan for the newly elected Council which has as its focus cultivating an environment of transparency, honesty, integrity and trust between Councillors and Councillors and management. The Local Government Amendment (Governance and Integrity) Act 2024 recognises the importance of building effective working relationships between Councillors. The Guidance issued by Local Government Victoria into the mandatory councillor training recommended that the following areas be included in the first month of Councillors induction; conflict management, internal dispute resolution and team building.

We provided advice to the CEO on the Councillor induction program during its development. The program was comprehensive and covered all of the mandatory requirements over November and December 2024 and February 2025 including a full day Governance workshop during the first week of the program. One of the first induction sessions was a Working Together in a Councillor only team workshop conducted by an independent facilitator (with Monitors present). This was followed by another Councillor only workshop with the independent facilitator and Monitors in early February 2025. The ongoing annual professional development program required to be developed under the Act is now in draft form and includes *Working Together in a Council* development workshops.

The amount of information covered by the Induction Program is substantial and is quite daunting especially for Councillors elected for the first time. It will be necessary to revisit and/or refresh elements of the mandatory induction program particularly for Councillors elected for the first time. The needs of Councillors who are elected for the first time are very different to those Councillors who have served on a Council previously. In two instances the CEO has allocated an executive to provide regular and ongoing support to individual Councillors to assist them to navigate the information, systems and processes they need to be across in order to conduct their role as Councillors. Consideration should be given to sector wide guidance on tools that can be utilised to provide additional support to every first time Councillor, at least for the first six months of their term, in order that they can execute their role effectively.

3. Recommendations.

Councillors, past and present, the CEO and management have responded to our advice and recommendations to improve their governance processes and practices with enthusiasm, cooperation and have embraced many areas for change.

The current Council has a major opportunity to reset and repair the reputational damage of its governance leadership that occurred over the 2023 and 2024 period and we wish them well in that journey.

The recommendations and considerations for the Council and Minister for Local Government outlined below are aimed at assisting in an ongoing positive Council working culture and behaviours based on respect, integrity, honesty and trust in order that the Council can continue to demonstrate both effective leadership and good governance.

We recommend with respect to Moonee Valley Council that:

1. The Councillors continue to limit their use of Notices of Motion to those related to circumstances as outlined in their draft Governance Rules.
2. The Councillors continue to hold Councillor only and Councillor and CEO only meetings in order to focus on improving their performance and facilitating a smooth relationship between the strategic and operational management of the organisation respectively.

We recommend that the Minister for Local Government:

1. Consider mandating limitations on the use of Notices of Motion in the proposed Model Governance Rules.
2. Consider ways to support the sector in developing guidance and tools to provide additional supports for Councillors elected for the first time, particularly where Councillors may have specific needs.

Prue Digby
Municipal Monitor
20 March 2025

Phillip Carruthers
Municipal Monitor
20 March 2025

APPENDIX 1 – TERMS OF REFERENCE 29 January 2024 – 29 July 2024

TERMS OF REFERENCE OF APPOINTMENT OF THE MUNICIPAL MONITORS TO MOONEE VALLEY COUNCIL APPOINTED UNDER SECTION 179 OF THE LOCAL GOVERNMENT ACT 2020

Without limiting the Municipal Monitor's functions and powers under sections 180 and 181, respectively, of the Act, the Municipal Monitor is:

1. To monitor the Moonee Valley City Council's (Council) governance functioning, including the following matters –
 - a. Councillor understanding and performance of their statutory roles and responsibilities, including in relation to confidentiality requirements;
 - b. the Council's policies, processes and practices related to the management of conflicts of interest;
 - c. The relationships between councillors and between councillors and Council staff, including councillor behaviour with respect to the Councillor Code of Conduct and processes for resolving disputes between councillors;
 - d. Council's meeting procedures and decision-making processes, including Council briefings and meetings, the adequacy of the Council's Governance Rules and councillor adherence to the Governance Rules;
 - e. Council's Chief Executive Officer Employment and Remuneration Policy and related policies, processes and practices; and
 - f. any other matters that may be affecting the Council's ability to effectively perform its statutory role, including behaviour that may be preventing the Council from performing its functions.
2. To advise, and provide any relevant assistance and support to, the Council in relation to the improvement of the Council's governance processes and practices, with specific regard to the matters raised in clause 1.
3. To report to the Minister for Local Government, with respect to the matters in clause 1, on:
 - a. any steps or actions taken by the Council to improve its governance and the effectiveness of those steps or actions;
 - b. any recommendations for the Council to ensure the proper performance of its statutory role, including in relation to the conduct of councillors and;
 - c. any recommendations in relation to the exercise of any Ministerial power under the Act.

APPENDIX 2 – TERMS OF REFERENCE 30 JULY 2024 – 28 FEBRUARY 2025

**TERMS OF REFERENCE OF APPOINTMENT OF THE MUNICIPAL MONITORS TO
MOONEE VALLEY CITY COUNCIL APPOINTED UNDER SECTION 179 OF THE LOCAL
GOVERNMENT ACT 2020**

Without limiting the Municipal Monitors' functions and powers under sections 180 and 181, respectively, of the Act, the Municipal Monitors are:

1. To monitor the governance processes and practices of the Council, with specific regard to the following matters –
 - a. any processes and practices identified by the Municipal Monitors as requiring improvement;
 - b. the Councillors' understanding and performance of their statutory roles and responsibilities, including the adequacy of the Council's Councillor induction training program and any ongoing professional development opportunities;
 - c. the Council's management of the CEO performance and appointment processes and practices;
 - d. any support needed in the lead up to and following the elections in October 2024 to ensure good governance at the Council; and
 - e. any other matters that may be affecting the Council's ability to effectively perform, including behaviour that may be preventing the Council from performing its functions.
2. To advise, and provide any relevant assistance and support, to the Council in relation to the improvement of the Council's governance processes and practices, with specific regard to the matters raised in clause 1.
3. To assist the Council to develop an Action Plan and progress updates for any necessary governance improvements, with specific regard to the matters raised in clause 1.
4. To report to the Minister for Local Government, with respect to the matters in clause 1, on:
 - a. any steps or actions taken by the Council to improve its governance and the effectiveness of those steps or actions; and
 - b. any recommendations in relation to the exercise of any Ministerial power under the Act.

APPENDIX 3 – MUNICIPAL MONITORS RECOMMENDATIONS IN MINISTER’S LETTER TO MOONEE VALLEY CITY COUNCIL 25 July 2024

The monitors made four recommendations for the Council’s attention:

1. The councillors continue to limit their use of NOMs to those related to exceptional circumstances such as the recognition of significant contributions of community groups or members and do not meet the criteria for rejection outlined in section 27.4 of the 2022 Governance Rules particularly in relation to:
 - directing funds outside of Council’s adopted budget
 - redirecting priorities in the Council’s Plan
 - service/operational requests by individual community members or groups
2. The councillors continue to hold councillor only and councillor and CEO meetings.
3. The Council develop an induction program for the Council to be elected in October 2024 taking into consideration the observations in this report.
4. The newly elected Council consider adopting a monthly Council meeting cycle.

APPENDIX 4 – TIMELINE OF SIGNIFICANT EVENTS

Timeline

