Bayside City Council Annual Report 2015-2016



Acknowledgement of traditional owners

Bayside City Council acknowledges that the original inhabitants of this land that we call Bayside were the Boon Wurrung people of the Kulin nation.

They loved this land, they cared for it and considered themselves to be part of it.

We acknowledge that we have a responsibility to nurture the land, and sustain it for future generations.

Flag raising ceremony

In commemoration of Indigenous rights and reconciliation throughout Australia's history, and to raise awareness of the work that still needs to be done, each year Bayside City Council hosts a Flag raising ceremony as part of National Reconciliation Week. This year's ceremony was held on Saturday 28 May 2016 at the Corporate Centre in Sandringham.

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Introduction

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About the Annual Report

Purpose of this report

Bayside City Council's Annual Report is an important part of Council's commitment to open and accountable governance. The report informs our community and stakeholders – including residents, ratepayers, businesses, visitors, prospective staff, government agencies and other interested groups and reflects Council's commitment to Making Bayside a Better Place.

The report documents operational activities, including partnership projects completed in the 2015/2016 financial year. The report shows Council's highlights and achievements along with the issues and challenges it faced between July 2015 and June 2016. It informs the Bayside community of Council's performance against the seven goals of the Council Plan 2013–2017 and the Budget 2015/2016.

The report includes issues impacting the sustainability of Bayside and our organisation and provides details of the elected Council, the organisation, and our financial and sustainability performance. The report also includes statutory reporting and legislative information.

The previous Annual Report was approved in principle by Council in September 2015.

Theme of this report

The theme of this report is "Making Bayside a Better Place", depicting the work Council does interacting with both residents and visitors to deliver services to our community. Through this theme we will reflect on Bayside's Better Place Approach and review our achievements and highlights of the 2015/2016 financial year.

The structure of this report

This report is divided into five sections. The first section provides an overview of Bayside City Council and the community we serve (see page 44). The second highlights our performance against the seven goals of the Council Plan 2013– 2017 (see page 78). The third section reports on Statutory Reporting and Corporate Information (see page 168). The fourth section provides detailed financial performance and performance against our key strategic activities (see page 230). The fifth and final section details our performance against global indicators (see page 300).

Local Government Performance Reporting Framework

Local Government Victoria introduced the Local Government Performance Reporting Framework in the 2014/2015 reporting year. The framework is a mandatory system of performance reporting to ensure that all councils are measuring and reporting on their performance in a consistent way.

The framework is made up of a number of indicators and a governance and management checklist of 24 items, which together build a comprehensive picture of Council's performance. These indicators are included within our Report on Operations and Performance Statement document within this Annual Report. The indicators are categorised into service performance, financial performance and sustainability. Effective performance reporting by councils is essential for ensuring accountability to residents and ratepayers as to how public money is being spent and the quality of services delivered.

The results of the performance reporting frameworks will be published on the interactive "Know Your Council" website, to enable the community, councils and the government to benchmark and compare similar councils. The 2015/2016 performance data went live in November 2016 containing each council's indicators for their Report on Operations and Performance Statement. Further information can be found within Part 2 and Part 4 of this report.

Indicator areas

Service performance

To provide relevant information about the effectiveness and efficiency of local government services.

Financial performance

To provide relevant information about the effectiveness of financial management in local government.

Sustainability

To provide relevant information about whether local government have the capacity to meet the agreed service and infrastructure needs of their community and absorb foreseeable changes and unexpected shocks into the future.

Indicator sets

Service performance

53 quantitive measures (1 optional measure)

Financial performance

12 quantitive measures

Sustainability

6 quantitive measures

Governance and management

24 quantitive measures

Bayside's Better Place Approach

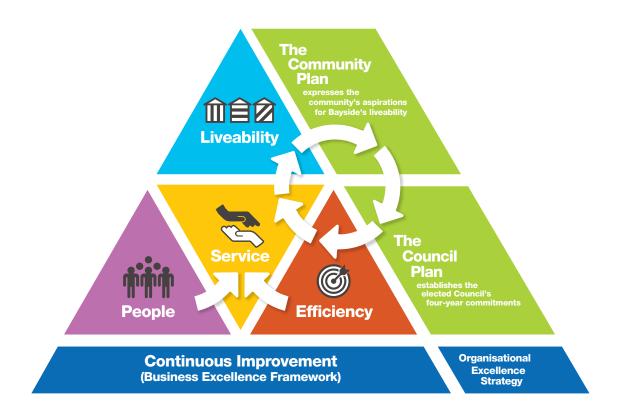
The Better Place Approach was launched in late 2014 and builds upon four Key Result Areas which were identified in response to the State Government's Local Government Performance Reporting Framework. Bayside's Better Place Approach takes the lead from the Council Plan's Purpose Statement that Council exists to "work with our community to make Bayside a better place". It identifies the key ongoing performance areas against which organisational results will be directed.

The Key Result Areas are:

- liveability
- service
- people
- efficiency

These Key Result Areas and the identification and pursuit of relevant improvements are used at the whole-of-organisation level and for each Department in Council. The benefit of this approach was evidenced with our staff survey and departmental capability assessments reporting increased ratings in understanding of how our structure serves our goals, knowledge of how we are performing, and that planning in work areas is linked to Council's plans. This has made a significant improvement in our organisation's approach to integrated performance measurement and management.





Sustainability reporting

The Global Reporting Initiative (GRI) is an internationally recognised, comprehensive sustainability framework. The framework is used to demonstrate organisational commitment to transparency, sustainable development, compare sustainability performance over time and to measure performance in respect to laws, norms, standards and voluntary initiatives. The GRI sets out the principles and performance measures that report on economic, environmental and social performance.

Our GRI report is based on the G4 version of the guidelines. This is the sixth year that Bayside has reported against the principles and performance measures of the GRI (see page 300) for the GRI index.

How to obtain extra copies of the Annual Report

Additional copies of this report can be obtained by:

- logging onto the publications section of Council's website www.bayside.vic.gov.au
- telephoning Council on (03) 9599 4444
- visiting Council's Corporate Centre or any one of Council's library branches (see back cover for locations)
- sending an email to enquiries@bayside.vic.gov.au
- writing to Bayside City Council at PO Box 27, Sandringham 3191

Feedback

Bayside City Council welcomes your ideas about this report as feedback received helps us to form report content for the following year. If you would like more information on any matters contained in this report or want to provide feedback on how Council's reporting can be improved, please telephone Council's Strategy and Performance Department on (03) 9599 4444 or email enquiries@bayside.vic.gov.au

How to read this Annual Report

There are four main sections of the Annual Report:

Part One

Overview of Bayside – Our community Overview of Bayside – Our Council Overview of Bayside – Our organisation Overview of Bayside – Our people

Part Two

Performance against Council Plan 2013–2017

- Goal 1 An engaged community and Council
- Goal 2 A strong supportive community
- Goal 3 A liveable city
- Goal 4 A sustainable natural environment
- Goal 5 A creative and active community
- Goal 6 A thriving local economy
- Goal 7 Financial responsibility and good governance

Part Three

Statutory Reporting and Corporate Information

Part Four

Financial Report

Part Five

GRI

Council's purpose

Council's purpose

The adopted purpose of Bayside City Council is to make Bayside a better place.

This statement of purpose was developed by the Council, elected in November 2012 and still remains current.

By setting out its goals and establishing what needs to be done to address these, Council, together with the community, will make Bayside a better place.

Our organisation aims to:

- build and participate in partnerships
- demonstrate leadership to empower the community to achieve its aspirations
- adapt to challenges and changes in our internal and external environments
- advocate and influence decision makers
- strive for organisational excellence and professionalism
- respond in a strategic manner
- actively engage people
- deliver a range of appropriate and well-planned services.

We will continue to be accountable, strive for continuous improvement and commit to being open and transparent.

Connecting our purpose to our strategy

Council understands the importance of engaging with our community and preparing long-term plans to guide decision-making, resource allocation and service provision. This is why we have developed a strategic performance framework committed to achieving our vision to make Bayside a better place. The strategic planning framework consists of three levels: community planning, council planning and organisational planning. At each of these levels, Council is guided by the Bayside community engagement framework to ensure we are informed by the priorities of our community and continue to target services to meet community needs.

At the top level of our planning framework is the Bayside Community Plan 2020. This futurefocused plan has been developed with our community and anticipates how Bayside will react to a changing world while valuing the natural, built and community assets that characterise Bayside.

Guided by the Community Plan is our Council Plan. Developed by the elected Councillors, this plan outlines Council's four-year goals and strategies to realise our vision to make Bayside a better place.

Directly aligned to the goals of the Council Plan are our department plans, incorporating organisational improvement plans. These annual department plans are developed by the 16 Council departments and they translate strategy into action. The Better Place Approach provides an overview of how all three levels work together to provide an integrated performance framework, and enables improved alignment with our goals and strategy.

We are committed to engaging with our community. This means having real conversations to find out what we are doing well and what needs improving. This information underpins our planning process, is the foundation of the Council Plan and guides the specific actions of our annual action plan, department plans and individual staff performance plans.

Council Plan 2013–2017

Victorian Local Government elections are held every four years at which time the Bayside community elects Councillors to govern the Council. The 2012 general elections were conducted on Saturday 27 October 2012 by the Victorian Electoral Commission (VEC) on behalf of Council and in accordance with the requirements of the *Local Government Act 1989* and seven Councillors were elected (for more information see page 55).

One of the first tasks for the new Council was to develop a council plan to set the strategic direction for its four-year term of office. The Bayside City Council Plan 2013–2017 was formally adopted by Council on 26 June 2013. Guided by the community's vision for the future, the new Council Plan sets out Council's purpose, goals, strategic objectives and strategies. The plan outlines the following seven goals:

Goal 1 – An engaged community and council

The Bayside community will be well informed and will have opportunities to actively participate in Council decision-making.

Goal 2 – A strong supportive community

Bayside will be a healthy connected community.

Goal 3 – A liveable city

Bayside will have a well preserved neighbourhood character and will have accessible transport options.

