



Ordinary Meeting of Council Attachments

8 March 2011

Attachments

- 10.6 Bayside's Advisory Committees
- 10.11 Long Term Financial Strategy 2011/12 – 2021/22
- 10.14 Council Plan Activities Quarterly Performance Report – October 2011 to December 2010

Ordinary Meeting of Council Attachments

8 March 2011

Item 10.6

Bayside's Advisory Committees

Terms of Reference

Forum Model

Forum Purpose

The Forum is established by Council to provide advice to Council on the formation of major strategies and policies in *the subject area* where a decision of Council is required. This purpose will be broad and will apply in each instance where Council consider *subject area* issues.

The Local Government Act 1989 defines an advisory committee as: "any committee established by the Council other than a special committee that provides advice to the Council" The forum will provide advice to Council where Council identifies a requirement for that advice but will be non-statutory and have no delegated functions under the Act.

Council will endeavour to engage with the Forum and its members on all relevant issues, but for reasons of timeliness it may not always be necessary or practical for this to occur prior to Council resolving on a matter. This may occur where specific matters and responsibilities are delegated by Council to other parties.

Aims

The aims of the Forum are to:

- Provide advice Council as requested on major policy initiatives in the subject area where a decision by Council is required.
- Assist Council to identify appropriate and effective means for engagement with the wider community
- Assist Council in the review of high level policy and strategy relating to the subject area
- Promote best practice, encourage collaboration and support the implementation of Council strategies in the subject area
- Extract maximum value from the expertise and knowledge of members and community members engaged in consultation exercises
- Provide mutual benefit to members by supporting networks of interest.

Operating Procedures

1. Responsibility

The Forum will:

- a. Provide advice on *the subject area* to Council as required.
- b. Ensure that key stakeholders with an interest in *the subject area* are identified

- c. Be available to Council to fulfil these terms of reference by attending meetings and responding to written and electronic correspondence as required
- d. Submit reports to Council on all meetings, activities and community engagement exercises undertaken.

2. Membership

Membership considerations include:

- a. Membership of the Forum shall be open to those that reside, work or have other significant connections with Bayside and on the basis of a demonstrated connection to *the subject area*
- b. Membership will include up to 20 community members and 1 Councillor
- c. Membership will seek to actively reflect the diversity of Bayside's community taking account of gender, age, ability, culture and geographic location
- d. Membership may include members of specific organisations or community groups as deemed necessary to the efficient operation of the Forum by Council.
- e. The majority (more than half) of the members will live, work or study in the municipality. Remaining members may be drawn from out-with the municipality

3. Chair

- a. The chair shall be elected from among their number by a majority vote of members
- b. The role of the chair shall be to ensure the efficient conduct of each meeting of the Forum, to ensure that appropriate procedures are followed, to preserve order, to ensure fairness in the representation of views and to determine all questions of order and competence.
- c. The chair will serve a term of one year and may stand for re-election after that time
- d. The chair will normally refrain from voting but will retain a casting vote in situations where a decision otherwise cannot be made

4. Appointments

- a. Appointments are made through a public Expression of Interest process advertised through local media and Council's website.
- b. Members will be appointed for a term of four years. Members may renominate for a further term at the end of this period
- c. Members will forfeit membership if absent for three consecutive meetings without special leave of the relevant responsible director, the CEO of responsible Council senior officer

- d. Committee members may nominate a proxy if appointed on the basis of membership of a third party organisation

5. Quorum

- a. A quorum will consist of greater than or equal to half of the membership that must include a Councillor. In the event of a quorum not being attained, all business must be deferred to the following meeting.

6. Meetings

- a. Business will be conducted through a combination of formal meetings and electronic media. Not all consultation activities will require members to be physically present
- b. Notice of the meeting, including the minutes of the previous meeting will be circulated in advance.
- c. Consultation activities not requiring physical attendance at a meeting will be undertaken by Council in consultation with the Chair as required

7. Frequency of Meetings

- a. A program of meetings will be established by Council to appropriately reflect and address the quantum of items to be referred to the Forum for consideration. This will be reviewed on an annual basis.
- b. Special meetings of the Forum will be called by Council in consultation with the Chair as required.

8. Review Processes

- a. A review of the Forum and its operations will be conducted four yearly at the end of its term.

9. Council's role in supporting the Forum.

- a. Administrative support to the Forum will be provided by a relevant department to be identified by Bayside City Council.
- b. A designated position within the department shall be nominated as Council's responsible Council Senior Officer and will attend all meetings of the Forum in an ex officio capacity
- c. Minutes of physical meetings shall be taken by the relevant department and circulated in advance of the subsequent meeting
- d. Minutes of all meetings will be reported to Council by the responsible Council Senior Officer.
- e. Minutes of the meeting, once approved, by the Advisory Committee, will be a matter of public record and will be available for inspection at the offices of Bayside City Council
- f. The Chair of the Forum may on the advice of the responsible Council Senior Officer, exclude from the minutes that are

available for public inspection, any material that they consider gives rise to issues of commercial confidentiality or where other exceptional circumstances apply.

- g. Bayside City Council retains responsibility for policy, strategy and resource allocation and will communicate any changes to the Forum.

Draft

Appendix One: Forum meetings Code of Cooperation.

1. We will actively support the Bayside City Council meeting protocols*
2. We will commence and finish meetings on time
3. We will conduct meetings at times and locations that facilitate maximum participation
4. We will allow all members the opportunity to participate and contribute to matters under discussion
5. We will actively seek to improve meeting efficiency and effectiveness
6. We will actively listen to what others have to say, seeking first to understand, then to be understood
7. We will give open and honest feedback in a constructive manner
8. We will use evidence as a basis for decision making
9. We will provide relevant material prior to meetings in a format that is accessible to all members
10. We will strive to continually improve our meeting processes and build time into each meeting for reflection

* Available from the Responsible Council Senior Officer on request.

Terms of Reference

Reference Group model

Reference Group Purpose

The Reference Group is established by Council liaise with the community in *the subject area* towards the effective and appropriate delivery of projects and services. This purpose will be broad and may apply in each instance where council departments consider issues relating to service delivery in *subject area*.

The Reference Group will provide feedback and guidance to council departments on programs and services where Council identifies a requirement.

Council will endeavour to engage with the Reference Group and its members on all relevant programs and services, but for reasons of timeliness it may not always be necessary or practical for this to occur prior to Council resolving on a matter. This may occur where specific matters and responsibilities are delegated by Council to other parties.

Aims

The aims of the Reference Group are to:

- Assist Council to identify appropriate and effective means for engagement with the wider community
- Assist Council in the review of programs and services relating to the subject area
- Extract maximum value from the expertise and knowledge of members and community members engaged in consultation exercises

Operating Procedures

1. Responsibility

The Reference Group will:

- a. Offer relevant information as required
- b. Ensure that key stakeholders with an interest in *the subject area* are identified
- c. Be available to Council to fulfil these terms of reference by attending meetings and responding to written and electronic correspondence as required

2. Membership

Membership considerations include:

- a. Membership of the Reference Group shall be open to those that reside, work or have other significant connections with Bayside and on the basis of a demonstrated connection to *the subject area*
- b. Membership will include up to 20 community members and 1 Councillor
- c. Membership will seek to actively reflect the diversity of Bayside's community taking account of gender, age, ability, culture and geographic location
- d. Membership may include members of specific organisations or community groups as deemed necessary to the effective operation of the Reference Group by Council.
- e. The majority (more than half) of the members will live, work or study in the municipality. Remaining members may be drawn from out-with the municipality

3. Chair

- a. The chair shall be elected from among their number by a majority vote of members
- b. The role of the chair shall be to ensure the efficient conduct of each meeting of the Reference Group, to ensure that appropriate procedures are followed, to preserve order, to ensure fairness in the representation of views and to determine all questions of order and competence.
- c. The chair will serve a term of one year and may stand for re-election after that time
- d. The chair will normally refrain from voting but will retain a casting vote in situations where a decision otherwise cannot be made

4. Appointments

- a. Appointments are made through a public Expression of Interest process advertised through local media and Council's website.
- b. Members will be appointed for a term of two years. Members may renominate for a further term at the end of this period
- c. Committee members may nominate a proxy if appointed on the basis of membership of a third party organisation

5. Quorum

- a. A quorum will consist of greater than or equal to half of the membership that must include a Councillor. In the event of a quorum not being attained, all business must be deferred to the following meeting.

6. Meetings

- a. Business will be conducted through a combination of formal meetings and electronic media. Not all consultation activities will require members to be physically present
- b. Notice of the meeting, including the minutes of the previous meeting will be circulated in advance.
- c. Consultation activities not requiring physical attendance at a meeting will be undertaken by Council in consultation with the Chair as required
- d. Decision making will focus on building consensus within the Group but voting will take place if consensus cannot be achieved.

7. Frequency of Meetings

- a. A program of meetings will be established by Council to appropriately reflect and address the quantum of items to be referred to the Reference Group for consideration. This will be reviewed on an annual basis.
- b. Special meetings of the Reference Group will be called by the responsible Council Senior Officer in consultation with the Chair as required.

8. Review Processes

- a. A review of the Reference Group and its operations will be conducted four yearly at the end of its term.

9. Council's role in supporting the Reference Group.

- a. Administrative support to the Reference Group will be provided by a relevant department to be identified by Bayside City Council.
- b. A designated position within the department shall be nominated as Council's responsible Council Senior Officer and will attend all meetings of the Reference Group in an ex officio capacity
- c. Minutes of physical meetings shall be taken by the relevant department and circulated in advance of the subsequent meeting.
- d. Minutes of the meeting, once approved, by the Reference Group, will be a matter of public record and will be available for inspection at the offices of Bayside City Council
- e. The Chair of the Reference Group may on the advice of the responsible Council Senior Officer, exclude from the minutes that are available for public inspection, any material that they consider gives rise to issues of commercial confidentiality or where other exceptional circumstances apply.

Appendix One: Reference Group meetings Code of Cooperation.

1. We will actively support the Bayside City Council meeting protocols*
2. We will commence and finish meetings on time
3. We will conduct meetings at times and locations that facilitate maximum participation
4. We will allow all members the opportunity to participate and contribute to matters under discussion
5. We will actively seek to improve meeting efficiency and effectiveness
6. We will actively listen to what others have to say, seeking first to understand, then to be understood
7. We will give open and honest feedback in a constructive manner
8. We will use evidence as a basis for decision making
9. We will provide relevant material prior to meetings in a format that is accessible to all members
10. We will strive to continually improve our meeting processes and build time into each meeting for reflection

* Available from the Responsible Council Senior Officer on request.

Terms of Reference

Network Model

Network Purpose

The Network is established by Council to facilitate liaison between interested parties in Bayside in the area of (_ _ _).

The purpose of the network is to develop and promote the development of the (_ _ _) sector in Bayside through creating networking and information sharing opportunities for its members and opportunities for Council to engage with the sector.

Council will endeavour to engage with the Network and its members where required by either party, but for reasons of timeliness it may not always be necessary or practical for this to occur prior to Council resolving on a matter. This may occur where specific matters and responsibilities are delegated by Council to other parties.

Aims

The aims of the Network are to:

- Offer mutual support and share information between network members.
- Support development and promotion initiatives in the (_ _ _) sector
- Assist Council to identify appropriate and effective means for engagement with the (_ _ _) sector
- Encourage collaboration and support sharing of best practice in the subject area
- Articulate the expertise and knowledge of members and community members engaged in consultation exercises

Operating Procedures

1. Responsibility

The Network will:

- a. Provide a networking and information sharing opportunity for members.
- b. Ensure that key stakeholders with an interest in the sector are identified and engaged with each other and with Council
- c. Contribute to community engagement activities in the (_ _ _) sector
- d. Be available to Council to fulfil these terms of reference by attending meetings and responding to written and electronic correspondence as required

2. Membership

Membership considerations include:

- a. Membership of the Network shall be open to those that have a demonstrated connection to the (_ _) sector in Bayside
- b. Membership will be up to 20 individuals or as determined by the network
- c. Membership will seek to actively reflect the diversity of Bayside's community taking account of gender, age, ability, culture and geographic location.

3. Chair

- a. A chair shall be nominated and elected by the Network membership
- b. The role of the chair shall be to ensure the effective conduct of each meeting of the Network, to ensure that any appropriate procedures are followed, to promote consensus, to ensure fairness in the representation of views and to determine any questions of order and competence
- c. The chair will serve a term of one year and may stand for re-election after that time

4. Appointments

- a. Appointments are made through a public Expression of Interest process advertised through local media and Council's website.
- b. Members will be appointed for a term of two years. Members may renominate for a further term at the end of this period
- c. Network members will forfeit membership if absent for three consecutive meetings without special leave of the relevant responsible director, the CEO of responsible Council senior officer
- d. Committee members may nominate a proxy if appointed on the basis of membership of a third party organisation or business

5. Meetings

- a. Business will be conducted through a combination of scheduled meetings and electronic media. Not all consultation activities will require members to be physically present
- b. Notice of the meeting, including the minutes of the previous meeting will be circulated in advance.

