



Hon Lily D'Ambrosio MP

Minister for Energy, Environment and Climate Change  
Minister for Solar Homes

8 Nicholson Street  
East Melbourne, Victoria 3002  
Telephone: 03 9637 9504  
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Ms Jo Shannon  
Chairperson  
Falls Creek Alpine Resort Management Board  
1 Slalom Street  
FALLS CREEK VIC 3699

Ref: MBR039941



Dear Ms Shannon

### ALPINE RESORTS MINISTERIAL DIRECTION

The recent review of business systems and services at the three northern alpine resort management boards has identified a range of areas for improvement and increased collaboration in the sector.

To support the implementation of the recommended improvements, and to secure early action to address priorities expected in the forthcoming Alpine Resorts Strategic Plan, I have issued the attached Ministerial Direction to all alpine resort management boards. In addition, I have issued directions to the Alpine Resorts Co-ordinating Council to oversee reporting to me on progress with implementation.

I look forward to your prompt implementation of these important reforms that will bring greater collaboration and efficiency to the alpine resort management boards.

If you wish to discuss the Ministerial Directions in more detail, please contact Lisa Opray, Acting Director, Land Governance Department of Environment, Land, Water and Planning on 0467 806 083, or email [lisa.opray@delwp.vic.gov.au](mailto:lisa.opray@delwp.vic.gov.au)

Yours sincerely

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Encl.



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## **ALPINE RESORTS (MANAGEMENT) ACT 1997**

### **Alpine Resort Management Boards**

#### **MINISTERIAL DIRECTION**

I, Lily D'Ambrosio, Minister for Energy, Environment and Climate Change, in accordance with section 36 of the *Alpine Resorts (Management) Act 1997*, hereby direct alpine resort management boards (ARMBs) as follows:

#### **Climate change risk disclosure**

All ARMBs are to:

- ensure that corporate plans for the 2020 financial year incorporate action to enable baseline reporting of climate risk, as outlined in the Alpine Resorts Co-ordinating Council (ARCC) guidance note entitled *Climate Change Risk Disclosure and Director Due Diligence*;
- cooperate with the ARCC to develop a sector framework for scenario analysis and metrics; and,
- ensure that baseline reporting is incorporated in annual reports for the 2020 financial year.

#### **Biodiversity response planning**

All ARMBs are to ensure that corporate plans for the 2020 financial year incorporate action to implement *Protecting Victoria's Environment – Biodiversity 2037*, including implementation of the Biodiversity Response Planning approach to biodiversity conservation at the resort level.

#### **Stakeholder engagement**

All ARMBs are to ensure that corporate plans for the 2020 financial year incorporate action to implement the Victorian alpine resort Stakeholder Engagement Action Plan.

#### **Alpine Leasing Policy**

All ARMBs are to collaborate with the ARCC, the Department of Environment, Land, Water and Planning, and other stakeholders, in the development of a new Alpine Leasing Policy for my approval. This policy should reflect the principles of *Victoria's Climate Change Adaptation Plan 2017-2020*, aim to grow the all-seasons offering, and support sustainable development and environmental objectives.

#### **Reporting and transparency**

All ARMBs will make a copy of this direction available on their website, and will report on progress in meeting these directions through their annual report and as requested by the ARCC.

### **Shared services**

All ARMBs will work collaboratively to develop a business case articulating costs and benefits of implementation of shared and centralised services in the following areas:

- fleet management;
- emergency management;
- financial and service planning;
- asset management; and
- municipal services.

Once the business case is complete, ARMBs are to write to me by 30 June 2020 to convey the findings and the actions proposed in response.

### **Annual budget and corporate planning process**

All ARMBs are to publish their annual Corporate Plans in full on their websites. This is to take place annually, within one month of the Minister's endorsement.

In addition, I hereby direct that the Falls Creek, Mount Buller and Mount Stirling, and Mount Hotham ARMBs must implement recommendations of the CT Management Group report entitled Business Systems and Services Analysis (the report) as set out in **Schedule 1** to this direction.

This direction takes effect from the date of signing.



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## Schedule 1

### Directions applying to the Falls Creek, Mount Buller and Mount Stirling, and Mount Hotham ARMBs

These ARMBs must:

- |   | <b>Due by</b>   |
|---|-----------------|
| <b>1 Asset Management Actions</b>   |                 |
| 1.1 Develop an Asset Management Governance Framework.<br>Once complete, ARMBs should complete an Asset Management Assessment Framework (AMAF) Maturity Assessment.<br>Deliver an AMAF maturity rating of 'Effective' by the end of 2020.  | April 2020      |
| 1.2 Ensure that the Asset Management Strategy developed pursuant to Direction 1.1 above incorporates development of Asset Management Plans per asset category, supported by rolling condition assessment program, valuations, componentisation and revised renewal demand and depreciation calculations.                        | 30 June 2020    |
| 1.3 Jointly develop a business case that identifies current and future asset management system needs, considers the cost and benefits associated with moving to a shared asset management system, and considers the costs and benefits of a shared asset management service, as outlined in the report in Recommendation 4.2.8. | June 2020       |
| 1.4 Prepare a Workforce Plan with reference to the Victorian Public Sector Commission's Workforce Planning Toolkit. The plan should clearly identify roles and responsibilities, training and future skill development, and key risks.  | December 2020   |
| <b>2 Financial Planning Actions</b>   |                 |
| 2.1 Implement a common chart of accounts and an agreed list of services, to improve the capacity to benchmark service and capital costs, and unit rates.  | December 2020   |
| 2.2 Develop a 10-year Capital Works Program per asset category incorporating renewal, new and upgrade.  | 31 May 2020     |
| <b>3 Service Planning</b>   |                 |
| 3.1 Develop a common approach to service planning and prioritisation, then use this to re-examine and define service demand, service priorities, and levels of service per service, as outlined in the report.  | 30 October 2020 |