Goal 4 – A sustainable natural environment

Bayside will be a leader in environmental management and will be a greener, more sustainable city.

Goal 5 – A creative and active community

Bayside and its community will have a strong sense of identity, pride and place through its culturally rich arts, recreation and cultural programs.

Goal 6 – A thriving local economy

Bayside will be recognised for its thriving shopping and business precincts and as a prominent sporting and tourist destination.

Goal 7 – Financial responsibility and good governance

Bayside will continue to make the best use of available resources to the benefit of all in a transparent local government environment.

This Annual Report is the third report against the Council Plan 2013–2017.

Annual review of the Council Plan

It is a legislative requirement of Council to consider annually whether its four-year Council Plan requires review. In early 2015, Council reviewed the Council Plan and determined that the seven goals remain the same, however, minor adjustments were made to the Strategic Objectives and Strategies to reflect current community needs and expectations. The first report against the Council Plan 2013–2017 (2015 Review) will be the Annual Report 2015/2016.

Conduct Principles for all staff

Section 95 of the *Local Government Act 1989* sets out Conduct Principles that Council staff must follow in the course of their employment. The Conduct Principles require that staff:

- act impartially
- act with integrity including avoiding conflicts of interest
- accept accountability for results and
- provide responsive service.

It is an expectation of the organisation that all Council employees act in accordance with these fundamental principles.

Shared values and behaviours

Values and behaviours give clarity to the workplace culture at Council and support the achievement of Council's goals.

Through its shared values and behaviours, Council outlines what employees can expect of the organisation and of colleagues and, in return, what colleagues and the organisation can expect from them. They demonstrate how we will work together and treat each other. Through extensive consultation with staff, the following shared values and behaviours for the organisation have been developed and adopted during the reporting year.

It is expected that all employees act in accordance with these Council values.

The staff of Bayside embrace these values and live them daily.

Values	Behaviours
Respect each other	I value others and their contributions. I ask and listen to understand. I treat others with fairness, dignity and care.
Own it	I take responsibility for my actions. I see it through. I make it happen.
Work together	We collaborate within and across teams. We set each other up for success. We share information generously. We care about the flow-on impact of our work.
Find better ways	We are curious about our community's changing needs. We encourage breakthrough ideas and new approaches. We make courageous decisions. We are open to learning.

Our commitment to excellent customer service

Bayside City Council is committed to delivering excellent customer service. It is our aim to deliver exceptional customer service so that each time a customer interacts with Council, they experience service that is:

- Easy to deal with We keep the customer informed of what is required to resolve their query and when it is likely to be resolved.
- Empathetic We are professional and we listen to our customers. When communicating with our customers we will use language that our customers understand.
- Effective Customer service is delivered by skilled staff who manage interactions in a timely way.
- Trusted We are confident to make decisions or know who can. We will be fair and transparent when communicating outcomes and we will follow through.

A message from the Mayor

I am very proud of all of the work that has been undertaken by Council throughout the 2015/2016 year, working to deliver against the goals of the Bayside Council Plan 2013–2017. I am delighted to have been elected to the position of Mayor of Bayside City Council for a second term having previously held the position in 2008–2009.

As a passionate advocate for the community, I have aimed to use my term to help drive open and meaningful conversations about the issues that matter within the municipality. Throughout the 2015/2016 year, Council conducted an extensive engagement process to prepare for the 2025 Community Plan, with more than 1,200 members of the community and Council members providing input. The plan has tried to capture the community's needs and aspirations for Bayside over the next 10 years. It will sit at the heart of the Council's planning framework, providing an essential reference for all of Council's plans, policies and strategies.

The Community Plan has seven key domains covering: open space; local economy; transport; infrastructure; community health and participation; environment; and housing and neighbourhoods. These domains cover all aspects of liveability in Bayside, and will help identify how we can make Bayside a better place.

People in Bayside feel a strong sense of pride and belonging, and are passionate about protecting our way of life. All of the feedback we have received on the values and aspirations on behalf of the community is being analysed and themed right now to develop a vision for our community, which will not only guide the work of Council but provide an advocacy platform to other levels of government.

One of the greatest privileges I have had as Mayor is presiding over citizenship ceremonies. On Australia Day I conferred, on behalf of the Minister for Immigration and Border Protection, Australian citizenship on 65 Bayside residents from 22 countries. It is always a moment of reflection for me of how lucky we are to live in this country: that we have rights where others have none, that we have a lifestyle that is envied the world over, and a country so beautiful it remains in our hearts forever.

Throughout the past year I have been committed to continuing Council's campaign to level the playing field for gender equity, particularly with the sporting facilities within the municipality. Council's plan to upgrade all 27 sportsgrounds received a significant boost in 2015/2016 with the Victorian Government contributing \$3 million toward new facilities at Elsternwick Park.

Council advocated on a number of issues through the past year on behalf of the community. Transport was a key areas of focus, particularly commuter parking at train stations, improved bus connections, reduced congestion at level crossings and the new Southland Station. The new station at Southland represents a significant investment in public transport for Bayside but there is still work to be done to manage the impacts on neighbouring properties and ensure station facilities meet the community needs. Council will continue to engage the community on the development of an action plan to achieve its advocacy goals. I have been happy to see the continued focus on performance management and accountability over the past year. November 2015 saw the launch of the "Know Your Council" website publishing a range of service and financial performance indicators to provide openness and transparency for the community, enabling them to review the performance of their local council. The 2015 data provided a great baseline for Bayside's performance and Council has succeeded in improving results across the range of indicators.

Acknowledgements

I would also like to recognise Council's Chief Executive Officer, Adrian Robb, his Executive Team and Council staff for their support and professional advice. We are fortunate to have so many committed individuals, with their professionalism and dedication, which help to make Bayside a better place.

Finally, I would like to take this opportunity to acknowledge my fellow Councillors, not only during my time as Mayor, but for their dedication and hard work over our four-year term in office, striving to deliver our goals as set out in the Council Plan 2013–2017.

Cr James Long BM JP

Mayor, Bayside City Council

A message from the CEO

The 2015/2016 year has been a busy one for Bayside. Council has continued to embed its strategic performance framework the Better Place Approach, which takes the lead from the Council Plan's Purpose Statement that Council exists to "work with our community to make Bayside a better place". It identifies the key ongoing performance areas against which organisational results will be directed. These are: Liveability; Service; People; and Efficiency.

Liveability

During 2015/2016 Council undertook a review of our existing community plan Our City Our Future 2020 and developed the Bayside Community Plan 2025. Over 1,200 people contributed their views, aspirations and priorities for our municipality. We will seek to measure change over time against the Community Plan, so we can provide the services and infrastructure necessary to continue to make Bayside a better place.

The Community Plan connects community aspirations with Council's strategic performance framework. The Better Place Approach aligns our community's long-term aspirations with Council's key performance indicators and the external liveability outcomes we strive to achieve. Council's commitment to Making Bayside a Better Place is also demonstrated through its annual capital works program. This year, Council invested \$23.33 million in capital works projects aimed at providing high-quality community infrastructure. Council worked on over 160 capital works projects and successfully completed 80 per cent of these within the financial year. Significant projects undertaken include Hurlingham Park redevelopment, Dendy Park ground stabilisation and the Bayside Community Nursery revitalisation.

Service

The 2015/2016 year saw the introduction of departmental capability assessments using the Business Excellence Framework©. By undertaking these assessments, teams were able to understand their capability relative to the practices of successful organisations and define what success looks like for their services. Each department will now regularly assess their capability annually as part of our business planning cycle, with a focus on continually improving performance and results.

This year Council undertook four strategic service reviews, providing us with an opportunity to examine how we work to improve liveability for our community. Reviews were conducted into Arts and Culture, Traffic Management and Transport Planning, Building Services and Library Services, with a number of recommendations for the Arts and Culture and Library Services reviews already being presented to Council. Many of the operational improvement opportunities identified by these reviews are currently being implemented.

The Reviews form part of our commitment to continuous improvement and provide an opportunity to ensure we are delivering the right services for our community, in the right way and at the right cost.

People

The people who work at Bayside are the key to our success. During the year a new e-recruitment system was rolled out to help improve the attraction and selection of candidates. The system was operational from 1 September 2015, and has seen a 44 per cent reduction in the average number of days between advertising a role and the offer of employment. This improvement represents some of the efficiencies gained from our continuing transition to our delivery online.

Efficiency

Council's financial position continues to remain strong with an operating surplus of \$26.75 million for the year, which was \$7.07 million greater than the previous year's surplus and \$9.72 million favourable to the 2015/2016 Budget. This surplus is used to partly fund the Capital Works Program and repay long-term debt in line with the Long Term Financial Plan.

Cost shifting from state and federal governments continues to be a concern for Bayside, particularly with increasing financial pressure on Council in the new rate capping environment when additional costs are placed on local government from state and federal governments. Councils needs to address the shortfall and create efficiencies by increasing rates or reducing service levels.

The year 2015/2016 saw the launch of the Know your Council website to help improve transparency and accountability of local government performance. The website publishes the State Government's Local Government Performance Reporting Framework (LGPRF) indicators, which allow the community to benchmark their own council's performance. Bayside has embedded the LGPRF indicators within its existing quarterly performance reporting framework, which has a range of measures across each service area. This assists our Leadership Team in understanding how their service is performing, using the performance indicators to assess their performance and to identify areas for future improvement.

Acknowledgements

I would like to recognise the great contribution of Bayside's staff and members of the Executive Team throughout the year, each of whom strive to improve performance through continuous improvement and share a strong commitment to Making Bayside a Better Place.

I also thank the elected Councillors for their work and dedication over their four-year term and their leadership and guidance in delivering the Bayside Council Plan 2013–2017.