6. Frequency of Meetings

- a. A program of meetings will be established by Council to appropriately reflect and address the quantum of items to be discussed by the network. This will be reviewed on an annual basis.

- b. Special meetings of the Network will be called by Council in consultation with the Chair as required.

7. Review Processes

- a. A review of the Network and its operations will be conducted bi-annually at the end of its term.

8. Council's role in supporting the Network.

- a. Administrative support to the Network will be provided by a relevant department to be identified by Bayside City Council.
- b. A designated position within the department shall be nominated as Council's responsible Council Senior Officer and will attend all meetings of the Network in an ex officio capacity.
- c. The Council Senior Officer shall be responsible for the preparation and circulation of all information required for meetings of the network.
- d. The Council Senior Officer shall be responsible for maintaining a record of outputs of meetings of the Network.

Draft

Appendix One: Network meetings Code of Cooperation.

1. We will actively support the Bayside City Council meeting protocols*
2. We will commence and finish meetings on time
3. We will conduct meetings at times and locations that facilitate maximum participation
4. We will allow all members the opportunity to participate and contribute to matters under discussion
5. We will actively seek to improve meeting efficiency and effectiveness
6. We will actively listen to what others have to say, seeking first to understand, then to be understood
7. We will give open and honest feedback in a constructive manner
8. We will use evidence as a basis for decision making
9. We will provide relevant material prior to meetings in a format that is accessible to all members
10. We will strive to continually improve our meeting processes and build time into each meeting for reflection

* Available from the Responsible Council Senior Officer on request.

Ordinary Meeting of Council Attachments

8 March 2011

Item 10.11

Long Term Financial Strategy
2011/12 – 2021/22



Long Term Financial Strategy

2011/12 – 2021/22

Version Control

Version	Date Updated	Author/s
1.1	05/02/09	Corporate Services Division Sharon van Ruyven Malcolm Lewis
2.1	18/02/10	Corporate Services Division Malcolm Lewis
2.2	19/02/10	Corporate Services Division Sharon Pearsons Malcolm Lewis
2.3	22/02/10	Corporate Services Division Sharon Pearsons Malcolm Lewis
2.4	05/03/10	Corporate Services Division
2.5	24/01/11	Corporate Services Division Sharon Pearsons Michael Divens

TABLE OF CONTENTS

<u>VERSION CONTROL</u>	<u>2</u>
<u>1 OVERVIEW - FINANCIAL SUSTAINABILITY IN LOCAL GOVERNMENT</u>	<u>4</u>
1.1 The Long Term Financial Strategies	5
1.2 The Long Term Financial Plan	5
1.3 The Council Plan	6
1.4 The Proposed Budget 2011/12	7
<u>2 KEY ISSUES IMPACTING LOCAL GOVERNMENT FINANCIAL SUSTAINABILITY</u>	<u>7</u>
<u>3 COUNCIL PROFILE</u>	<u>8</u>
<u>4 FINANCIAL REPORTING.....</u>	<u>9</u>
4.1 Revenue Sources	9
4.2 Expenditure Needs	10
4.3 Capital works expenditure	11
4.4 Financial Assumptions	12
<u>5 KEY ISSUES IMPACTING BAYSIDE CITY COUNCIL'S LONG TERM FINANCIAL STRATEGIES</u>	<u>13</u>
<u>6 BAYSIDE CITY COUNCIL'S LONG TERM FINANCIAL STRATEGIES 2011/12 – 2021/22</u>	<u>14</u>
<u>7 BAYSIDE CITY COUNCIL'S KEY STRATEGIC OUTCOMES</u>	<u>16</u>
7.1 Operating Result / Underlying Result	16
7.2 Liquidity	17
7.3 Indebtedness	19
7.4 Self Financing.....	20
7.5 Investment Gap	21
<u>8 CURRENT ECONOMIC CONDITIONS THAT SHOULD BE CONSIDERED IN THE LONG TERM FINANCIAL PLAN</u>	<u>23</u>
<u>9 CONCLUSION</u>	<u>24</u>

1 Overview - Financial Sustainability in Local Government

Over recent years financial sustainability in local government has been the cause for ongoing concern as requests from communities for expanded services beyond those traditionally provided has not always been matched by expanded revenue streams and improved operational efficiencies in line with community expectations and needs. Local government responsibilities have increased over many years in a number of areas including health, aged care, social services, community safety, accessible transport and environmental management.

Reasons for the increase in local government diversification of functions include:

- Devolution where federal or state governments requiring local government to take responsibility for services,
- *Raising the bar, where other tiers of government increase the complexity or standard of a local government service,*
- Cost shifting, where the withdrawal of federal/state funding support to local government to provide a service previously provided by another level of government, and
- Increased community expectations and policy choice where councils voluntarily choose to expand their service provision.

Due to the limited revenue base of local government (municipal rates, user charges and grants/subsidies) councils have needed to be proactive in the minimization of costs and the maximisation of efficiencies in order to maintain an increasingly diverse service delivery. Successful initiatives have included, outsourcing, structural reforms, corporatisation of commercial activities and shared services.

As with any organisation councils can experience sustainability challenges if they do not have robust financial planning, management, and governance this should include a strong 10 year plan, consistent annual budgets and detailed quarterly financial position reviews. The management quality and financial discipline needs support via effective governance from Councillors who can clearly establish what outcomes a community expects and then monitors and guides the management team to deliver on those outcomes.

1.1 The Long Term Financial Strategies

The Long Term Financial Strategies encompasses a range of key financial data and ratios that are required to be taken into consideration when allocating financial resources for annual budgets, as well as in forward budgets and The Long Term Financial Plan.

The financial statements with the forward financial projections provide an important and transparent validation of Council's intentions to achieving ongoing financial sustainability in the medium to long term.

Each financial strategy that is discussed has an influence on both the annual and longer term financial statements. The budgets that are set on this basis inform all stakeholders and other interested parties what the annual and longer term business intent of Council is.

Similarly, at year-end, the Council's financial performance can and is judged by undertaking an objective business assessment of the actual financial performance achieved relative to the adopted plan.

1.2 The Long Term Financial Plan

The Long Term Financial Plan is the key 10 year financial planning document of Council that is governed by a series of financial strategies and accompanying performance indicators that Council considers and adopts. It establishes the financial framework upon which sound financial decisions are made.

Council has a legislative requirement to comply with the principles of sound financial management as detailed in section 136 of the Local Government Act 1989, these are:

- Prudently manage financial risks relating to debt, assets and liabilities.
- Provide reasonable stability in the level of rate burden.
- Consider the financial effects of Council decisions on future generations.
- Provide full, accurate and timely disclosure of financial information.

The risks relate to:

- Sustainable revenue streams.
- Adequate funding to replace and maintain Council assets.
- The level of council debt.
- The commercial or entrepreneurial activities of Council.
- The management and maintenance of infrastructure assets.
- The management of current and future liabilities.
- Changes in the structure of rates and charges base.

A key component of sound financial management is the preparation of longer term financial strategies, plans and budgets. Council has prepared forward budgets for the 10 years 2011/12 to 2021/22 that includes a detailed 10 year capital expenditure program. The development and adherence to longer-term business plans is critical.

The Plan is constantly under review and is modified on an as needs basis usually during quarterly budget reviews and during the annual budget preparation process.

Financial data that is contained in the Plan has been provided to Council at briefing sessions and workshops as part of the Annual Business Plan / Budget preparation process. A series of financial strategies and resulting key financial performance indicators/measures govern the development of the Plan. These too are adopted by Council.

The Long Term Financial Strategy, and indeed the accompanying Long Term Financial Plan do not have to be re-created each year, but rather they should be regularly reviewed and modified. The Plan as such will become the detailed business working papers that support the financial costings that appear in both the Strategic Resource Plan and the Annual Budget.

The key reasons for the development of a long term financial framework are:

- To articulate the funding requirements of Council over time in a financially reasonable manner.
- To provide the framework for accurate measurement of performance against agreed targets and to ensure a planned approach to the development of strategies to achieve future financial goals/targets.
- Identification and management of financial risks.
- Provide reasonable stability in the level of rate burden.
- Consider the financial effects of Council decisions on future generations.

1.3 The Council Plan

By the 30 June each year following an election Council is required to develop a Plan for the coming four years. This Plan is known as the Council Plan. This Plan is a key strategic forward planning document and includes Council's vision, mission, corporate values, strategic objectives and strategic indicators targets/measures as well as a four year Strategic Resource Plan (SRP), which essentially is a four year subset of the abovementioned Long Term Financial Plan. The SRP discloses resource requirements (financial and non-financial) over a four year period required to achieve strategic objectives adopted in the Council Plan.

In order for the Plan to be implemented and achieved, annual business plans (service plans) are prepared covering all areas of Council's operations. These are linked to the Council Plan and so support the achievement of the outcomes included within the Council Plan.

1.4 The Proposed Budget 2011/12

The Budget describes the activities, initiatives and associated measures and targets that will contribute to achieving the strategic objectives specified in the Council Plan, as well as the annual funding requirements.

Both the legislatively required Strategic Resource Plan and the Annual Budget draw from the financial data that is contained in the Long Term Financial Plan.

Both the financial strategies and the longer-term budgets give prudent financial directions and parameters for Council. Sound long term financial plans enable Council not only to deliver short term (Annual Budget), and mid term (Council Plan) outcomes but also outcomes on a longer term basis.

2 Key Issues Impacting Local Government Financial Sustainability

According to the PricewaterhouseCoopers National Financial Sustainability Study of Local Government 2006 ¹ the common characteristics of councils typically facing financial sustainability constraints include:

- Minimal or negative revenue growth due to relatively small annual rate increases and a low initial rating base.
- Cost growth which typically exceeds revenue growth. Local government costs generally increase at a rate in excess of CPI. This cost growth has mainly been due to a combination of factors including a rising skill level required for most senior roles resulting in increased remuneration, award wage rises have typically been 4% per annum, stronger cost escalations in the maintenance and construction sectors as well as service diversification.
- Increased involvement in non core services provision due to escalating community demands, coupled with a related tendency of some councils to “step-in” to provide non traditional service.
- A tendency of some councils to run operating deficits creating a need to defer or under spend on renewal infrastructure, particularly community infrastructure which is often repeated annually creating a backlog.

¹ Pricewaterhouse Coopers – National Financial Sustainability Study of Local Government November 2006 Page 13

- Limited access for some councils to strong financial and asset management skills, which are critical to identifying sustainability problems, optimizing renewals expenditure and improving revenue streams.
- A small proportion of councils also have limited access to rate revenue due to relatively small annual rate increases and low initial rating base.

3 Council Profile

The City of Bayside is located in Melbourne's middle southern suburbs, between 8 and 20 kilometres south of the Melbourne CBD. The City of Bayside is bounded by the Cities of Port Phillip and Glen Eira in the north, the City of Kingston in the east, and the Port Phillip Bay foreshore in the south and west. The City's boundaries are Head Street, St Kilda Street and Glen Huntley Road in the north, and the Nepean Highway, North Road, Thomas Street, the Frankston railway line and Charman Road in the east.

The City of Bayside includes the suburbs of Beaumaris, Black Rock, Brighton, Brighton East, Cheltenham (part), Hampton, Hampton East, Highett (part) and Sandringham. The City of Bayside is predominantly a residential area, with some small commercial and industrial areas. The City encompasses a total land area of about 37 square kilometres. Bayside City Council's population is 91,718 (2006 Forecast ID). It is expected to grow by 98,039 by 2021.

The population is dispersed across Bayside as follows:

- Beaumaris 12,026
- Black Rock 5,628
- Brighton 20,388
- Brighton East 14,471
- Cheltenham 2,815
- Hampton 11,665
- Hampton East 4,231
- Highett 6,638
- Sandringham 8,520

The age profile of Bayside City in 2006 compared to the Melbourne Statistical Division shows that there were a similar proportion of people in the younger age groups (0 to 17) but a larger proportion of people in the older age groups (60+).

Overall, 23.8% of the population was aged between 0 and 17, and 21.9% were aged 60 years and over, compared with 22.9% and 17.0% respectively for the Melbourne Statistical Division.

The major differences between the age structure of Bayside City and the Melbourne Statistical Division were:

- A *larger* percentage of 70 to 84 year olds (9.9% compared to 7.5%);
- A *larger* percentage of 50 to 59 year olds (14.0% compared to 12.2%);
- A *smaller* percentage of 25 to 34 year olds (9.1% compared to 14.9%), and;
- A *smaller* percentage of 18 to 24 year olds (7.3% compared to 10.2%).