Adrian Robb

Chief Executive Officer

2015/2016 Annual Report

Calendar of events 2015/2016

Bayside City Council plays host to and supports a variety of events throughout the year. Events are a valuable contribution to the health and wellbeing of our community and showcase the strong connection our residents and visitors have with local business, recreation, leisure, arts and culture. Some highlights of events hosted and supported by Council in 2015/16 included:

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July 2015

- Connections Art & Dementia Program – The Gallery @ BACC
- An Afternoon with Popular Opera Resonance Music Series
- FReeZA Young People of Bayside Art Exhibition
- Bayside Business Network
 Women's Luncheon
- Bayside Farmers' Market
- Bayside "Say No to Bullying" Youth Forum
- Youth Services X-Treme Teen School Holiday Program

August 2015

- Bayside Chamber Orchestra Resonance Music Series
- The Curious Life of Sir Thomas Bent – The Gallery @ BACC
- FReeZA Revolution Band Competition
- Bayside Farmers' Market
- Citizenship Ceremony
- Children's Book Week
- Genealogical Group, Brighton Library
- Sandy Point Half Marathon

September 2015

- All About the Pied Piper Resonance Music Series
- Light the blue touchpaper and retire – The Gallery @ BACC
- Bayside Farmers' Market
- Bayside Business Network Night
- Bayside Business Network Breakfast
- RUOK day
- Youth Services X-Treme Teen School Holiday Program
- Connections Art & Dementia Program – The Gallery @ BACC

October 2015

- Sandringham Village Fair
- Built Environment Awards
- Bayside Farmers' Market
- Citizenship Ceremony
- Halloween Between the Books (FReeZA event with Beaumaris Library)
- FReeZA Open Mic night
- Bayside Business Network Night
- Bayside Business Network Women's Luncheon
- BGKLLEN Youth Applied Learning Awards

November 2015

- Bayside Pet Expo
- Citizenship Ceremony
- Bayside Chamber Orchestra Resonance Music Series
- Youth Services Summer Skate Jams
- Bayside Business Network Night
- Bayside Farmers' Market
- Concourse Christmas Carnival
- Connections Art & Dementia
 Program The Gallery @ BACC

December 2015

- FReeZA Open Mic Summer Jam
- International Day for People
 with a Disability
- Christmas Pageant Resonance Music Series
- Youth Services Summer Skate Jams
- Bayside Business Network Night
- Bayside Farmers' Market
- Bayside Carols in the Park
- Youth Services Summer Pop Up's

January 2016

- Australia Day Ceremony including Citizenship Ceremony
- Youth Services Summer Pop Up's
- Youth Services X-Treme Teen School Holiday Program
- Bayside Farmers' Market
- Connections Art & Dementia
 Program The Gallery @ BACC
- Alternative Literature is also Alternative Literature: Benjamin Aitken – The Gallery @ BACC

February 2016

- FReeZA Event –St. Kilda Festival
- Bayside Business Network Night
- Bayside Farmers' Market
- Challenge Melbourne
- Youth Services Summer Pop Up's
- Connections Art & Dementia Program – The Gallery @ BACC
- Target: Bayside Art and Design Graduates – The Gallery @ BACC

March 2016

- Bright 'n' Sandy Food & Wine Festival
- Bayside Farmers' Market
- Bayside Business Network Breakfast
- Bayside Business Network Night
- Bayside Chamber Orchestra Resonance Music Series
- Bayside Artist in Residence
 Drawing Club
- Citizenship Ceremony
- Youth Services Summer Pop Up's
- Beachside Youth Festival

 From Mountainous Lands – Resonance Music Series

The Gallery @ BACC

Citizenship Ceremony

• Bayside Farmers' Market

Bayside Business Network

• Bayside Acquisitive Art Prize 2016 -

Bayside Business Network Night

• AUSLAN Storytime, Brighton Library

April 2016

- Bayside Farmers' Market
- Bayside Business Network Night
- Bayside Business Network
 Women's Luncheon
- Snapshots: Prue Acton The Gallery @ BACC
- Bayside Artist in Residence Open Day
- Bayside Design Market
- Mostly Mozart Resonance Music Series
- National Youth Week
- Youth Services X-Treme Teen School Holiday Program

May 2016

- Bayside Farmers' Market
- Citizenship Ceremony
- Bayside Artist in Residence
 Drawing Club
- Reconciliation Week Flag Raising Ceremony
- Bayside Business Network Night
- Church Street Musical Interlude
- Pulse FReeZA DJ Competition
- Biggest Morning Tea, Sandringham Library

June 2016

Breakfast

Victorian Local Government Women's Charter

In September 2013, Council re-affirmed its commitment to the Victorian Local Government Women's Charter to demonstrate its support for the Charter and the promotion of gender equity, diversity and women's participation in active citizenship. The Charter recognises the need for increased women's participation in the key decision-making forums within the community.

Below is the Council-adopted Victorian Local Government Women's Charter:

Victorian Local Government Women's Charter

Recognising the need for increased women's participation in the key decision-making forums in the community and in democratic governance, we, the local governments of Victoria, on behalf of our communities support the following principles:

Gender Equity

That women and men have an equal right to be representatives in local government, committees and decision-making positions.

Diversity

The inclusion of different experiences and perspectives in local governments and community decision-making strengthens local democratic governance and helps build cohesive communities. Council and communities encourage and welcome the participation of all women.

Active citizenship

Local governments will work with the community to increase the numbers and participation of women in public life, so that decision-making more clearly represents and reflects the interests and demographies of communities.

Furthermore, Council also took the next step in supporting the Women's Charter by endorsing the following Statement of Commitment.

Statement of Commitment

"We will work toward increasing the representation of women in local government, both as elected members and as senior managers and professionals. We will undertake ongoing reviews of policies and practices to remove barriers to women's participation and to engender safe, supportive working and decisionmaking environments that encourage and value a wide range of views."

Council developed an action plan for 2015/2016 and some of the achievements included:

- scheduling Council and committee meetings as much as possible to try and avoid clashes with peak family times and to ensure child care is available and accessible for Councillors with parental responsibilities
- review representation to improve gender equity on Council's various committees and forums
- promotion of the Women's Charter on Council's website, the Corporate Centre and other work premises
- promoting women in local democracy events.

Efficiency

Financial summary

Council's financial position remains strong. A summary of our performance is outlined below. Detailed information relating to Council's financial performance is included within the Financial Statements and Performance Statement sections of this report.

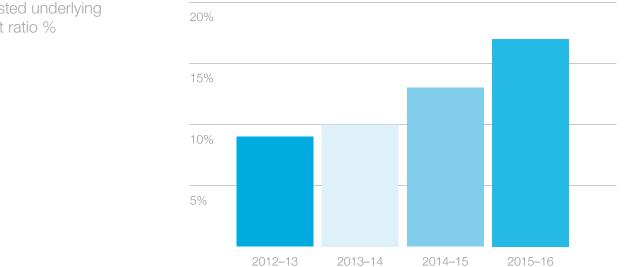
Operating position

Council achieved an operating surplus of \$26.75 million for the year which was \$7.07 million greater than the previous year's surplus and \$9.72 million favourable to the 2015/2016 Budget. This surplus is used to partly fund the Capital Works Program and repay long-term debt in line with the Long Term Financial Plan. The favourable variance is due mainly to:

- \$4.0 million resort and recreation levy income was favourable to budget reflecting an increase in building development. These funds are quarantined in a statutory reserve to be made available for future open space enhancement
- \$582,000 operating grants received in advance predominantly for Aged and Disability programs to be delivered in 2016/2017

- \$598,000 carbon tax rebate for carbon tax paid in prior years on the waste disposal contract
- \$768,000 parking fines favourable to budget reflecting 43 per cent increase in parking infringements issued due to better weather conditions and an increase in weekend patrols throughout the year
- expenditure was \$2.48 million favourable to budget as a result of a number of savings initiatives achieved during the year.

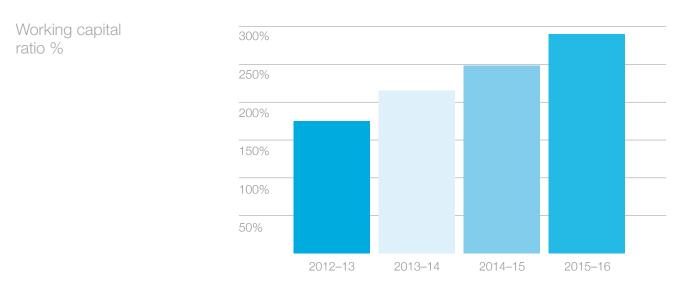
The adjusted underlying surplus of Council after removing non-recurrent capital grants and cash capital contributions is a surplus of \$20.1 million or 17.4 per cent when compared with adjusted underlying revenue. Sustaining an adjusted underlying surplus is a critical financial strategy that provides capacity to renew the \$2.89 billion of community assets under Council's control.



Adjusted underlying result ratio %

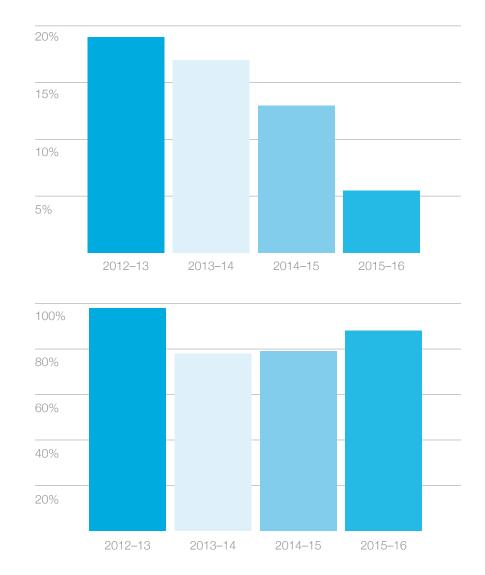
Liquidity

Cash and investments have increased by \$18.44 million from the prior year mainly driven by the favourable operating and capital results for the year. However, the increase in cash is partially offset by the increase in reserves by \$12.64 million set aside for future capital works and statutory commitments. The working capital ratio which assesses Council's ability to meet current commitments is calculated by measuring Council's current assets as a per centage of current liabilities. Council's result of 298.4 per cent is an indicator of a strong financial position.