4 Financial Reporting

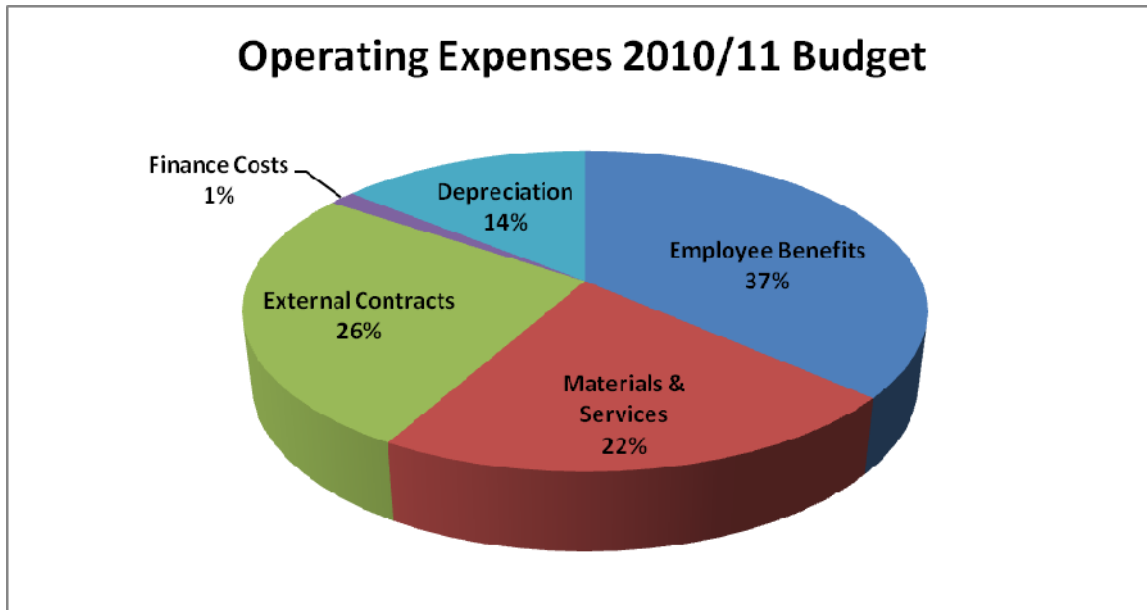
4.1 Revenue Sources

In 2010/11 rates and charges total \$61.8M representing 69.6 percent of total revenue. Due to Bayside City Council's limited capacity to generate alternate revenue streams it is more heavily reliant on rates and charges than other council's within inner metropolitan Melbourne.

Total revenue of \$88.8M comprises \$61.8M rates & charges, \$8.6M operating grants and contributions, \$1.4M capital grants (grants directly attributable to capital works), user charges & fines \$15.9M (comprising fees & charges, rental income and fines) as well as \$1.1M received from interest on investment income. Operating income is expected to increase in the order of 4.5 per cent per annum in order to maintain the current level of service delivery while providing sufficient funding to complete the proposed capital works program.

- Rates and Charges – includes statutory rates and charges as levied by the annual Valuation and Rate Notice. As a base for sustainability, the financial plan includes annual increases of 5.5 percent per annum.
- Operating Grants and Contributions – revenue received from Federal and State Government as well as contributions received from third parties, usually as matched funding for agreed projects. Annual increases are in the order of 4 per cent per annum in line with expected movements in service delivery.
- Fees and Charges - revenue from the annual Schedule of Fees and Charges as well as other revenue not defined in other income categories. This revenue includes resort and recreation levies, user fees from the delivery of community health services (personal care, home care and delivered meals), ticket machine parking and animal registrations.
- Rental Income – income from rental agreements for lease of Council facilities. This includes revenue from golf courses, phone towers and Council owned sporting facilities.
- Fines – mainly relates to parking and other infringements. The 5 percent annual increase is based on expected increase in rates of billing and recovery.
- Interest – includes revenue from Council investments and penalty rates interest.

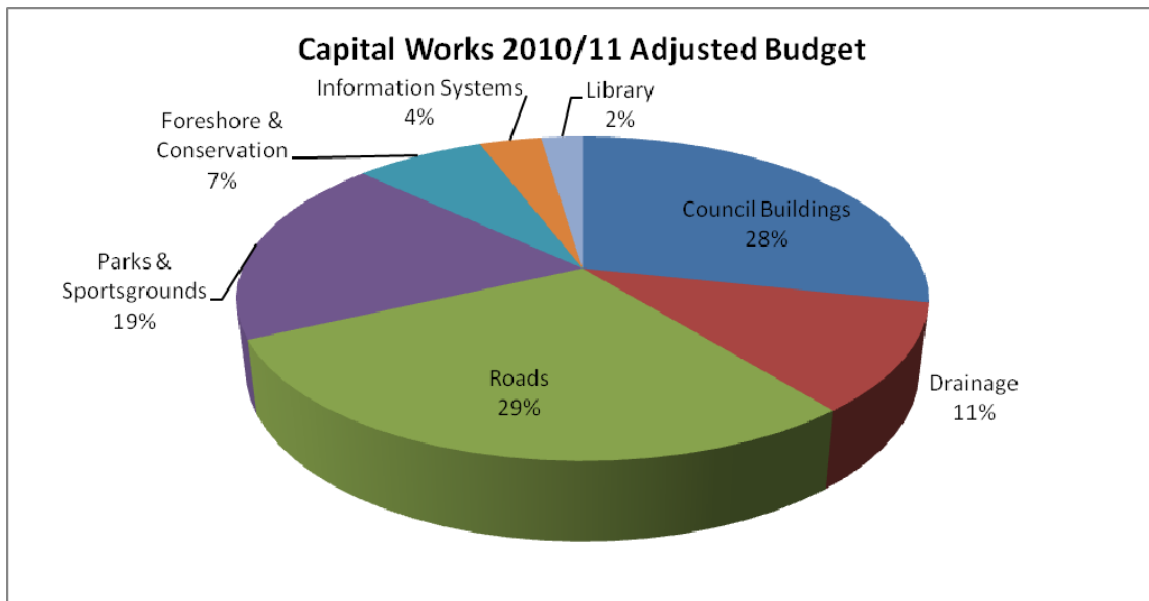
4.2 Expenditure Needs



Total operating expenses of \$81.5M comprises \$29.7M employee benefits, \$21.4M external contract costs, \$11.5M depreciation, \$1.2M borrowing costs as well as \$17.6M materials and service costs. Operating expenditure is expected to increase in the order of 4.5 percent per annum in line with the expected movement in local government costs.

- Employee Benefits – includes all labour related expenditure such as salaries and on-costs as well as payroll and supplier payments for casual and temporary staff. Salary on-costs comprise allowances, leave entitlements, workcover and employer superannuation.
- External Contracts – includes ongoing supplier agreements to ensure the delivery of major service areas. This category includes the services of waste management, parks and gardens, tree management, roads drains and footpaths, fleet costs, building maintenance, valuations, delivered meals and family day care. Generally this category is expected to increase by 4 percent per annum to provide for contract increases, tied to CPI, the impact of price spikes when re tendering as well as minor increases in the demand for current services.
- Depreciation – This is a non-cash expense that reflects the use of Council's assets (mainly infrastructure) assets due to wear and tear as well as obsolescence. Depreciation mainly relates to the use of roads, buildings, drains and park assets that need to be periodically replaced from the capital works budget.
- Materials and services – includes all other operating expense items incurred in the delivery of day-to-day services. The annual increase is based on increases in line with CPI with some additional movement for statutory costs that generally increase in excess of CPI.
- Borrowing costs – interest costs to fund Council's loan portfolio.

4.3 Capital works expenditure



The 2010/11 capital works adjusted budget of \$18.9M comprises the major infrastructure asset categories of roads, drains, traffic, buildings, urban design (shopping centres), parks and sports grounds, foreshore and conservation as well as information systems, library books and arts and culture. The adjusted budget includes both the adopted budget of \$16.5M plus a further amount of \$2.4M relating to incomplete project works carried forward from the prior year.

Capital works expenditure is further dissected between:

- Capital renewal / replacement – \$12.5M reflects Council's ongoing commitment to replace its infrastructure and replacement of other assets including library books and information systems.
- New capital projects – The amount of \$6.4M includes funding for new, upgrade and capital enhancement works.

4.4 Financial Assumptions

The following assumptions are applied in order to develop the 10 year financial plan and associated projections for all revenue and expenditure figures.

- Rates and charges - The Long Term Financial Strategy and Long Term Financial Plan are developed based on an annual rate increase of 5.5 percent.
- Operating Grants and contributions – increased by CPI to reflect the assumption that grant applications will be based on costs that are adjusted by CPI. A further allowance is made for increase in grant revenue due to the receipt of further community care funding programs. CPI of 3%, average, plus a further 1% increase due to annual incremental increases in grant revenue equals 4%.
- Fees and charges – generally it is expected that annual fees and charges will increase annually in line with CPI. While Bayside does draft its annual Schedule of Fees and Charges in the prior year fees plus 5 percent, the total expected income is less than this amount. This is mainly due to this income category including other fee items that can not readily be increased by 5% or even CPI such as Statutory Fees and Charges, where the price is controlled by State Government.
- Rental income – The return from this revenue source is expected to increase annually in line with CPI to reflect the ability to increase rental returns received from Council's tenants.
- Fines - The return from this revenue source is expected to increase annually in line with CPI to reflect the average expected annual increase over the course of the ten year plan.
- Investments – This line item is based on the cash balance of the ten year financial plan. It assumes a rate of investment return of 5.5 percent per annum for the life of the 10 year financial plan.
- Employee costs - increases are projected to be 6.5 percent per annum.

This increase comprises:

- 4 per cent based on expected annual increases to the Enterprise Bargaining Agreement (Public Sector wage increase currently 4.7 percent)
- 1 per cent for community care staffing that is offset by the additional 1 percent grant income (refer above)
- 1 per cent to fund salary increases as a result of staff moving within a band (for example from Band 5A to Band 5B)
- 0.5 per cent for additional staffing resources to fund new project initiatives

- External contracts - while the annual increment to expenditure contracts is generally tied to CPI, retendering the service at the end of the contract term can lead to further one off increases. These expense spikes can be caused by a change of tenderers, past contractors attempting to recover prior losses or Council deciding to expand the contract specifications, thereby resulting in increases to the overall schedule of works. An average increase of 4 per cent per annum is projected over the life of the plan.
- Depreciation - Based on straight line method with varying depreciation rates for each of the fixed asset categories. Annual increases are dependent on the completion and depreciation of prior year capital works.
- Materials and services – Expected to increase annually in line with CPI. While Council endeavours to hold some discretionary expenses items to less than CPI this is offset by levies and utility costs that tend to increase more than the rate of inflation. Net impact is to allow for a 3 per cent annual increase.
- Borrowing costs – This expense is fixed at the time of each loan drawdown as Council tenders new loans at a fixed rate of interest.

5 Key issues impacting Bayside City Council’s Long Term Financial Strategies

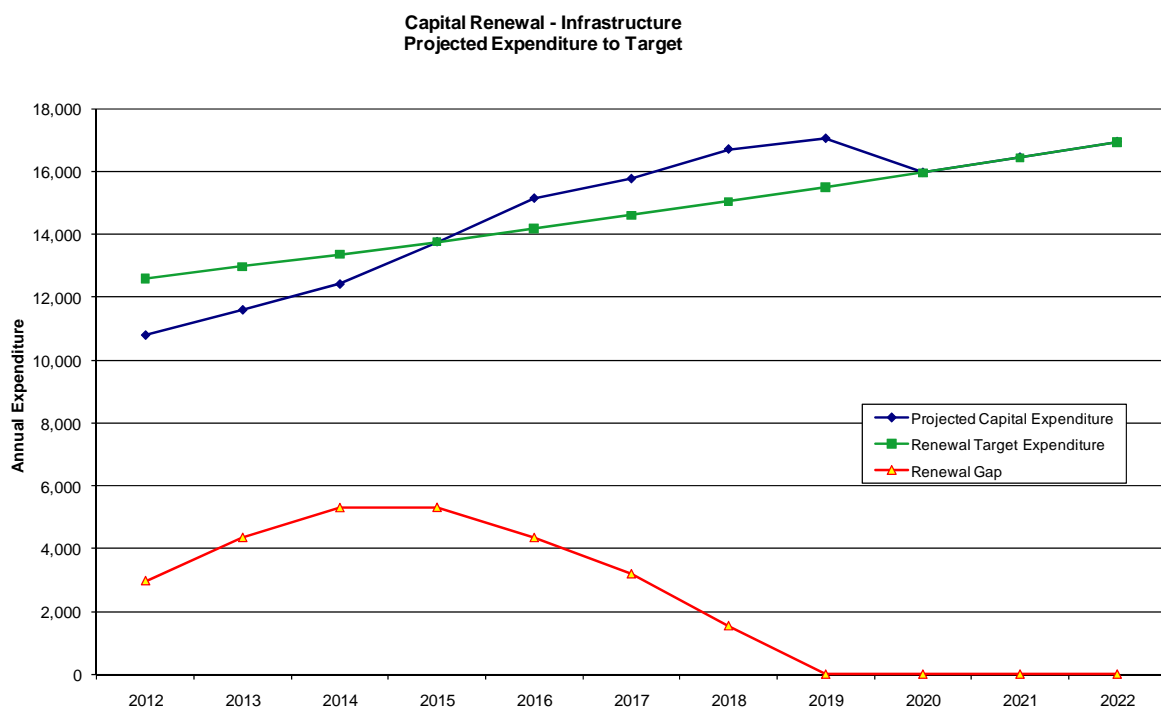
The Victorian Auditor General when measuring the financial performance of local government, reports on the following ratios:

1. Underlying result – sufficient operating income to cover operating expenses;
2. Liquidity – the ability to pay existing liabilities within the next 12 months;
3. Self financing – the ability to replace assets using cash generated from day to day operations;
4. Indebtedness – the ability to repay debt from own source revenue (revenue not tied to specific projects); and
5. Investment gap – risk of insufficient spending on capital renewal.