Obligations

Council aims to ensure that it is able to maintain its infrastructure assets at the expected levels, while at the same time continuing to deliver the services needed by the community. Council invested \$13.95 million in renewal and upgrade works during the 2015–2016 year and repaid \$4.18 million of debt. This was funded from cash from operations and reserves. At the end of the 2015–2016 year, Council's debt ratio, which is measured by comparing interest-bearing loans and borrowings to rate revenue, was 8.9 per cent which was within the expected target band of 0–70 per cent. Council's asset renewal ratio, which is measured by comparing asset renewal expenditure to depreciation, was 94.5 per cent which was below the expected target level of greater than 100 per cent. This is due mainly to a small number of significant capital projects being carried forward to 2016/2017 including the Banksia Reserve pavilion, Dendy St Beach pavilion and the Jetty Road foreshore public toilet redevelopments.

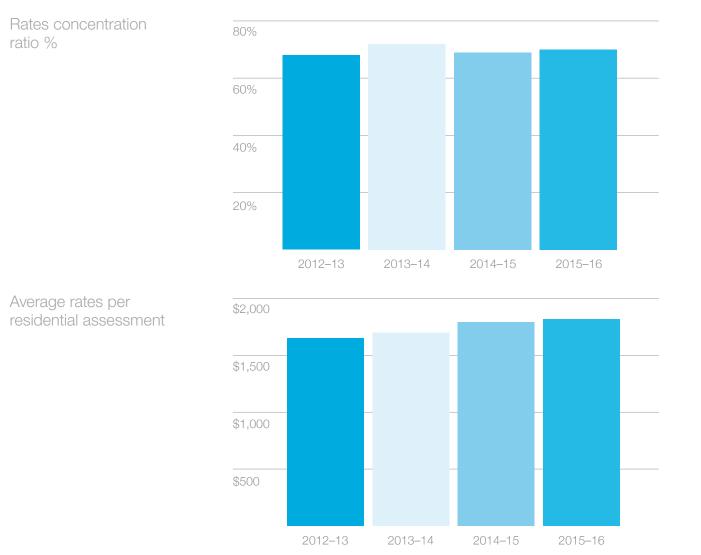


Loans and borrowing ratio %

Asset and renewal ratio %

Stability and efficiency

Council raises a wide range of revenues including rates, user fees, fines, grants and contributions. Despite this, Council's rates concentration, which compares rate revenue to adjusted underlying revenue, was 71.5 per cent for the 2015–2016 year. This is toward the top end of the expected target band of 30–80 per cent. Council has focused on broadening its revenue base and, for the 2015– 2016 year, was able to keep its general rate and municipal charge increase to 3.7 per cent. This resulted in an average residential rate per residential assessment of \$1,897 which is comparable to similar councils in the inner metropolitan area.



Where does the money come from?

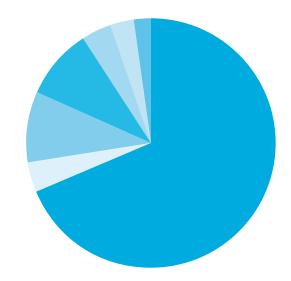
Compared with most councils, Bayside is heavily dependent upon rate revenue for its income. Rate revenue during the 2015/2016 financial year made up 68 per cent of total income and is due largely to the residential suburban nature of land use in our city.

The following chart indicates Council's revenue streams.

- 68% Rates and charges
- 4% Statutory fees and fines
- 9% User fines
- 9% Operating and capital grants
- 4% Operating and capital contributions

0% Disposal of assets

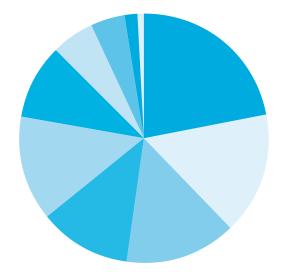
- 3% Rental income
- 2% Interest income



Where does the money go?

Rates and charges collected by Council help fund more than 100 community services and programs. For every \$100 of expenditure, Council delivers the following services:

- Parks, sportsgrounds and foreshores, \$22.14
- Roads, footpaths and drains, \$15.85
- Community safety, \$14.42
- Aged and disabillity services, \$11.93
- Community buildings, \$13.47
- Waste management, \$9.71
- Libraries and culture, \$5.80
- Family and children services, \$4.21
- Insurance, \$1.77
- Street lighting, \$0.70





Council services

Bayside City Council thanks its members of staff for their hard work and dedication in not only providing the services below, but for many other functions and services, both internal and external to the organisation (see staff recognition awards on page 42).

Aged and disability services

- Home, personal and respite care
- Meals on wheels
- Home maintenance
- Social support

Animals

- Registrations
- Dog off-leash areas

Planning and building

- Dispensations
- Safety audits
- Building and planning permits

Children and family

- Maternal and child health
- Immunisation
- Parent education sessions

• Vacation child care

Health

- Food and personal care business registrations
- Food safety programs
- Information about pests and pollution
- Tobacco control
- Residential noise complaints

Libraries

- Membership and loans
- Children's storytime sessions
- Book clubs

Parking and traffic

- Permits beach/disabled/residential
- Infringements
- School crossings

Parks and gardens

- Park bookings
- Street and park tree management
- Playgrounds



Environment

- Friends groups
- Tree permits
- Environmental initiatives
- Graffiti prevention and removal
- Managing open space
- Bayside nursery

Sport and recreation

- Sporting clubs
- Recreation facilities
- Ground allocations
- Coastal trails and walks

Venues

- Halls and centres
- Historical buildings

Customer service

- Customer service call centre
- Records management

Roads

- Street lighting and signs
- Pavement and naturestrips
- Drains
- Street cleaning

Waste

- Garbage
- Recycling
- Green and hard waste
- Waste education

Youth services

- Counselling and youth worker support
- Support and personal development groups
- Recreation and skill development programs
- Youth engagement activities and events
- Youth committees

Arts and culture

- The Gallery@BACC
- Arts program

Liveability

The built environment

The Bayside Planning Scheme contains the overarching vision for land use and development in Bayside, supported by guidelines, regulations and policies that control these activities. It is made up from the State Planning Policy Framework which sets out how Bayside will implement the state policy at a local level.

The Planning Scheme guides how land, buildings and structures will be developed and used in the local council area. One of its most important functions is to achieve a balance between the economic, environmental and social needs of the local community.

Amendments to the Planning Scheme are proposed to implement new state, regional or local strategies and policies or change land use controls. Over the past year Council proposed a number of amendments to the Planning Scheme:

• Amendment C139 – to implement the Bayside Drainage Development Contributions Plan (DCP)

- Amendment C140 to the Neighbourhood Residential Zone (which applies to 80 per cent of Bayside's established suburbs) to propose:
 - a minimum lot size for subdivision of 400sqm
 - increasing the required amount of private open space
 - increasing the distance a new dwelling should be set back from the rear boundary
 - increasing the amount of area set aside for non-hard surfaces such as grass, garden beds and porous paving.

The purpose of these amendments is to maintain and enhance the neighbourhood character of the streets and suburbs within our municipality.

Amendments to the Local Planning Policy framework are informed by strategies and plans that provide a vision for the future development of a specific area. Over the past year Council finalised and adopted two structure plans to guide future development outcomes in Martin Street and Hampton East.

Structure plans establish a shared long-term vision for how an area will look and function into the future and will allow a broad range of stakeholders, state government departments, statutory authorities, and Council to achieve positive outcomes and provide certainty for residents, developers and Council.

The long-term vision identified in the Structure Plans are:

- Martin Street A friendly local hub for shopping, transport and a range of housing choices that respond to Martin Street's neighbourhood scale and enhance its village atmosphere and heritage charm.
- Hampton East A well-serviced and connected centre to work, live and play in with a range of housing choices, a diversity of services and facilities, and vibrant, wellconnected public spaces that meet the ongoing needs of the Bayside community.

Council also holds the Built Environment Awards on an annual basis to showcase the expertise of building designers and encourage high standards of excellence in design within the municipality. The awards raise community awareness of design, landscape and heritage matters and publicly acknowledge architects and designers who have positively contributed to the city's built environment.

More detail on Bayside's built environment can be found under Goal 3 – A liveable city on page 110.

The natural environment

Bayside's natural environment – from our 17-kilometre stretch of sparkling coastline to the urban forest of our streets – is an important asset to us all. Bayside City Council is committed to safeguarding the environment for current and future generations. The Environmental Sustainability Framework (ESF) was adopted in May 2016. It sets consistent direction and guidance for environmental planning and decision-making within Bayside City Council.

The Framework states Council's commitment to work in partnership with the community, government agencies, community organisations and businesses, to minimise our ecological footprint, and to advocate for outcomes that deliver high environmental standards and protection. Importantly, Council is committed to engaging with and building the capacity of the community to care for the environment and minimise their own ecological footprint.

An extensive community consultation process was used to develop the ESF. Through this process, Council identified the following key goals to be achieved:

- Goal 1: Leading the way
- Goal 2: Community partnerships
- Goal 3: Resilience
- Goal 4: Sustainable places

To achieve these goals, Council will focus on nine environmental themes:

- biodiversity
- environmental citizenship
- sustainable buildings
- sustainable businesses
- sustainable development,
- sustainable procurement
- sustainable water
- waste management
- zero carbon.

Within the goals a number of strategic objectives, targets and indicators are identified. A fouryear action plan maps Council's path toward achievement of the objectives.

Management of open space and coast

Bayside's parks, bushland reserves and coastline are highly valued and include many special places. The coastline is a dynamic natural environment, and is a place of conservation significance with major natural, scenic, heritage and scientific values. Bayside's parks and coast can be places of competing goals, interests and aspirations. This year Council adopted the Sandringham and Black Rock Foreshore masterplans. These plans provide prioritised actions for the management and maintenance of these areas. Council has continued implementation of the Dendy Park and Cheltenham Park masterplans and commenced community consultation regarding the future for Elsternwick Park (north).