VAGO measure	Result 2009/10	Target	Ranking (inner metropolitan councils 17 in total)
Underlying result	8.50	Greater than zero	7
Liquidity	1.31	Greater than 1.5	13
Indebtedness	22.0	Less than 40.0	16
Self financing	21.6	Greater than 20.0	10
Capital Replacement	1.77	Greater than 1.5	9

Both liquidity and investment gap ratios are predicted to trend sideways if strategies are not implemented to appropriately address these ratios. In addition the following points should be noted relating to Bayside’s infrastructure:

- Bayside has ageing infrastructure requiring annual reinvestment to maintain a safe and serviceable standard.
- Bayside currently have a renewal gap (actual vs. required expenditure) on infrastructure of \$1.4M for 2011/12. The consumption of our asset base is greater than the amount we reinvest to sustain it.
- This needs to be strategically addressed to ensure we maintain the level of service to our community. The graph that follows demonstrates how this is addressed in the Long term Financial Plan



6 Bayside City Council’s Long Term Financial Strategies 2011/12 – 2021/22

It is recommended that the long term financial strategies be reviewed on an annual basis and adopted by Council.

1. That Bayside City Council target to achieve a consistent and gradually strengthening underlying surplus results in the income statement in order to ensure the ongoing delivery of services and capital works programs.
2. That Council complete asset management plans for all classes of Council assets with a focus on ensuring the assets are fit for purpose and provide the desired level of service to the community.
3. That Council continues to consult with the community to determine how desired service levels will be reached including a combination of improved revenue raising, rationalisation and review of existing service levels.

4. That capital expenditure on asset renewal projects be given priority over capital expenditure on new assets (upgrades and extensions).
5. Any new capital works (capital extension) proposals must include a lifecycle cost evaluation exercise that identifies and costs the asset construction, maintenance, operating and depreciation costs ie. Whole of lifecycle costs.
6. That Council invests in high security, low risk financial products (mainly term deposits and bank bills) to safeguard Council's financial position.
7. That wherever possible any material favourable budget variations realised in a given financial year be specifically quarantined and allocated to an infrastructure reserve. The reserve is to be used to fund either replacement infrastructure or held as a contingency to finance projects deemed as 'unavoidable' or to be allocated against the repayment of interest only loans that are due to be refinanced.
8. Any new loan borrowings is to be used to fund intergenerational capital investments where the community benefits are long term.
9. That the budgeted cash position be sufficient to fund daily cash requirements as well as provide opportunities for funding of new acquisitions and short term contingencies.
10. That the working capital ratio of Bayside City Council in the Long Term Financial Plan be targeted to show a strengthening trend of at least, a 1.5 ratio in the later years of the Plan.
11. That Council consider the most appropriate rating strategy to provide adequate funds to:
 - a. achieve a gradually strengthening underlying surplus in the income statement;
 - b. achieve a sustainable cash flow; and
 - c. fund capital renewal projects.
12. That Council, as part of the statutory process for the Council Plan/Strategic Resource Plan/Budget consultation, places the Long Term Financial Plan on exhibition for community comment.

7 Bayside City Council's Key Strategic Outcomes

7.1 Operating Result / Underlying Result

Outcome: *That we generate sufficient surplus from operations to continue to provide the existing level of services to our community.*

Outcome: *To provide a reasonable degree of consistency and stability in the level of the rates burden.*

Strategy: *That Bayside City Council target to achieve a consistent and gradually strengthening underlying surplus results in the income statement to ensure the ongoing delivery of services and capital works programs.*

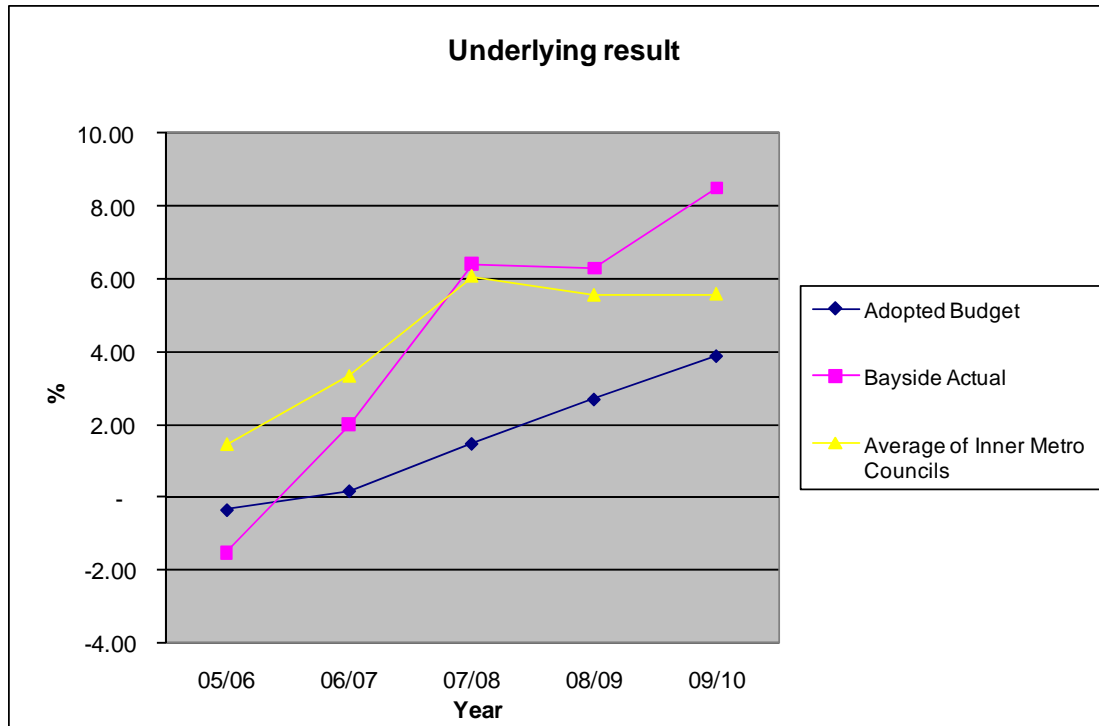
Strategy: *That Council consider the most appropriate rating strategy to provide adequate funds to:*

- a. *achieve a gradually strengthening underlying surplus in the income statement.*
- b. *achieve a sustainable cash flow; and*
- c. *fund capital renewal projects.*

Operating surplus (deficit) – is total operating revenue less total operating expenses. It is an indicator of a council's ability to meet its operating expenses from operating revenue. The operating result has a direct impact on the equity or net worth of Council. A surplus result contributes to the net worth, whilst a deficit result reduces the net worth of Council.

To be able to provide a given level of recurrent services (which includes some services that are infrastructure asset dependent such as transport) it is important to achieve consistent surplus operating results on a yearly basis. Council must strategically plan to be able to fully fund asset replacement over a given period of time. This can only be achieved if viable operating results are achieved on a continual basis.

The operating result before taking into account 'one off' or non-recurrent items is commonly referred to as the 'underlying result'.



The underlying result graph compares Council's Budget result, the actual Bayside result (Bayside Actual) and the average for the 17 inner metropolitan councils. The higher than expected Bayside actual is mainly due to above budget revenue and lower than expected operating costs particularly for the 07/08 08/09 and 9/10 years.

7.2 Liquidity

Outcome: That we have enough cash to fund daily cash requirements and to enable flexibility to respond to opportunities as they arise.

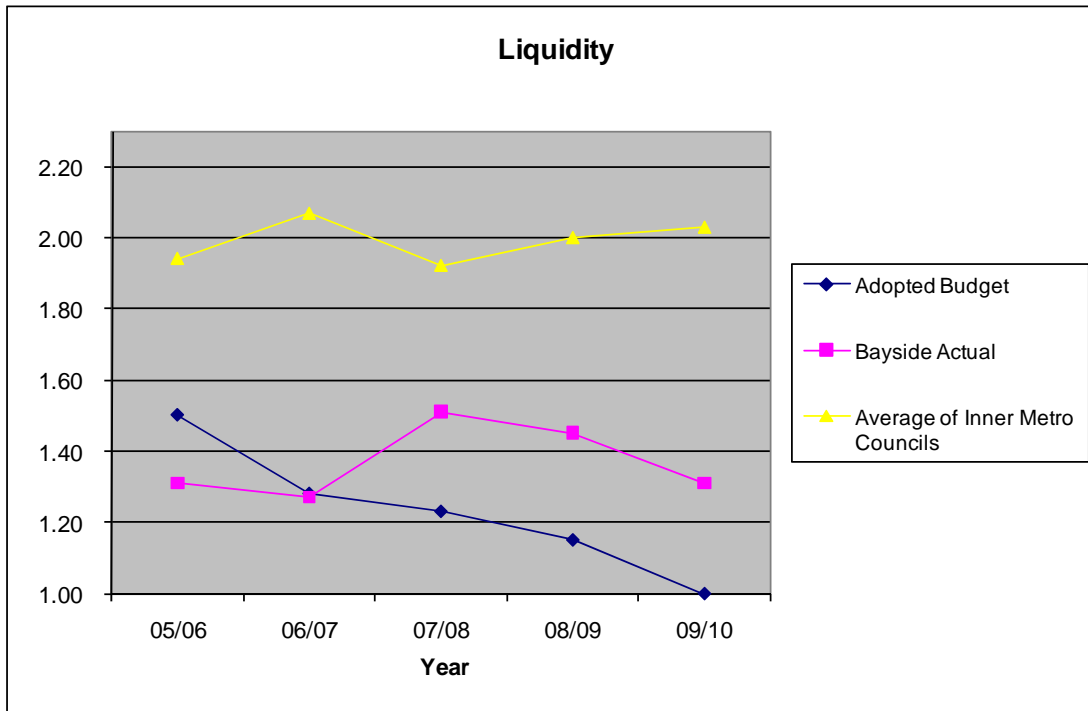
Strategy: That the working capital ratio of Bayside City Council in the Long Term Financial Plan be targeted to show a strengthening trend of at least, a 1.5 ratio in the later years of the Plan.

Strategy: That the budgeted cash position be sufficient to fund daily cash requirements as well as provide opportunities for funding of new acquisitions and short term contingencies.

Strategy: That Council invests in high security, low risk financial products (mainly term deposits and bank bills) to safeguard Council's financial position.

Liquidity (or current assets divided by current liabilities) is a measure of Council's ability to pay existing liabilities within the next 12 months. A ratio of more than 1.5 is the preferred position.

The assets and liabilities in the balance sheet are dissected into ‘current’ and ‘non-current’ components. This ratio is one of several ratios that are disclosed in the annual financial statements. It is also one of the key indicators used by the Australian Loan Council when assessing loan applications from Victorian Councils. It is critical that the ratio remain above 1.0 to ensure that current assets exceed current liabilities.



The liquidity graph reflects the previous Bayside strategy to reduce the level of cash reserves (yearly reduction to the budget graph) and therefore the amount of current assets (mainly cash and investments) compared to the amount of current liabilities. The actual result was more favourable due to the above budget revenue received in each of these years. By comparison the average of inner metropolitan Councils maintained a higher liquidity position mainly due to higher cash and investments and/or lower current liabilities (usually short term borrowings).

While higher levels of liquidity (and cash) is preferable, it is important to ensure an appropriate utilisation of cash reserves to avoid a ‘lazy balance sheet’. This occurs where councils hold large amounts of surplus cash that could better be applied to infrastructure replacement, additional service delivery or rate reductions.