Investment in Bayside's biodiversity

Council has completed a significant revitalisation of the Bayside Community Nursery. This has ensured the nursery's viability and provided increased numbers of indigenous plants for use by Council and the community. Bayside's indigenous flora is well adapted to local growing conditions and these plants require less water to establish and maintain than other plant species. Increased use of these species in public parks/ reserves and private gardens will add valuable habitat for native birds and animals and benefit Bayside's biodiversity.

Reducing waste to landfill

In Victoria, waste generation has been gradually increasing over the past decade. Bayside City Council has successfully diverted 49 per cent of all household waste collected from landfill. We have achieved this by recycling and composting collected materials through our kerbside collection services.

The cost of sending waste to landfill increases each year and Victoria's remaining landfill space is running out. As a result, it is important to consider how we can avoid and minimise waste by increasing the amount of recycling and green organic waste we divert from landfill.

This year Council completed an audit of the domestic kerbside waste, recycling and green organics collection services. The results will help identify new education programs, service improvements and tools to avoid and minimise waste and increase the recovery of resources in Bayside. For more information on our Waste Audit and other waste reduction initiatives, see page 126 in Goal 4. Residents can save energy, water and reduce waste at home through these simple tips:

- replace incandescent light bulbs with compact fluorescent globes or LEDs
- set thermostats to 18 to 20 °C in winter
- keep showers to less than four minutes
- turn off appliances at the switch when not in use
- leave the car at home and walk, ride or take public transport for short trips
- purchase products with less packaging
- only buy the food you need to reduce food waste
- recycle household items
- switch to green power
- buy energy- and water-efficient whitegoods and appliances
- use energy insulation for ceilings and walls
- install a solar hot water system
- consider using renewable energy sources such as solar.

The social environment

Wellbeing for All Ages and Abilities Strategy 2013–2017

Encouraging people to lead healthier lives and building environments that help them to do so is an important challenge for our whole community. Bayside's Wellbeing for All Ages and Abilities Strategy (WAAA) integrates our planning for wellbeing across all the life stages for Bayside residents.

The WAAA was developed in conjunction with community members, as well as the organisations that provide health care, education, social supports and services to people of all abilities, from early childhood through to youth, adult and older years. The WAAA outlines community needs and policy contexts and identifies broad goals and objectives for wellbeing. The WAAA is supported by four action plans: Early Years Action Plan; Disability Action Plan; Healthy Community Action Plan; and the Youth Action Plan. These plans identify actions that will be taken by Council and partners to achieve the goals and objectives set out in the WAAA.

The WAAA meets the requirements of the *Public Health and Wellbeing Act (2008)* and *Disability Act (2006)*. In accordance with the Act, a more detailed report against the Bayside Disability Action Plan 2013–2017 can be found on page 82.



The following are key highlights from the WAAA action plans:

Goal 1: An engaged and supportive community

An engaged and supportive community is one where people feel valued, respected and are able to have their basic needs met. At one level, it represents the degree to which individuals feel connected with their communities, however, more broadly it is the strength and resilience within communities and organisations that sustain positive mental health. An engaged and supportive community allows people from all ages and abilities access to services and resources that enhance their wellbeing and enable them to live a fulfilling life.

Key achievements for 2015/2016 included:

- **Disability:** Council partnered with SandyBeach Centre to provide an opportunity for people with a disability to work in Council gardens. In return, Council staff provide participants with an overview of their jobs, to help them develop a better understanding of Council and the role it plays in the community.
- Early years: Council has been working with Alfred Child and Youth Mental Health Service to optimise support for mothers who are isolated, and are experiencing postnatal depression or mental health concerns. Council made 25 referrals in 2015/2016, and co-facilitated three groups with a total of 21 women attending. Evaluation demonstrated improved connectedness between mother and infant.

- Healthy community: Council held a Retiring Well Forum on 24 June 2016. The forum focused on topics including: retirement village awareness; scams; estate and will planning; and consumer-directed care. Positive feedback was received from the attendees and suggestions were made for future forums to meet the needs of older adults in the community.
- Volunteering: Bayside Volunteering, Council's volunteer matching portal, was launched in May 2016. As of June 2016 there were 35 organisations and 115 community users registered. An estimated 65 per cent of volunteer positions advertised through the portal have received at least one expression of interest.
- Youth: Throughout 2015, over 400 students from eight Bayside primary schools have been involved with the Bayside Says No to Bullying program. A key feature of this program involved the production and presentation of short films at the Dendy Cinema on 30 October 2015, hosted by special guest Andrew Fuller, acclaimed clinical psychologist and family therapist.

Goal 2: A healthy and active community

Eating well and being physically active is important to maintaining and protecting the longevity of good health and wellbeing. Barriers to nutritious food choices are rising and include: increased access to cheap junk food, less time to cook and prepare food at home and work–life balance.

By improving the built environment, we can have a major effect on people's physical activity. Welldesigned walking paths, bike tracks and parks offer affordable and equitable opportunities for people to be active.

Key achievements for 2015/2016 included:

- **Disability:** Council held Sportacular at Elsternwick Oval in April 2016 to encourage children and youth with a disability and their parents to meet different clubs that provide inclusive sports. Over 70 people attended and 15 sports clubs/organisations were involved on the day. Positive feedback was received from attendees and direction provided for future events.
- Early years: Council has increased participation in the Maternal and Child Health 3.5-year Key Age and Stage Assessment from 76 per cent in 2014/2015 to 82 per cent in 2015/2016. The objective being early identification, prevention and intervention for children presenting with developmental concerns.
- Healthy Community: Council endorsed the Playground Improvement Plan in October 2015. This Plan outlines a 10-year asset renewal program which will see change in the condition of Bayside's playgrounds, ultimately improving infrastructure that supports physical activity.
- Youth: Youth Services implemented the cooking program Let's Get Cooking. This program was run from the Youth Centre and was open to all young people aged 10 to 18 years. Due to the success of the program it was run three times and resulted in approximately 80 contacts with young people.

Goal 3: Safe and sustainable environments

A safe environment where people can live, work and play has a direct impact on the community's physical, social and emotional wellbeing. While Bayside is one of the safest municipalities in Victoria, issues relating to crime, road safety, family violence, safety in the home and in public places do occur, and can have an impact on individuals, families and the community.

Key achievements for 2015/2016 included:

- **Early years:** Council completed 1,792 family violence assessments in 2015/2016, which resulted in 34 counselling sessions, three referrals and 35 safety plans being completed. Distribution of the Heart Shield Family Violence Referral Cards continued, including the Mandarin-translated referral card.
- Healthy community: Council and partners implemented the 16 Days of Activism Against Gender Violence Social Marketing Campaign in 2015 to raise awareness about the gendered nature of violence. Council's campaign resulted in over 6,700 Facebook views.
- Youth: Youth Services received a \$21,540 grant from the Department of Justice and Regulation to facilitate a Street Art Crew program with Victoria Police and local community artists. This program runs across three Bayside sites and has resulted in Youth Services having contact with approximately 90 young people.



Awards and recognition

Recognising members of our community

Individuals and community organisations contribute to life in Bayside in many varied ways. Council formally recognised these contributions with a number of civic receptions including the Australia Day Awards, Carers' Week and Volunteers' Week.

Australia Day Awards

Over 300 people celebrated Australia Day 2016 at Council's Annual Australia Day celebrations at the Civic Centre Precinct Gardens Brighton. The celebrations included a flag raising ceremony and address by Australia Day Ambassador, Mr Peter Sullivan. This was followed by a Citizenship Ceremony and the announcement of the 2016 Australia Day Awards.

The 2016 Australia Day Citizen of the Year was awarded to Russell Burton who has made an outstanding contribution to the Scouting movement, more specifically to the 1st/14th Brighton (Mayor's Own) Sea Scouts. The 2016 Young Citizen of the Year was awarded to George Elliot who is an active contributor to the welfare of young people through his commitment and dedication to the Bayside FReeZA Committee.

The 2016 Community Event of the Year was awarded to The Anzac Day Dawn Service – 100th Anniversary Commemoration Service conducted by the Hampton RSL.

For more information about these awards, please contact Council's Governance and Performance Department on (03) 9599 4444.



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Recognition of citizenship

Australian Citizenship enables people to participate fully in our inclusive society, realise aspirations and achieve their full potential regardless of race, background, gender, religion, language or place of birth.

In the year to 30 June 2016, Bayside hosted seven major ceremonies and a special ceremony was conducted at the Civic Centre Precinct Gardens Brighton, as part of celebrations to mark 2016 Australia Day. During the year, Certificates of Australian Citizenship were presented by the Mayor to more than 600 residents, many of whom shared the occasion with the support of relatives and friends.

Citizenship Ceremonies are coordinated and hosted by Council on behalf of the Australian Border Force, formerly known as the Department of Immigration and Border Protection. Representatives of the Australian Electoral Commission were also present to assist the new citizens with the electoral enrolment process.

NATIONAL MEDAL

Letters under seal

Formal letters of Council were presented to the following individuals:

Letters of congratulations

- 28 July 2015, Mr Michael Said was recognised for his ongoing service over many years and recent retirement from the Council's Audit Committee.
- 10 November 2015, Cr Felicity Frederico was recognised for her Mayoral term of office for 2014/2015 Council year.
- *15 December 2015,* 1st/14th Brighton (Mayor's own) Sea Scouts were acknowledged for achieving the title of the largest Scouting Group in Australia with a youth membership of 230 individuals and the largest volunteer Scout Leader base in Australia.
- 22 March 2016, Bayside Leader was acknowledged for their outstanding editorial for winning the Melbourne Press Club Quill Award for the Best Suburban Report for the Grass Ceiling campaign to get better conditions and more government focus on sports facilities for women.

Letters of condolence

• 22 March 2016, Mrs Joan Harwood expressing Council's sympathy on the recent passing of Mr Michael Harwood, former Mayor and Councillor of the former City of Sandringham from 1976 to 1984 and Mayor 1981/1982 and Bayside City Council from 1997 to 2000 and Mayor 1999/2000.

Recognising years of service

Bayside City Council is proud of the dedication of staff members and the contribution they make to the health and wellbeing of our community. A number of staff members have celebrated significant years of service to the organisation during 2015/2016.

Staff reaching significant milestones in 2015/2016 were:

5 Years

Tony Ljaskevic
Damien Van Trier
Shiran Wickramasinghe
Ann-Marie Cafferkey
Georgina Whitby
Sara Townsend
Catherine Kreyl
Rod Sanders
Sonia Jones
Kim Howland
Michele Weckmann
Julie Emmi
Jacinta O'Sullivan
Joan O'Rielly
Kerryn Greshner
Tracey Rymer
Christine Shand

10 Years	
Margaret Knott	Irene King
Karl Chett	Gokhan Yucel
Kathleen Cleary	Mary-France Smith
Alison Clarke	Debra Marsden
Colin Biesse	Christine Wan
Julie Reed	Bernadette Brown
Melanie Chetty	Liebe Shannon
Debra Thomson	Fleur Turner
Anura Seneviratne-Epa	Narelle King
Paula Clancy	Alicia Gavin
Phillip Webb	Fiona Ronalds
Jurgen Dietzsch	Joan Andrews

15 Years	
Helen Quinton	Jennifer Bowdern
Sonja Newton	Jan Warren
Paul Truong	Robert Fooks
Douglas Webster	

20 Years	
Dianne Fenshem	lan MacKinnon
Jennifer Bolitho	Tim Robinson Szabo

25 Years

Lois Wilson

30 Years

Sandra Nebel

Dawn Jarrett

Recognising staff who go above and beyond

This year Council continued to recognise staff through its formal staff reward and recognition program. The program recognises staff who go above and beyond their work requirements in support of our commitment to the Business Excellence Framework© (see page 224), and Council's vision to make Bayside a better place.

These staff members achieved recognition awards this year:

Staff recognition awards – team nominations		
Emergency Responders	Rod Sanders and Elpi Mimilas	
Statutory Planning	Rubin Winograd, Fawn Goodall and Katy Guest	
Amenity Protection Admin Team	Andrew Biffin, Jenny Norton, Christian Gonzalez, Tracey Rymer, Leanne Dade, Claire Benson, Laura Mason, Christine Wan, Christina Balkos and Simone Jones	
Online Animal Registration Application Development	Christine Krug and Claire Benson	
Transition to New Courier Service	Jane Sommerville and Julie Alston Anthony Hughes, Chris O'Neil, Lauren Ross and Imogen Kelly	
Aged and Disability Services	Nicole Richards, Helen Quinton, Monique Gorton, Colin Hampson, Nicki Crooke, Lisa Gallagher, Catherine Kreyl, Laura Page, Lucy Gilberg, Jo Long, Steve Pantazis, Jo Murfett, Karen Althoff, Jo DeSilva, Carolina Sinnott, Michele Weckmann, Renae Shuwalow, Sonia Jones, Elaine Rotor, Beverley Colwill, Bec Wade, Tessa Brown, Trisha Maginness, Joanne Duffy, Isabella Aldrovandi, Alicia Gavin, Hadasa Nachman, Di Richter and Cate Ghosh	
Bayside Christmas Decorations 2015	Anthony Jacobs, Deanna Herbison and Matt Thomas	
Playground Testers Working Group	Cindy Plowman, Liz Casey, Anthony Hughes and Chris O'Neil	

Staff recognition awards – individual staff members	
Christine Krug	George Demetriou
Kerryn Greshner	Colin Hampson
Bruce Bowden	Peter Dodge
Viv Colmer	Christine Balkos
Paula Tovey	Tanya Conn
Kelly Edwards	Cate Ghosh
Colin McElwee	Frank Goodwin
Ayumi Dentry	Vicki Higgins
Arthur Vatzakis	Louise Jardine
Ben Jones	Karen Parkinson
Grant Roberts	Sean Coote

Carers

In 2011, four per cent of Bayside's population, or 3,635 people, reported needing day-to-day assistance because of disability, long-term health conditions or old age. According to the 2011 Australian Census of Population and Housing, 8,746 people in Bayside, or 12 per cent of our population, were carers providing unpaid assistance to a person with a disability, long-term illness or old age.

Every carer's role is different and for some carers each day can bring its own rewards and challenges. Whether you're caring for someone who has a mental illness, dementia, or a disability, is frail-aged or ill, whether you care for a partner, a parent, a child or a friend, there is no doubt that you all play an incredibly valuable role in the lives of the people you care for.

In recognition of the contribution that carers make to the lives of so many people, a luncheon for Bayside carers was held at the Brighton International on 15 October 2015, delivered in partnership with Alfred Health Carer Services. The event provided an opportunity for carers to come together to support one another and share ideas and information.

Our volunteers

Volunteers make a vital contribution to Bayside. Council relies on volunteers to help in the delivery of our services, events and environmental initiatives. During 2015/2016, Council had a fulltime Volunteer Planning and Development Officer who works to ensure the efficient coordination and support of Council volunteers, and who also worked in collaboration with the community to facilitate the process of strengthening and supporting community volunteerism.

Bayside has a high numbers of residents who choose to volunteer their time and skills across a broad range of community activities. These high participation rates are also reflected within Council; with over 400 volunteers currently registered to assist in the delivery of services to the community, and residents sharing their expertise as members of our advisory committees and reference groups. Together, these volunteers give on average over 1,200 hours of their time back to Bayside per month.

Without this dedicated army of skilled volunteers, Council would not be able to deliver a diverse range of programs, some of which included:

- monitoring, maintaining and teaching others about our valuable natural environments
- supporting older residents through meal deliveries, transport and access to social activities
- assisting residents with dementia to improve their wellbeing through the exploration of art
- home delivery of library items for those experiencing difficulties in accessing services and free education sessions about a range of topics from hand-held mobile devices to genealogy.

Council continues to improve on management practices to better support volunteers who assist Council in service delivery. As a result, improvements have been made in program development, recruitment, induction, retention and evaluation.

Part 1 Overview of Bayside

Our community

The City of Bayside

Bayside City Council was created on 14 December 1994. It comprises the former cities of Brighton and Sandringham and parts of the former cities of Mordialloc and Moorabbin.

The first election of Bayside City Council was held on 15 March 1997. Since this time, Council elections have been held in 2000, 2003, 2005, 2008 and in November 2012.

Bayside City Council has a total of seven Councillors, consisting of one three-Councillor ward and two wards with two Councillors each.

The area

The City of Bayside covers an area of 37 square kilometres, with its northern boundary eight kilometres from the Melbourne's central business district. The coastline of Port Phillip Bay forms the western boundary of Bayside, while the Nepean Highway and the Melbourne to Frankston railway line form most of the eastern boundary. The City of Bayside is adjoined to the cities of Port Phillip, Glen Eira and Kingston. Bayside encompasses all or part of the suburbs of Beaumaris, Black Rock, Brighton, Brighton East, Cheltenham, Hampton, Hampton East, Highett and Sandringham.

Bayside is characterised by quality residential areas and is also home to a variety of businesses.

Residents and visitors alike enjoy Bayside's numerous parks, reserves, foreshore, local retail centres, excellent sporting and recreational grounds and buildings, heritage buildings and sites, art galleries and festivals.

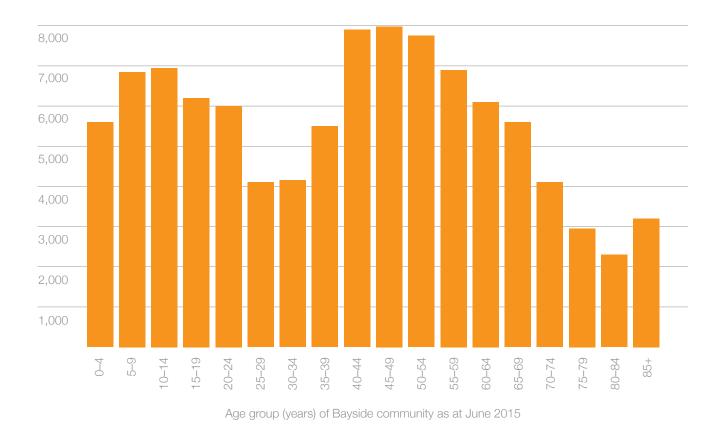
Bayside's coastline stretches for 17 kilometres from Head Street, Brighton, in the north to Charman Road, Beaumaris, in the south. It features many attractions such as: the Ricketts Point Marine Sanctuary; the Artists' Walking Trail; the Red Bluff Cliffs; the bathing boxes at Dendy Street beach; and Middle Brighton Sea Baths.

Bayside's history

The area now known as Bayside was originally inhabited by the Boon Wurrung people of the Kulin nation. The coastal land from Brighton to Mordialloc is the traditional country of the Ngaruk Willum clan of the Boon Wurrung people.

European settlement dates from 1841 when Henry Dendy purchased his "special survey" area from the government. This area encompasses modern day Brighton, Brighton East, Bentleigh and McKinnon. The Brighton area was subdivided and sold in the 1850s. From the 1860s growth was prompted by the opening of the railway line.

Development of areas further south along the coastline followed in the late 1800s, aided by improved access. Substantial growth took place during the inter-war and post-war periods, with areas furthest from the railway line such as Brighton East and Beaumaris characterised by post-war housing development.



Population

In the past decade, the population of the City of Bayside has steadily increased from 90,807 in the year 2006, to 101,321 persons as at 30 June 2015.

According to the Australian Bureau of Statistics' 2011 Census of Population and Housing, the suburbs of Brighton, Brighton East and Hampton had the largest populations in Bayside.

The Bayside community was largely Australianborn (71 per cent). Main overseas countries of birth were the United Kingdom, New Zealand and South Africa. There were 155 persons in Bayside who identified themselves as Indigenous Australians.