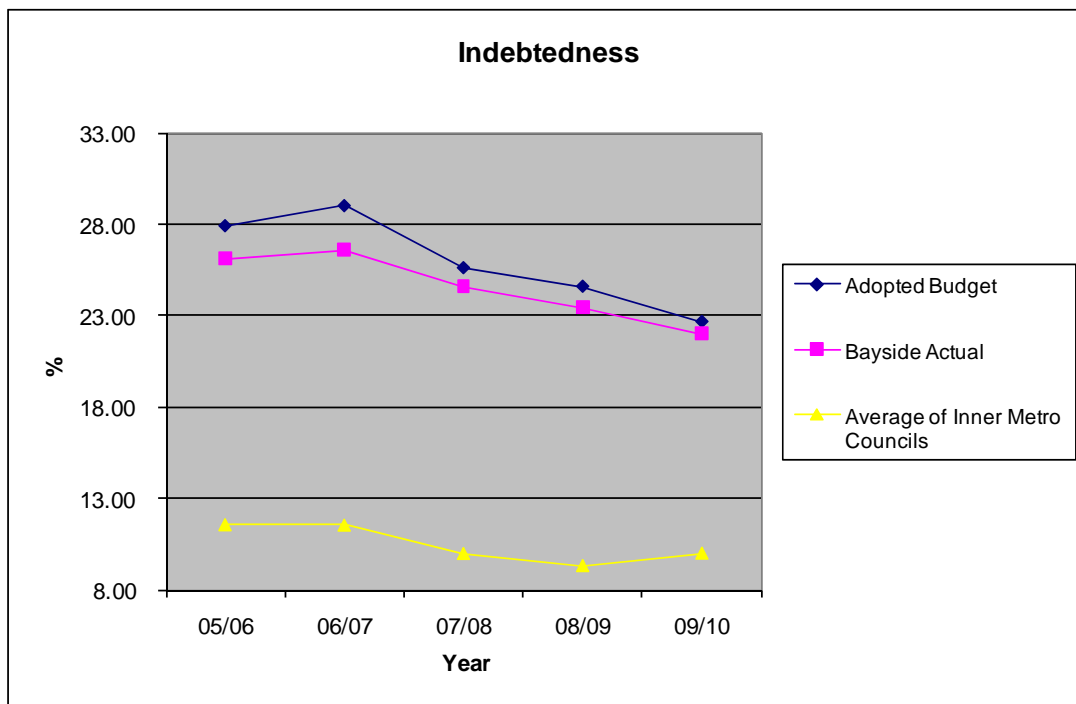
7.3 Indebtedness

Outcome: *That we undertake to consider options to reduce overall reliance on borrowings.*

Strategy: *That wherever possible any material favourable budget variations realised in a given financial year be specifically quarantined and allocated to an infrastructure reserve. The reserve to be used to fund either replacement infrastructure or held as a contingency to finance projects deemed as ‘unavoidable’ or to be allocated against the repayment of interest only loans that are due to be refinanced.*

Strategy: *Debt is to be used to fund intergenerational capital investments where the community benefits are long term.*

The measure of indebtedness indicates Council’s ability to repay debt from own source revenue (revenue not tied to specific projects). This is the comparison of non-current liabilities (mainly comprised of borrowings) to own sourced revenue. The higher the percentage, the less able to cover non-current liabilities from revenue sources.



The adopted budget and actual graphs are higher than the average of inner metropolitan Councils due to Bayside’s higher debt level of \$17.5M. However Bayside’s debt level is sustainable and well within the prudent ratios used by the Australian Loan Council when assessing loan applications from Victorian Councils.

Council proposes to reduce total debt by \$0.5M per annum commencing from the 2010/11 year. Any proposals to further reduce Council's overall debt should be considered in the context of alternative use of funds including allocation to infrastructure replacement in order to reduce ongoing maintenance costs.

7.4 Self Financing

Outcome: *That we generate sufficient surplus from operations to fund daily operations and replace assets.*

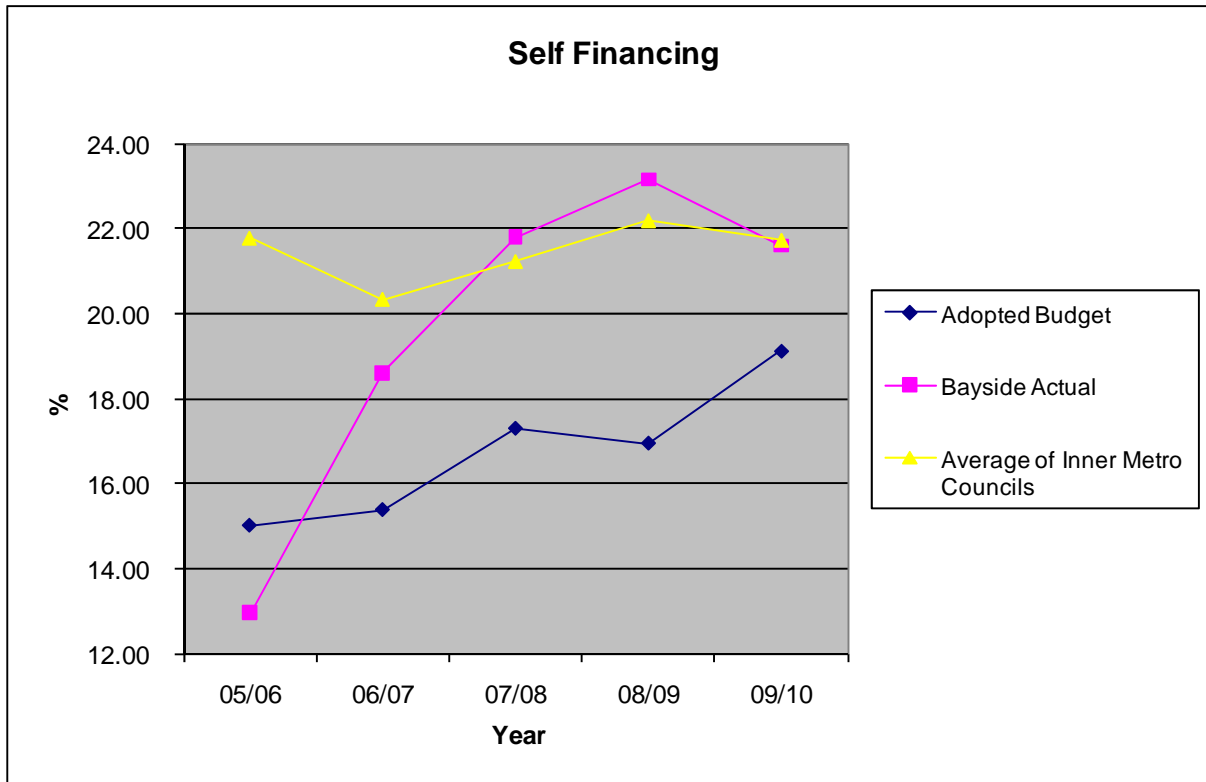
Strategy: *That Bayside City Council target to achieve a consistent and gradually strengthening underlying surplus results in the income statement to ensure the ongoing delivery of services and capital works programs.*

Strategy: *That capital expenditure on asset renewal projects be given priority over capital expenditure on new assets (upgrades and extensions).*

Strategy: *That wherever possible any material favourable budget variations realised in a given financial year be specifically quarantined and allocated to an infrastructure reserve. The reserve to be used to fund either replacement infrastructure or held as a contingency to finance projects deemed as 'unavoidable' or to be allocated against the repayment of interest only loans that are due to be refinanced.*

Self financing reflects Council's ability to replace assets using cash generated from day to day operations. (Ratio is net operating cash flows divided by underlying revenue). It measures the availability of sufficient operating cash flows to invest in asset renewal and/or repay debt. The higher the percentage the more effectively this can be achieved.

The following graph reflects a favourable result (Bayside actual) during 06/07, 07/08, 08/09 and 09/10 mainly due to the higher than expected cash surpluses during those years. The result for the average of inner metropolitan councils is mainly due to their capacity to provide consistently high operating cash flows. It should be noted that inner metropolitan councils generally have access to higher grant funding, user fees and fines wherein they can be less reliant on rate revenue than is the case for Bayside.



7.5 Capital Replacement

Outcome: Assets will be fit for purpose to provide the desired level of service to the community.

Strategy: That Council complete asset management plans for all classes of Council assets with a focus on ensuring the assets are fit for purpose and provide the desired level of service to the community.

Strategy: That Council continues to consult with the community to determine how desired service levels will be reached including a combination of improved revenue raising, rationalization and review of existing service levels.

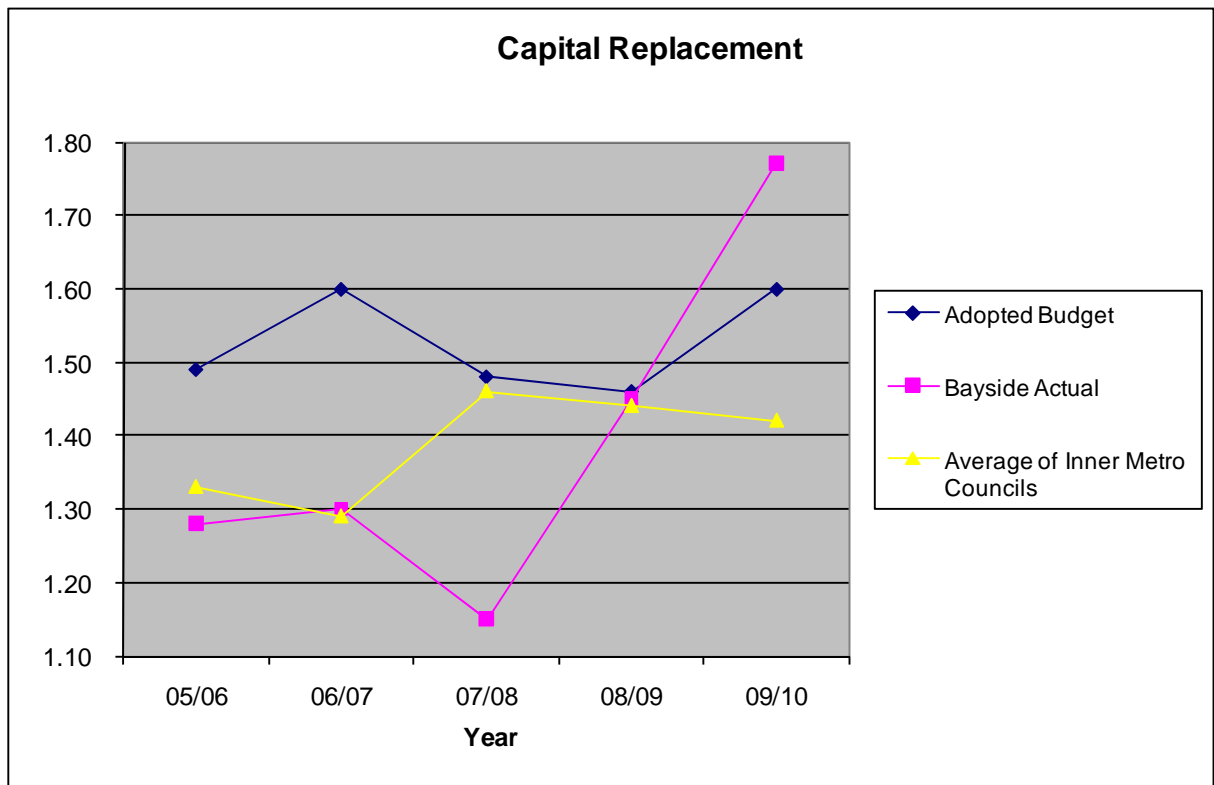
Strategy: Any new capital works (capital extension) proposals must include a lifecycle cost evaluation exercise that identifies and costs the asset construction, maintenance, operating and depreciation costs ie. Whole of lifecycle costs.

Strategy: That wherever possible any material favourable budget variations realised in a given financial year be specifically quarantined and allocated to a infrastructure reserve. The reserve to be used to fund either replacement infrastructure or held as a contingency to finance projects deemed as 'unavoidable' or to be allocated against the repayment of interest only loans that are due to be refinanced.

This ratio is used to identify the risk of insufficient spending on capital renewal projects. It compares the spending on capital and infrastructure to the rate of depreciation (capital spending divided by depreciation). A ratio higher than 1.0 indicates that spending on capital exceeds the rate of depreciation. A ratio less than 1.0 indicates that spending has not kept pace with the consumption of assets.

As capital spending includes both replacement and new expenditure the ratio should be maintained well in excess of 1.0 to reflect adequate investment in asset infrastructure replacement.

It must be emphasised that in the absence of more sophisticated capital expenditure modeling, the infrastructure gap ratio is important, in that it shows positive or negative trends in regard to appropriate levels of expenditure that is being applied to the renewal of infrastructure assets and investment in new assets. It is not or does not purport to give a definitive answer as to how much money in total is required and when it should be spent.



While the 07/08 Bayside actual, remains below the average of inner metropolitan councils and the adopted budget, the 08/09 actual result demonstrates a more favourable position. The favourable 2008/09 result is comparable to both the adopted budget and the average of inner metro councils due to a higher capital expenditure program. In 2009/10 an improvement to 1.77 was achieved demonstrating capital expenditure is heading in the right direction.

8 Current Economic Conditions that should be considered in the Long term Financial Plan

The global economic crisis has lessened around the world and in particular, Australia has weathered the crisis better than most countries in the developed economy. Government policies and actions (eg stimulus packages) coupled with a strong resources sector has helped keep the Australia economy moving during the last year. Recent natural disasters including flooding in Queensland and Victoria and the imminent cyclone in far north Queensland will have an effect on the Australian economy. Given the uncertainty regarding the Australian economy there are still a number of areas that should be considered in Councils Long Term Financial Plan.