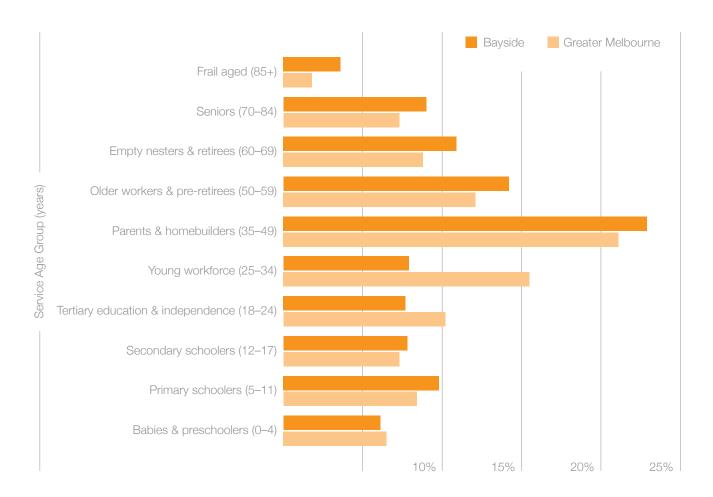
Eight out of 10 Bayside residents spoke English at home (82 per cent) and the main non-English languages spoken at home were Greek, Italian and Russian. In the last 10 years, there has been a substantial increase in the proportion of Mandarin and French speakers and a small but growing population of Bayside residents speaking Hebrew and Hindi. Over the 2010 to 2015 period the majority of migrants settling in Bayside from overseas were from the skilled stream, which is consistent with the national trend. The majority of migrants to Bayside came from the United Kingdom, China and South Africa.

Looking at the age profiles of Bayside compared with greater Melbourne, there were some key differences particularly:

- the proportion of adults in the "young workforce" (7.9 per cent Bayside, 15.5 per cent Melbourne)
- the proportion of frail-aged persons (3.6 per cent Bayside, 1.8 per cent Melbourne).

Other differences of note in the Bayside age profile were the higher proportions of primary schoolers, older workers and pre-retirees, empty nesters and retirees aged 60 to 69, seniors aged 70 to 84; and the lower proportions of young adults aged 18 to 24 compared with greater Melbourne.

2015/2016 Annual Report



The high proportion of frail-aged persons in Bayside is of significance for Council given the resources required for the Home and Community Care Service and the provision of community facilities such as meeting places for seniors.

A total of 71 per cent of Bayside's 34,700 households were family households comprising couples or single parents with children, and couple-only households. Many couple-only households were older or middle-aged couples. Lone-person households (mostly older and middle-aged people) comprised 23 per cent of all Bayside households in 2011.

Two-thirds (66 per cent) of Bayside's employed residents traveled outside the municipality to work – predominantly to the cities of Melbourne, Kingston and Port Phillip – while 25 per cent of employed people in Bayside lived and worked in the area. The top five occupations of Bayside residents were: sales assistants; advertising; public relations; sales managers; accountants; general clerks; chief executives; and managing directors.

There were about 24,700 people employed at locations within Bayside (both Bayside residents and those who live elsewhere). The top five

occupations of workers located in Bayside were: sales assistants; registered nurses; primary school teachers; retail managers and secondary school teachers.

The Australian Bureau of Statistics calculates disadvantage scores for all areas in Australia and for Bayside. The high score indicated that the municipality had a relative lack of disadvantage when compared with most other local government areas in Victoria, and to metropolitan Melbourne.

However, there were some important differences between Bayside suburbs and within local neighbourhoods, with some pockets of Bayside having higher levels of disadvantage. The Index scores show that Hampton East was the most disadvantaged suburb in Bayside and, the more disadvantaged neighbourhoods closely matched the locations of Bayside's larger public housing estates.

These indices are commonly used by government organisations to allocate grants and program funding only using the municipal area scores, so Council often needs to advocate regarding the "scattered disadvantage" in the municipality.



The three levels of government in Australia

There are three levels of government in Australia: federal; state or territory; and local. Bayside is represented at each of these levels of government.

Federal Government

The municipality of Bayside is located within the Federal seat of Goldstein which was represented by The Hon. Andrew Robb AO MP, who was also the Minister for Trade and Investment. Mr Robb's electoral office is located at 368 Centre Road Bentleigh. For matters relating to Federal Government, Mr Robb can be contacted on 03 9557 4644.

State Government of Victoria

The State Government of Victoria is made up of two houses, the lower house and the upper house.

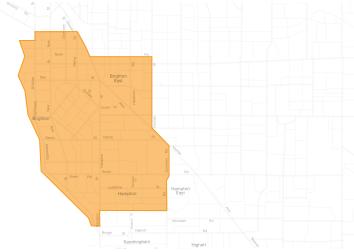
Lower House

Bayside City Council spans across three Legislative Assembly districts of the State Government: the district of Brighton; the district of Sandringham; and the district of Bentleigh.

The district of Brighton was represented by The Hon. Louise Asher MP. Ms Asher's electoral office is located at 315 New Street Brighton. For matters relating to State Government, Ms Asher can be contacted on 03 9592 1900.

The second Legislative Assembly district is Sandringham which was represented by Mr Murray Thompson. Mr Thompson's electoral office is located at 56–60 Bay Road, Sandringham and he can be contacted on 03 9598 2688.

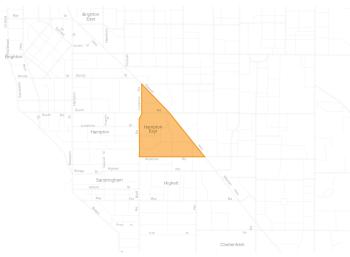
The third Legislative Assembly district is Bentleigh which was represented by Mr Nick Staikos MP. Mr Staikos's electoral office is located at 723 Centre Road, Bentleigh East, and he can be contacted on 03 9579 7222.



Brighton District map



Sandringham District map



Bentleigh District map

Upper House

In addition, the municipality is within the Legislative Council electoral boundary of the southern metropolitan region.

The region is represented by five members who are located at the following electoral offices:

Ms Margaret Fitzherbert 306 Bay Street Port, Melbourne

The Hon. David Davis Suite 4/976 Riversdale Road, Surry Hills

Mr John Lenders 281 Centre Road, Bentleigh

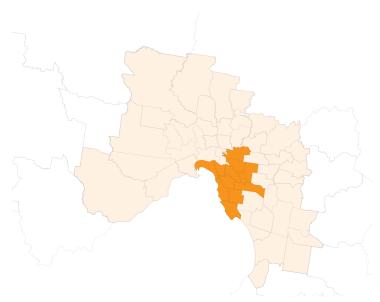
Ms Sue Pennicuik 206 Bay Street, Brighton

Ms Georgie Crozier Shop 1&2/667–669 Glenhuntly Rd, Caulfield

Local government

Local government is the third tier of government in Australia and is often regarded as the closest level of government to the community. Local governments work in partnership with the federal and state governments and other agencies, and Local Governments play a pivotal role in providing a number of services and programs to the community and advocating to other spheres of government on behalf of residents on a wide range of issues.

Bayside City Council is one of the 79 local governments across Victoria operating in accordance with the *Victorian Local Government Act 1989.* This Act sets out the powers, duties and functions of Council. The municipality of Bayside is represented by seven democratically elected representatives for a term of four years, which expires in October 2016.



Upper House map highlighting the southern metropolitan region



Our Council

Bayside's electoral structure

In 2008, Bayside underwent an Electoral Representation Review by the Victorian Electoral Commission. As a result of that review, Bayside was restructured into three multi-member wards.

Bayside City Council has two wards, each consisting of two Councillors, and one ward made up of three Councillors (effective November 2008).

Northern Ward

The Northern Ward of the City of Bayside includes the suburbs of Gardenvale, Brighton North, Brighton, Middle Brighton and parts of Brighton East.

Northern Ward statistics

Number of voters	22,456
Number of properties	13,799*
Square kilometres	9.618
Number of Councillors	2

Central Ward

The Central Ward includes the suburbs of Brighton Beach, Hampton, Sandringham, Hampton East, Cheltenham, Highett and parts of Middle Brighton and Brighton East.

Central Ward statistics

Number of voters	31,118
Number of properties	18,919*
Square kilometres	14.747
Number of Councillors	3

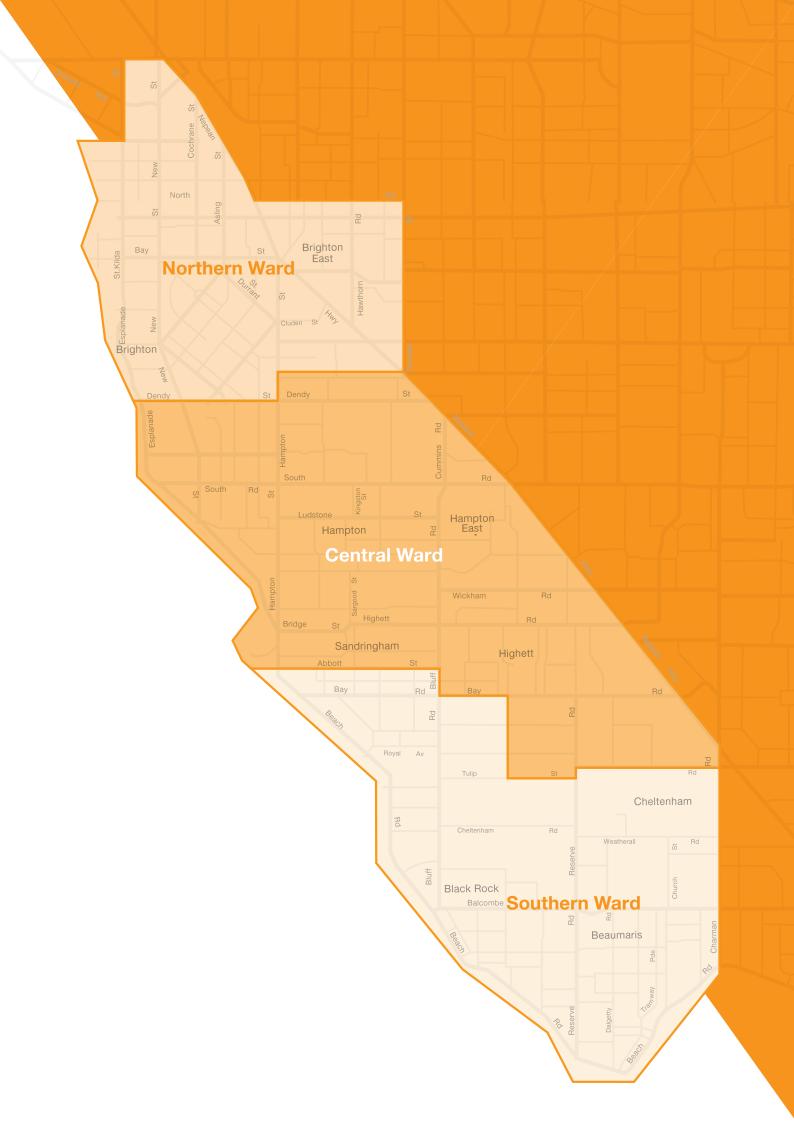
Southern Ward

The Southern Ward includes the suburbs of Beaumaris, Black Rock and parts of Sandringham and Cheltenham.