- Earnings from investment income - Council's budget revenue from investment interest, in the order of \$1.2M per annum. Interest rates have increased during the last year and while recent flooding in Queensland and Victoria will affect the economy this is not expected to result in interest rates dropping in the near future
- Defined Benefits superannuation liability – The outcome of the 2010 Actuarial review is now determined with a liability due by Council close to \$1m (incl contributions tax). The payment of this liability should be built in to the Long term Financial plan. Going forward any additional liability in this area should be included in the Long Term Financial Plan when the liability clarifies.
- Fees and Charges income. This will be monitored during the 2011/12 year. The areas for consideration include:
 - Hire of Council facilities and income from casual events.
 - Income from building fees, property information and modifications is likely to decrease if there is a reduction in building activity.
- Support and community service demands - The Bayside population includes a large number of pensioners as well as self-funded retirees, the latter group, not traditionally being reliant on payments from welfare agencies. The economic crisis and loss of the capital value of investments held by self-funded retirees is expected to place this sector at greater risk thereby resulting in upward pressure on the current demands for Council's support and community services.
- Supplier impact – While economic conditions have improved it is still important to keep an eye on supplier viability while economic conditions are uncertain. Economic conditions may result in the following impact to the supply of goods and services to Council:
 - Financial viability – Some Council suppliers who are also reliant on the private sector for their sustainability may be experiencing a reduction in demand that, in turn, could affect their future financial viability. Council needs to be mindful of the need for ongoing viability of its supplier base particularly with regard to the appointment of longer term suppliers responsible for the provision of critical services to Bayside.

- Cost of services – the current economic conditions may alter Council's current cost for service delivery both positively and negatively. Each supply of services would need to be assessed on a case by case basis.
- For example, the lease of Council's fleet may be impacted by both cost of funding (interest rates) as well as the acquisition cost and residual cost (sell price at the end of lease term). While the movement in interest rates is expected to marginal increase the lease cost, this may be offset by industry competition and savings resulting from movements in either the vehicle acquisition to disposal price.
- Support for local business - Bayside has in the order of 3,000 to 4,000 businesses within the municipality. It is suggested that Council continue to monitor and participate in government initiatives to stimulate the economy that are designed to support local businesses as well as to support the community.

9 Conclusion

Financial strategies and the resultant annual and long term financial plans are essential due to the fact that the Council has limited resources to match unlimited demands. A financial strategy enables both annual budgets and long term financial plans to both deliver on longer term Council Plan objectives in a financially sustainable manner.

Once the strategies have been considered and adopted, both the annual budget and the long term financial plan can be developed within the parameters of the financial strategies.

Ordinary Meeting of Council Attachments

8 March 2011

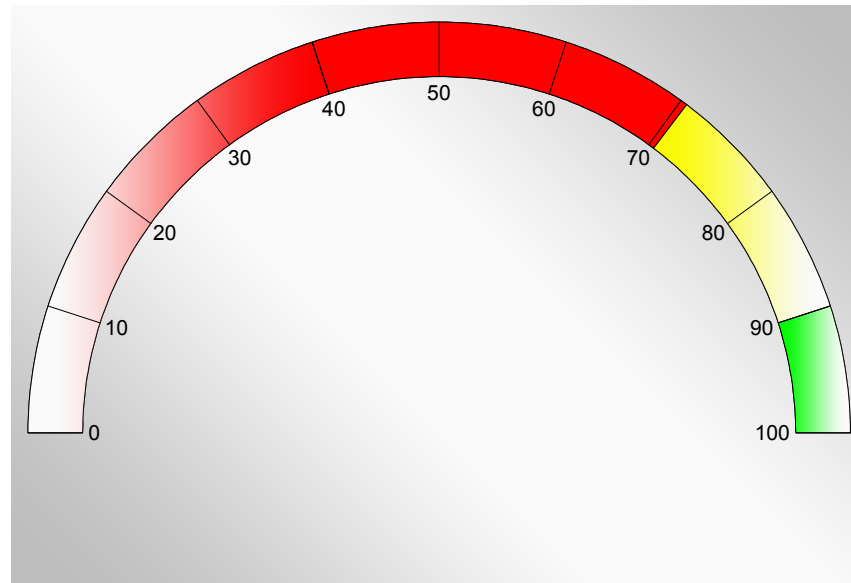
Item 10.14




Council Plan Activities Quarterly Performance
Report – October 2010 to December 2010



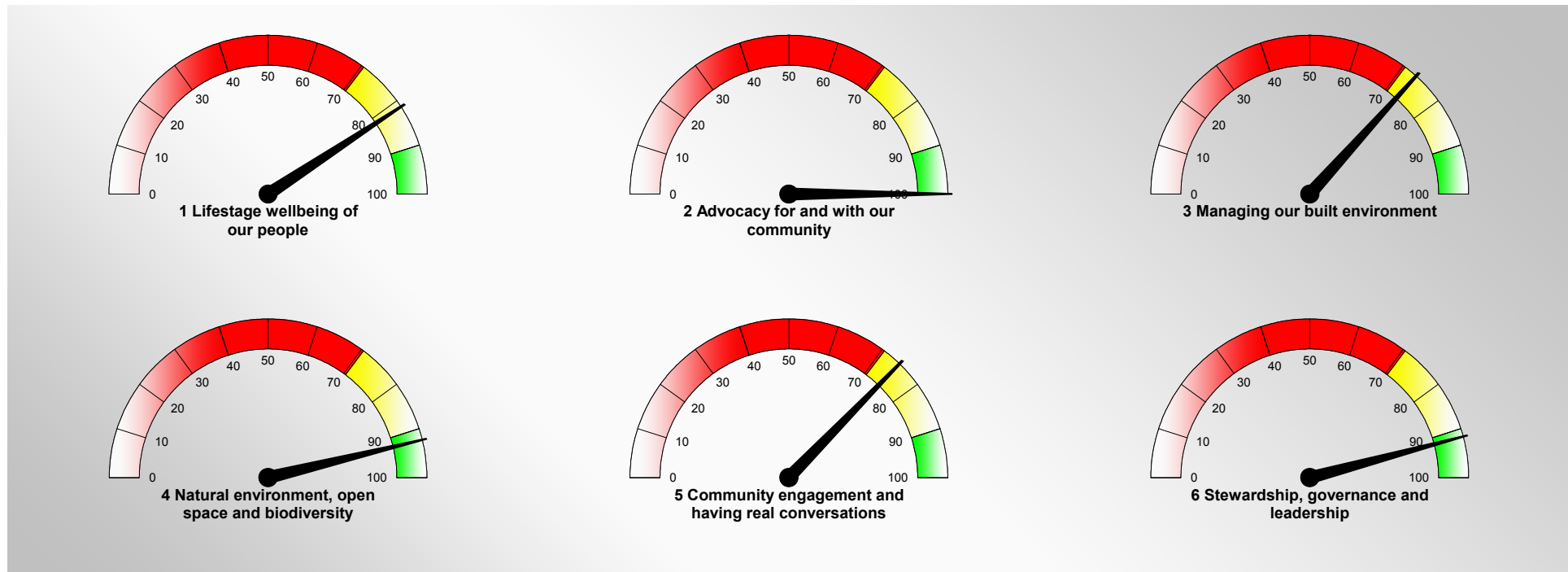
Quarterly Report to Council
October to December 2010

Progress Against Council Plan Activities



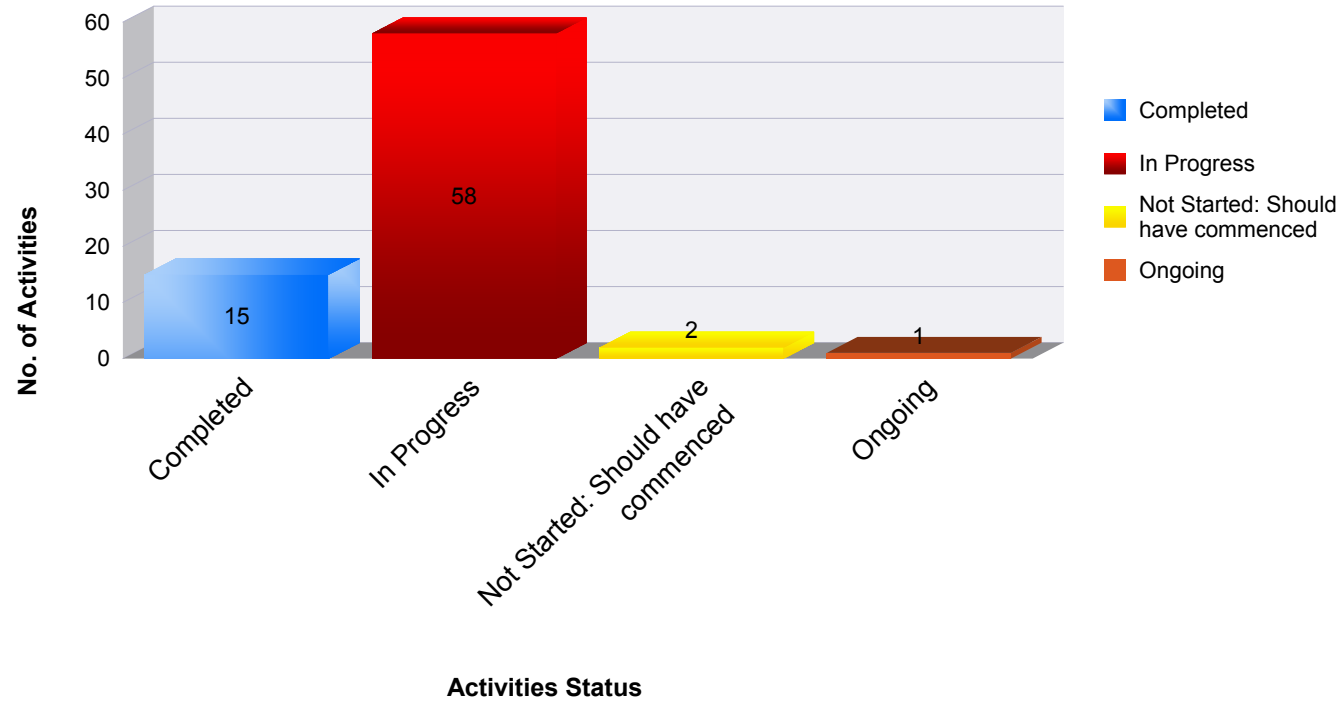
<i>Description</i>	<i>Indicator</i>
76 Council Plan Activities reported on	
0 Council Plan Activities at least 90% of monthly target	
0 Council Plan Activities between 70 and 90% of monthly target	
0 Council Plan Activities less than 70% of monthly target	
76 Council Plan Activities with no target set	

Quarterly Progress Against Commitment Areas



COMMITMENT AREA	NO. OF COUNCIL PLAN ACTIVITIES REPORTED ON	NO. OF ACTIVITIES AT LEAST 90% OF TARGET	NO. OF ACTIVITIES BETWEEN 70 & 90% OF TARGET	NO. OF ACTIVITIES LESS THAN 70% OF TARGET	ACTIVITIES WITH NO TARGET
1 Lifestage wellbeing of our people	13	9	0	4	0
2 Advocacy for and with our community	9	8	0	0	1
3 Managing our built environment	14	6	2	6	0
4 Natural environment, open space and biodiversity	17	15	1	1	0
5 Community engagement and having real conversations	10	5	2	3	0
6 Stewardship, governance and leadership	13	11	0	1	1

Council Plan Activities Breakdown



Activities Summary

- 15 Council Plan Activities Completed
- 58 Council Plan Activities In Progress
- 2 Council Plan Activities Not Started: Should have commenced
- 1 Council Plan Activities Ongoing

Council Plan Activities



At least 90% of target achieved



Between 70 and 90% of target achieved











Less than 70% of target achieved







Commitment: **1 Lifestage wellbeing of our people**



Strategic Objective: People in Bayside will enjoy a high quality of life and wellbeing

ACTIVITY	STATUS	PROGRESS COMMENTS	DIVISION	COMP. DATE	PROGRESS
Strategy: We will develop and maintain strong relationships in planning and delivering services and facilities for the health and wellbeing of the community including volunteerism					
Recruit a volunteer workforce to deliver meals to frail older residents and residents with disabilities across the municipality	Completed	Initial target of 100 volunteers achieved. All 100 volunteers active and delivering meals as at 31 December 2010. New applications continue to be received.	Community Services	01/12/2010	
Strategy: We will provide accessible and high quality services meeting the identified needs of people in their local community					
Complete access improvement works to the Simpson Reserve Pavillion to meet the needs of current and future users	In Progress	Contract awarded for works to be commenced early January with a revised completion date of the 30 June 2011. Project reference group established to inform user groups of progress with works.	Community Services	31/03/2011	
Implement a Council managed model of delivered meals that meets the needs of vulnerable aged residents and those with disabilities who are nutritionally at risk, through the establishment of a meal distribution facility	Completed	Centre fully operational on 1 December 2010. 100 volunteers recruited to deliver meals as at 31 December 2010.	Community Services	31/12/2010	
Maximise the cultural experiences available to the local community at the Brighton Arts and Culture centre by developing an exhibition program	In Progress	Arts Centre scheduled to open officially in May 2011. Recruitment is underway and organisation for the opening exhibition is also underway.	Community Services	30/06/2011	
Consistent with the Disability Access and Inclusion Plan, implement improvements at Ricketts Point to improve accessibility for people of all ages and abilities	In Progress	Layout plan completed and works to be tendered in February 2011.	Community Services	31/03/2011	

ACTIVITY	STATUS	PROGRESS COMMENTS	DIVISION	COMP. DATE	PROGRESS
Strategy: We will provide accessible and high quality services meeting the identified needs of people in their local community					
Consistent with the Disability Access and Inclusion Plan, undertake access improvement works at Brighton Recreation Centre, Hampton Community Centre and Castlefield Community Centre to improve accessibility for people of all ages and abilities	In Progress	Works scheduled to commence on the 17 January 2011 at Castlefield Community Centre, accessibility works at Hampton Community Centre will be incorporated as part of programmed maintenance works (e.g. roof replacement) and Brighton Recreation Centre plans are currently being finalised in consultation with the management committee.	Community Services	28/02/2011	
Strategy: We will promote business and tourism opportunities within Bayside					
Review Sandringham Golf Course operations, including opportunities for accommodation and/or conference facilities, in establishing future directions as a golf facility	In Progress	Project brief under preparation and is to be presented to Councillor Briefing on 10 February 2011.	City Strategy	30/06/2011	
Preparation of a strategy to guide economic development in Bayside	Completed	Economic Development Strategy adopted by Council 26 October 2010.	City Strategy	31/10/2010	
Implement the first year actions of the Bayside Tourism Strategic Action Plan 2009 - 2013: Email alert service	Completed	The email alert service has been completed and is being distributed by the economic development team monthly as an ongoing activity.	City Strategy	30/09/2010	
Establish a members only business directory as part of the Bayside Business Network website	Completed	The BBN members only directory has been completed, with over 100 members already listed in the directory and growing. The directory is working well and feedback has been positive.	City Strategy	31/03/2011	
Monitor the performance and retail offering of activity centres	In Progress	The draft project brief has been completed for review and discussion with the Executive Group.	City Strategy	30/06/2011	
Implement the first year actions of the Bayside Tourism Strategic Action Plan 2009 - 2013: Accommodation occupancy and revenue annual report	In Progress	Inaugural monthly accommodation survey sent to twenty local operators in November 2010. The survey will require at least 12 months of continuous data recording to accurately determine accommodation patterns and usage levels.	City Strategy	30/04/2011	
Implement the first year actions of the Bayside Tourism Strategic Action Plan 2009- 2013: Survey	In Progress	Survey has been developed and is close to being completed. To be deployed in Sandringham and Church Street initially to measure the impacts of festivals and events on local businesses.	City Strategy	31/03/2011	







Commitment: 2 Advocacy for and with our community**Strategic Objective:** We will be an effective advocate on behalf of, and with, the Bayside community







ACTIVITY	STATUS	PROGRESS COMMENTS	DIVISION	COMP. DATE	PROGRESS
Strategy: We will lobby federal and state governments for extra resources and changes to legislation that will benefit our community and organisation					
Make a submission to the Department of Transport as part of the Stage 2 Review of Bus Services in Bayside and Kingston	Completed	A report was presented to Council on 28 September 2010 in relation to the outcomes of the Bayside/Kingston Bus Service Review announced by the Minister for Public Transport on 4 August 2010. The outcomes of the Review were noted by Council.	Infrastructure Services	31/03/2011	
Assist all eligible community managed kindergarten providers with preschool aged children to apply for the state and federal government children's capital grants to ensure sufficient resources to implement the Universal Access to 15 hours of Early Childhood Education policy.	In Progress	In November 2010, Wilson's Street, Olympic Avenue, and Grange Road kindergartens successfully obtained a \$200,000 DEECD Children's Capital grant with Council officers support. Council officers are assisting the kindergartens to develop plans for these capital upgrades.	Community Services	30/06/2011	
Prepare in conjunction with Vic Roads and key stakeholders a Corridor Strategy for Beach Road which considers the No Stopping Trial, access, safety and amenity of all Beach Road users	Completed	On 31 August 2010 Council resolved to proceed with the no stopping trial on condition that the minister of Roads and Ports confirm funding to the value of \$1.5M. This has since been received and no stopping signs were erected along Beach Road and weekend no stopping restrictions came into affect on 6 November 2010. A Key Stakeholder Reference Group has been appointed, which will assist with the development of the strategy. Traffix Group has been appointed to develop the Strategy	Infrastructure Services	31/03/2011	
Strategy: We will work to limit cost-shifting to Council from the federal and state governments					
Monitor and report on financial contributions and cost shifting from State and Federal Government	In Progress	Currently preparing report for Councillor briefing estimated February to March	Corporate Services	30/06/2011	
Advocate for improved environmental outcomes in waste disposal	Completed	Advice note to residents (including advise on landfill levy) included when sending Rate Notices for 2010/11	City Strategy	30/06/2011	
Implement Council's reponse to the determination by the New Street Gate Panel	Completed	Actions as per the minutes of the Council meeting of 25 May 2010 has been addressed through letters to the relevant ministers	Infrastructure Services	30/09/2010	
Strategy: We will achieve approval of our Bayside City Council planning scheme amendments					



ACTIVITY	STATUS	PROGRESS COMMENTS	DIVISION	COMP. DATE	PROGRESS
Strategy: We will achieve approval of our Bayside City Council planning scheme amendments					
Advocate for the timely and expedient approval of amendment proposals to the Bayside Planning Scheme and make approaches to the Minister as appropriate	Ongoing	A meeting with the former Minister for Planning was convened in October 2010. This led to the successful authorisation of Baysides four major activity centre amendments. Council has also since received authorisation for the Gaming Policy amendment, Jack Road development precinct and Heritage in Major Activity Centres. A meeting with the new Minister for Planning has been scheduled for 1 February 2011.	City Strategy	30/06/2011	Ongoing
Strategy: Through effective partnerships, Council will advocate to achieve positive environmental outcomes					
Advocate to influence Federal and State Government positions on environmental policy, with specific regard to climate change and in particular management of emissions targets	In Progress	Action plan for 'Give Our Streets The Green Light' energy efficient street light campaign implemented. Victorian Government has indicated that this will be considered as part of implementing its Climate Change White Paper. Submission made to National Greenhouse and Energy Reporting System Discussion Paper, in accordance with Council's adopted greenhouse gas reporting framework. Participated in MAV campaign for a review of the Electrical Safety (Electrical Line Clearance) 2010 to reduce the impact on urban tree populations and loss of tree canopy.	City Strategy	31/12/2010	
Explore options for establishing an eco-living project within Bayside	In Progress	Options for an eco-living centre were reported to Council in July 2010. Community engagement process commenced: community survey completed in November 2010 and outcomes of assessment and community engagement will be reported at Councillor briefing meeting 15 Feb 2011. SECCCA Eco-Living Community Challenge, now named Sustainable Homes Program is in development phase and will be implemented at Hampton Community Centre with programs due to commence in July 2011.	City Strategy	30/06/2011	

Commitment: 3 Managing our built environment








Strategic Objective: Buildings and infrastructure will be respectful of Bayside's character and environment and relevant to community needs, in creating a vibrant and liveable city

ACTIVITY	STATUS	PROGRESS COMMENTS	DIVISION	COMP. DATE	PROGRESS
Strategy: Built environment controls will encompass environmental sustainability, site responsive design and community needs					
Review the Bayside Planning Scheme and re-write the Local Planning Policy Framework (LPPF)	In Progress	Council Adopted the policy neutral rewrite of the MSS on 23 November 2010. An written request for the Minister for Planning to approve the amendment was subsequently sent in early December 2010 and is awaiting a response. The Preliminary Planning Scheme Review report was endorsed by Council at its meeting of 13 December 2010 for community engagement activities to commence in late February 2011.	City Strategy	31/10/2010	
Introduce controls to ensure sufficient private open space is available to residential developments	In Progress	A letter was received from the Department of Planning and Community Development on 24 May 2010 advising that further strategic work was required to enable DPCD to further consider the request, primarily the completion of the Housing Strategy. Matter reported to Council in June 2010. This work is awaiting the completion of the Housing Strategy, with the draft Housing Strategy scheduled to be reported in January/February 2011.	City Strategy	31/12/2010	
Develop heritage and neighbourhood character controls as required to preserve Bayside's built environment - approved by Minister of C80	In Progress	Council considered the submissions at the 28 September 2010 Council Meeting and resolved to appoint a panel. Representation has been secured for a panel hearing. Documentation has been sent to Planning Panels Victoria to request a hearing to be convened in March 2011.	City Strategy	30/06/2011	
Develop heritage and neighbourhood character controls as required to preserve Bayside's built environment - Exhibition of C60 and C82	In Progress	Council is waiting for the Minister for Planning to authorise Council to continue with the amendment request.	City Strategy	31/12/2010	
Strategy: We will engage with the community (developers, residents, consultants) on Council's expectations regarding controls over the built environment quality					
Hold forums to engage the community and building/development industry on Council's initiatives for the built environment	In Progress	Council has endorsed a community engagement program for planning to commence in late February 2011, which proposes numerous forums exceeding that identified by this action.	City Strategy	30/06/2011	
Promote quality in the built environment by conducting the Bayside Built Environment Awards	Completed	Built Environment Awards successfully held on 27 October 2010 with record attendance.	City Strategy	31/10/2010	
Strategy: Our villages and activity centres will provide an attractive focus for their local communities					

ACTIVITY	STATUS	PROGRESS COMMENTS	DIVISION	COMP. DATE	PROGRESS
Strategy: Our villages and activity centres will provide an attractive focus for their local communities					
Undertake amendments to introduce Council's adopted Structure Plans for Bayside's four Major Activity Centres into the Bayside Planning Scheme	In Progress	Council had sought authorisation at the start of the quarter and the 'activity' was delayed while authorisation was pending from the Minister for Planning. Amendments received authorisation from the Minister for Planning on 15 December 2010, with advice that amendment C91, proposed to introduce interim controls to be considered for approval when the 4 amendments for permanent controls are on exhibition. Exhibition of the amendments is scheduled at this point to commence in late February 2011.	City Strategy	31/10/2010	
Undertake an amendment to introduce the Black Rock Village Neighbourhood Activity Centre Structure Plan into the Bayside Planning Scheme	In Progress	The 'activity' has been delayed while authorisation was pending from the Minister for Planning. When authorisation was issued, it was subject to further work to be prepared before exhibition could commence. CPG have been appointed to undertake economic analysis work, scheduled to be completed in March 2011 to enable the exhibition of the amendment.	City Strategy	31/10/2010	
Strategy: Housing will meet the diverse and changing community needs over time and be located to support sustainable living					
Ensure that housing meets the diverse needs of people within the Bayside community and residential development meets growth requirements	In Progress	A draft Housing Strategy has been prepared and is currently being reviewed internally. The draft Housing Strategy is scheduled to be presented to Council over January/February 2011 for endorsement to undertake community engagement.	City Strategy	30/06/2011	
Strategy: We will provide sustainable infrastructure that is fit for purpose and provides high levels of community benefit					
Develop Asset Management plans for major Council buildings	In Progress	CT Management has been employed to complete the Building Asset Management Plans which is programmed to be completed by June 2011. The work is well progressed.	Infrastructure Services	30/06/2011	
Ensure sustainable design principles are an integral part of Council's capital works process	In Progress	Report from consultant on sustainable building management received end September 2010. Preparation of design specifications for inclusion in project briefs currently in progress and will be completed in the first quarter of 2011.	Infrastructure Services	31/12/2010	
Introduce a Developer Contribution Plan in which new development contributes to the cost of additional public infrastructure	In Progress	Letter received from DPCD requiring further strategic work to be undertaken. The advice is currently under review so that the amendment can be progressed.	City Strategy	31/03/2011	

ACTIVITY	STATUS	PROGRESS COMMENTS	DIVISION	COMP. DATE	PROGRESS
Strategy: We will provide sustainable infrastructure that is fit for purpose and provides high levels of community benefit					
Continue to implement water sensitive urban design principles in car park reconstruction projects	In Progress	WSUD is being incorporated into three car park projects in 2010/2011. The Sims Street car park B11 is currently under construction, although has been delayed due to unexpected Aboriginal Cultural Heritage issues, and is due to re-commence construction in first quarter of 2011. The remaining two car parks are in design phase, ie. Trevor Barker Oval car park B6 design is almost complete and Jetty Road car park B8 design is 40% complete.	Infrastructure Services	30/06/2011	
Strategy: We will promote increased transport options for people to move around Bayside with particular consideration to improved safety, health and energy efficiency					
Develop a brief for the Bayside Integrated Transport Strategy	In Progress	Discussion paper for the project has commenced, brief to be prepared in consultation with other internal departments.	City Strategy	30/06/2011	

Commitment: 4 Natural environment, open space and biodiversity**Strategic Objective:** We will improve the quality of our natural environment and open spaces and meet the challenges of climate change

ACTIVITY	STATUS	PROGRESS COMMENTS	DIVISION	COMP. DATE	PROGRESS
Strategy: We will conserve Bayside's natural environment					
Measure changes to the extent of vegetation within the vegetation protection overlay.	In Progress	The measurement of the changes in the extent of vegetation has been completed in November 2010 using existing aerial photography. The final analysis of the data will be completed in February 2011.	Infrastructure Services	30/06/2011	
Measure performance in conserving Bayside's natural environment - Provide partnership support for Microbat Research and LivingLinks Program	In Progress	Microbat initial survey completed and secondary surveys planned with Friends groups in early 2011. Living Links Masterplan completed and to be presented to staff in early 2011.	City Strategy	30/06/2011	
Strategy: We will increase the extent of tree canopy of the municipality including the planting of more trees on public land					
Monitor tree removal applications to ensure consistency with Council's Tree Protection Policy	In Progress	100% of VPO permits are audited and Local Law permits are audited as per the approved service plan level.	Infrastructure Services	30/06/2011	
Prepare an amendment to require residential development to set aside specific areas for vegetation	In Progress	Project brief has been adopted by Council, 13 December 2010. EOI process to commence January/February 2011.	City Strategy	30/06/2011	
Maintain the treed quality of streets and parks	In Progress	(Please report on the number of trees planted so far this year - target for the year is 1400). Aimed at maintaining the street tree stock rate of 95% and park canopy cover, X trees have been planted this year. Tree planting and maintenance continuing in accordance with Council policy and contract specifications.	City Strategy	30/06/2011	
Strategy: We will provide accessible open space that meets the identified needs of the Bayside community					
Develop a Bayside Open Space Strategy to identify needs for leisure, sports and conservation of natural areas	In Progress	The draft Open Space Strategy is scheduled to be presented to Council over January/February 2011.	City Strategy	31/12/2010	
Strategy: We will develop a response to the challenges of climate change, especially in coastal locations					
Undertake erosion control inspections of the Bayside foreshore and implement recommendations in accordance with the corporate risk management strategy	In Progress	The spring inspection is planned for late November. Implementation and actions identified in Autumn inspection are underway.	City Strategy	30/06/2011	

ACTIVITY	STATUS	PROGRESS COMMENTS	DIVISION	COMP. DATE	PROGRESS
Strategy: We will develop a response to the challenges of climate change, especially in coastal locations					
Review Council's drainage design standards to consider the long term impacts of climate change	In Progress	The project was divided into two stages, firstly a literature research and secondly a consultancy to advise Bayside on this issue. The first stage, identifying requirements, is complete. The second stage is well progressed, Bayside together with Melbourne Water issued a brief to appoint a consultant to undertake a scoping study to review Council design processes, determine Council catchments and identify potential requirements for future flood mapping.	Infrastructure Services	30/06/2011	
Review of Coastal Strategy	In Progress	Community and Engagement Plan developed and consultant brief completed.	City Strategy	30/04/2011	






Strategic Objective: We will reduce Council's reliance on non-renewable energy resources






ACTIVITY	STATUS	PROGRESS COMMENTS	DIVISION	COMP. DATE	PROGRESS
Strategy: We will achieve carbon neutrality for Council's operations by 2020					
Review of the design and location of public street lights	In Progress	The replacement of 80W Mercury Vapour street light with twin 14W T5 Streetlights has been programmed and allowed for in the operating budgets of 2011/12 to 2015/16. The implementation will be done in accordance with the recommendations of the report presented to Council on 22 September 2009. Further work in relation to detailed design will be completed in the next three months.	Infrastructure Services	31/03/2011	
Develop a carbon accounting framework	Completed	New Greenhouse Gas Reporting Framework adopted by Council on 10 August 2010. This provides the basis for carbon accounting. Data formats are being finalised in preparation for preparing the first report using the new framework. First report using new framework to be presented to Council in February 2011.	City Strategy	30/09/2010	
Strategy: We will reduce Council's reliance on potable water					
Complete the Sandringham Golf Course and Elsternwick Park Water Management Plans	In Progress	Advice of successful application for Federal grants received late September 2010 for both of these projects. Report to Council in February 2011. Currently commencing next stage of project implementation. Elsternwick Park - project proceeding according to program. Community consultation phase completed. Documentation phase due to commence in February 2011. Sandringham Golf Course - project proceeding according to program. Documentation to commence in late March 2011.	Infrastructure Services	30/06/2011	

ACTIVITY	STATUS	PROGRESS COMMENTS	DIVISION	COMP. DATE	PROGRESS
Strategy: We will reduce Council's reliance on potable water					
Establish baseline level and future targets for sustainable water use	In Progress	Sustainable Water Management Plan being finalised. It will establish targets for potable water use. Further data obtained from key Council water key precinct strategies, which is required for establishing base line water use and potential for accessing alternative water supplies. Obtaining data from leased properties is a major barrier. Working to finalise draft Sustainable Water Management Plan, which will provide the strategic basis and evidence for targets. Council report to present Sustainable Water Management scheduled for February 2011. This will include sustainable water use targets.	City Strategy	30/09/2010	
Implement the key recommendations for the Water Sustainability Action Plan	In Progress	Stakeholders meeting in January 2011 to analyse and confirm projects to be undertaken and projects to be further developed for future funding applications. Consultant to be appointed in early March 2011. Work programmed for completion by 30 June 2011.	Infrastructure Services	30/06/2011	
Strategy: We will educate and engage our community in environmental sustainability					
Maintain 50% recovery rate by weight of solid waste for recycling in line with Sustainability Victoria's Metropolitan Waste and Resource Strategic Plan	In Progress	Recovery rate is determined from the audit conducted in June 2010. For the period July 10 to December 10 current recovery rate is running at 55%	City Strategy	30/06/2011	
Completion of review of Bayside Environmental Advisory Group (BEAG), the Friends of Bayside Policy and other community engagement mechanisms for environmental issues - Review community engagement mechanisms for environmental sustainability	In Progress	Review underway. To be reported to Council in November 2010. Waiting on outcomes of organisation-wide review of Council's community advisory groups.	City Strategy	31/12/2010	
Reduction of food waste/packaging in the Bayside waste stream	In Progress	Recovery rate is determined from the audit conducted in June 2010	City Strategy	30/06/2011	

Commitment: 5 Community engagement and having real conversations

Strategic Objective: We will effectively engage with our community

ACTIVITY	STATUS	PROGRESS COMMENTS	DIVISION	COMP. DATE	PROGRESS
Strategy: We will increase transparency and knowledge about opportunities for community participation					
Review Council's website to ensure it provides accurate up to date information that is easy to find and establish a review standard for all content - Website redevelopment	In Progress	Bayside's new website is now live and functioning well. Minor adjustments are still being made. Work has commenced on governance and standards. Work has commenced on an external audit to address outstanding functionality issues	Executive	31/01/2011	
Review Council's website to ensure it provides accurate up to date information that is easy to find and establish a review standard for all content - Develop a website evaluation and content management plan	In Progress	Scoping the project has commenced.	Executive	30/06/2011	
Strategy: We will provide a range of opportunities for the community to actively engage in Council's decision-making activities					
Complete the review of the operations and terms of reference of Bayside's advisory groups	In Progress	An outline brief proposing a tiered advisory committee structure has been presented to Council. A further brief outlining final recommendations and draft terms of reference will proceed to Council in February 2011	Executive	31/03/2011	
Review Council's management processes for parking education and enforcement	Completed	Oct - Dec Review completed and report to EG under Business Excellence Framework in February.	Infrastructure Services	28/02/2011	
Develop a Community Plan that engages the Bayside community and provides a long term vision for the municipality and our neighbourhoods	In Progress	Implementation Plan to be present to Council in February	Executive	31/12/2010	

ACTIVITY	STATUS	PROGRESS COMMENTS	DIVISION	COMP. DATE	PROGRESS
Strategy: We will provide a range of opportunities for the community to actively engage in Council's decision-making activities					
Develop a Social Media Policy for Council to guide the use of new communication techniques including mobile phone and Web 2+ technology	In Progress	<p>Opportunities to participate in Council's decision making activities have increased through offering membership of three major project groups. Community Plan, OSS and Route 33.</p> <p>Review of the planning framework and associated documents and review of the local laws will involve the establishment of community reference groups that will contribute to the process. Planning for these is underway</p> <p>Draft generic MAV social media policy yet to be adopted. Bayside is considering combining its own work with the MAV draft.</p>	Executive	31/12/2010	
Utilise the Community Plan to trial applications and new technologies including online forums, social media and SMS	In Progress	<p>Community Plan approved in draft form for public exhibition December 2011.</p> <p>Implementation Plan to be completed by end January 2011</p> <p>Final draft to be approved for publication early 2011</p>	Executive	31/12/2010	
Strategy: We will ensure our approaches to community engagement are appropriate, ongoing, open and collaborative, and all key consultation and engagement activities will recognise and respect the diversity of our community, including culture, gender, age and disability					
Develop and implement community engagement plans for all major projects which have a high impact as defined in the Communication Engagement Framework	In Progress	<p>Community Engagement now integrated into capital works projects. Planning for non-capital projects underway.</p> <p>Community engagement planning matrix addressing diversity issues being drafted to be appended to revised CEF by March 2011</p>	Executive	31/12/2010	
Develop a community program to assist understanding and participation in Council's decision-making process (How to work with your Council)	In Progress	Currently determining the type of literature to be developed to assist understanding and participation in Council decision making.	Corporate Services	30/12/2010	
Review all completed 'high impact' community engagement projects to identify improvement opportunities, including whether the engagement reflected the community's diversity, including culture, gender, age and ability	In Progress	<p>All major consultations undertaken by Council being advised on with a view to diversity issues.</p> <p>Review underway - to focus on surveying organisation to establish nature of CE activities</p>	Executive	30/06/2011	

Commitment: 6 Stewardship, governance and leadership

Strategic Objective: We will improve the condition and suitability of the municipality's assets and resources, and the capability of our organisation

ACTIVITY	STATUS	PROGRESS COMMENTS	DIVISION	COMP. DATE	PROGRESS
Strategy: Economic, social and environmental impacts will inform all Council decisions					
Incorporate Human Rights Charter considerations into Council Reports as part of the standard report template	In Progress	Reviewing the template to incorporate the Human Rights Charter consideration. Expected completion 30 March 2011	Corporate Services	30/09/2010	
Conduct staff training in Council Report writing, with a focus on incorporating all of the relevant economic, social and environmental impacts into reports	In Progress	Completed training on CARMS . Provided one on one training to new Senior Managers and Officers	Corporate Services	31/12/2010	
Strategy: Our long-term financial strategy will provide a transparent validation of Council's intentions to continue to achieve financial sustainability in the medium to long term					
Review and update the financial framework to support sound financial decisions	In Progress	This is an ongoing process and is updated regularly to reflect known issues. The Long Term Financial Strategy will be updated in line with the 11/12 Budget process. Recent developments have included the further refinement of the 5 year capital works program.	Corporate Services	30/06/2011	
Develop an annual budget in accordance with the Long Term Financial Strategy	In Progress	The 2011/12 budget is currently underway and tracking according to plan.	Corporate Services	30/04/2011	
Integrate a ten year capital works program into Council's strategic financial direction	In Progress	This is an ongoing process in conjunction with Asset Management. Recent developments have included the further refinement of the 5 year capital works program.	Corporate Services	30/06/2011	
Strategy: We will achieve sound risk management					
Complete the annual internal audit program in accordance with the Audit Charter	In Progress	The audit program is tracking according to plan. Recently completed a status Audit and parking ticketing machines audit.	Corporate Services	30/06/2011	
Review Council risk register	Completed	Risk register was redeveloped with 63 new strategic risks being identified and developed. All have been populated in the interplan risk module. Training has been provided on the Interplan risk module for all responsible officers We have now further reviewed the register benchmarking against other Councils. We are currently updating the risk headings to simplify and reduce the amount of strategic risks	Corporate Services	31/12/2010	
Strategy: We will meet the current and future requirements relating to organisation structure, capability, succession and talent management					

ACTIVITY	STATUS	PROGRESS COMMENTS	DIVISION	COMP. DATE	PROGRESS
Strategy: We will meet the current and future requirements relating to organisation structure, capability, succession and talent management					
Conduct four organisation wide projects in Phase 2 of the Business Excellence @ Bayside program	In Progress	Two projects reached milestones in December 2010 and recommendations were made to the Executive Group. New projects will begin in the first quarter of 2011.	Executive	30/04/2011	

Strategic Objective: We will provide open, transparent and accountable governance with the highest standards of integrity

ACTIVITY	STATUS	PROGRESS COMMENTS	DIVISION	COMP. DATE	PROGRESS
Strategy: Council will regularly review and reflect on its decisions and performance					
Review Council's Customer Service Charter and performance against it, and our ongoing reporting of results	In Progress	Review of the charter drafted but deferred pending commencement of new manager customer service and communications.	Executive	30/04/2011	No Targets Set
Conduct an independent review of the format and content of Council's Annual Report and incorporate the review in the 2009/10 Annual Report	Completed	Incorporated findings of the Annual Report review in the 2009/10 Annual Report	Corporate Services	30/09/2010	
Councillors will undertake a self assessment against the Councillor Code of Conduct	Not Started	Not due to commence as yet	Corporate Services	30/06/2011	
Strategy: Council decisions and initiatives will be based on clear and transparent evidence, informed by economic, environmental and social considerations					
Assess all current Council adopted strategies and policies against the Strategy and Policy Framework	Not Started	Review of policies and strategies are currently being undertaken.	Corporate Services	30/06/2011	
Develop a program of engagement to promote women in Local Government	Completed	A program to celebrate Women in Local Government was developed and presented to Council for adoption in July 2010.	Corporate Services	31/07/2010	