Southern Ward statistics

Number of voters	22,197
Number of properties	12,673*
Square kilometres	12.595
Number of Councillors	2

*These figures include all property categories.



The role of Council

The Victorian Constitution Act 1975 provides for a "system of local government consisting of democratically elected councils having the functions and powers the Parliament considers necessary to ensure the peace, order and good government of each municipal district."

Through the *Local Government Act 1989*, the legal status, purpose and objectives of councils are formalised and a range of functions and powers are provided and duties imposed. The elected Council is responsible for these functions and powers including establishing the strategic direction of the municipality.

Council has a number of roles including:

- taking into account the diverse needs of the local community in decision-making
- providing leadership by establishing strategic objectives and monitoring achievements
- ensuring that resources are managed in a responsible and accountable manner
- advocating the interests of the local community to other communities and governments
- fostering community cohesion and encouraging active participation in civic life.

Policies and procedures are developed and certain responsibilities are delegated to the Chief Executive Officer who, in turn, may delegate to other Council Officers to enable the function of Council to be undertaken in an accountable, efficient and effective manner.

The role of Councillors

Councillors have a critical role in ensuring responsible and accountable governance. As elected community representatives, our Councillors are involved in determining priorities and policies and establishing the strategic direction of the City of Bayside.

Councillors are bound by the Code of Conduct under the provisions of the *Local Government Act 1989.* The Code outlines the legislative requirements and expectations of Councillors when representing Council and in their dealings with the community, Council staff and each other.

Bayside Councillors have signed a Statement of Commitment to the Code of Conduct for Councillors.

The Code of Conduct, together with the *Local Government Act 1989* and Council's Governance Local Law Number 1, are the three most important documents for Councillors to rely on in undertaking their role.

The role of the Mayor

Each year at the Annual Meeting of Council, Council elects a Mayor for a 12-month term to:

- lead, inspire and support the team of Councillors
- chair Council meetings, encourage Councillors to participate and work together, and enhance good governance
- promote civic pride and goodwill
- support and engage the community
- advocate to other levels of government on key issues on behalf of the community
- work with the Chief Executive Officer to ensure Council achieves its objectives.

Cr Felicity Frederico served as Mayor from 7 November 2014 to 9 November 2015, at which time Cr James Long was elected Mayor on 10 November 2015.

Council elections 2012

Victorian Local Government Elections are held every four years where the Bayside community elects seven Councillors to represent community interest. The 2012 general elections were conducted on Saturday 27 October 2012 by the Victorian Electoral Commission (VEC) on behalf of Council and the following Councillors were elected:

Northern Ward	Alex del Porto
	Michael Heffernan
Central Ward	Felicity Frederico
	Stephen Hartney
	James Long
Southern Ward	Heather Stewart
	Laurence Evans

Extraordinary vacancy

On the 27 November 2013, Central Ward Councillor Stephen Hartney resigned as a Councillor of Bayside City Council. As a direct result of his resignation, an extraordinary vacancy existed and accordingly the Victorian Electoral Commission conducted a count back to fill the extraordinary vacancy.

The count back was held at 9.00am on Monday 6 January 2014 at the Corporate Centre, Royal Avenue Sandringham. The voting voting process was open to the public to view. As a result of the count back, the successful candidate was Mr Bruce Lowe. Mr Lowe completed his declaration of eligibility and was duly declared elected by the Returning Officer at 11.30am on Monday 6 January 2014.

A Special Meeting of Council was conducted on 14 January 2014 where Bruce Lowe was officially sworn in as a Councillor and undertook the Oath of Office in accordance with section 61(1) of the *Local Government Act 1989*.

As a result of the extraordinary vacancy filled on 6 January 2104, the Bayside City Councillors consist of:

Northern Ward	Alex del Porto
	Michael Heffernan
	Felicity Frederico
Central Ward	Bruce Lowe
	James Long
Southern Ward	Heather Stewart
	Laurence Evans

Councillor profiles

Cr Alex del Porto Northern Ward

Elected to Council in March 1997

M: 0417 390 641 T: (03) 9598 2046 E: adelporto@bayside.vic.gov.au



Cr Michael Heffernan Northern Ward

Cr Felicity Frederico Central Ward

Elected to Council 2000–2003 and re-elected in October 2012

M: 0400 965 233 T: (03) 9598 2046 E: mheffernan@bayside.vic.gov.au

Elected to Council in 2008 Elected Mayor on 7 November 2014 to 9 November 2015

M: 0428 323 771 T: (03) 9598 2046 E: ffrederico@bayside.vic.gov.au



Councillor profiles

Cr Bruce Lowe Central Ward

Cr James Long BM JP Central Ward

Elected to Council in January 2014

M: 0417 390 641 T: (03) 9598 2046 E: blowe@bayside.vic.gov.au Elected to Council in November 2005 Elected Mayor on 10 November 2015

M: 0400 828 688 T: (03) 9598 2046 E: jlong@bayside.vic.gov.a.



Cr Heather Stewart Southern Ward

Cr Laurence Evans Southern Ward

Elected to Council in October 2012

M: 0407 040 813 T: (03) 9598 2046 E: hstewart@bayside.vic.gov.au Elected to Council in November 2012 Elected as Deputy Mayor in November 2015

VI: 0407 735 993 T: (03) 9598 2046 E: levans@bayside.vic.gov.a



Our organisation

Organisation structure

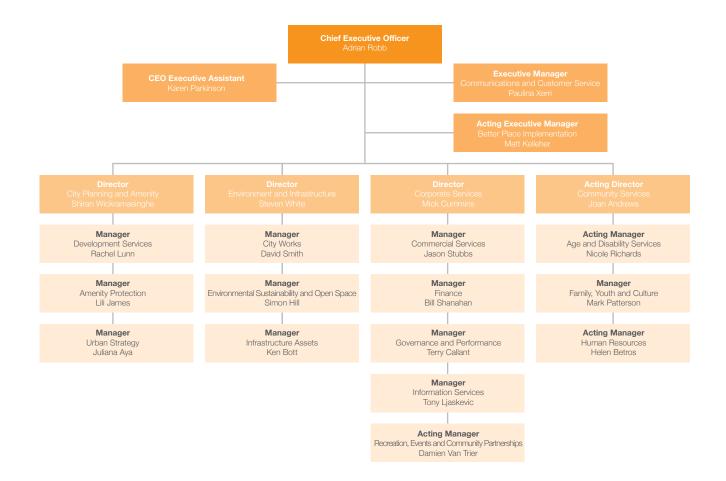
Bayside City Council's organisation structure comprises four service-oriented divisions, which report through directors to the Chief Executive Officer.

These divisions undertake Council's major operational activities including services to the community and the business and governance functions necessary for an effective and publicly accountable body.

The Communications and Customer Service and Better Place Implementation departments report directly to the Chief Executive Officer.

The Chief Executive Officer manages the staff and resources of Council, as determined by the *Victorian Local Government Act 1989*. In turn, the Chief Executive Officer is employed by and reports to the elected Council.

Featured opposite is the organisation's structure as at 30 June 2016.



Changes to the structure in 2015/2016

The end of the 2015 year saw two members of the Executive Team moving on from Bayside to take on new and exciting challenges. Kaylene Conrick had been Director of Community Services since December 2011 and Marg Burge was Executive Manager of Organisational Development since September 2010.

In January 2016, the Better Place Implementation Team was formed, replacing Organisational Development to bring together the functions of Performance Reporting, Organisational Improvement, Policy, Planning and Strategic Projects. This reinforced our strong strategic focus on building the capability of the organisation to drive improved performance and results, with enhanced alignment to policy and strategy.

Council undertook some additional organisational structure changes in July 2015 to increase the alignment of functions to improve the services we deliver to our community. A list of some of the organisational movements are summarised below:

- City Strategy Division became City Planning and Amenity Division
- Infrastructure Services Division became Environment and Infrastructure Division
- Amenity Protection Department moved from Infrastructure Services to City Planning and Amenity Division
- Statutory Planning and Building Services Departments were combined to become one department under the new title Development Services
- Environmental Sustainability and Open Space Department moved from City Strategy Division to Environment and Infrastructure Division
- Human Resources function moved from within Organisational Development to Community Services Division
- Youth Services function moved from Recreation, Youth and Events Department to Family, Youth and Culture Department.

Executive profiles

The Chief Executive Officer, four Directors and two Executive Managers form the Executive Team that lead the organisation. The Executive Team meets weekly to oversee and manage the operations of Bayside City Council. It also offers Council information and advice for strategic and effective decision-making.

'As Bayside's Executive Team, we will demonstrate leadership by working collectively and supporting each other. We will do this by building capacity and creating change so that individuals and the organisation can be the best they can be."

- Executive Team Purpose 2012



Chief Executive Officer Adrian Robb

Bachelor of Arts, Deakin University Bachelor of Social Work, University of Melbourne Graduate, Australian Institute of Company Directors IPPA Board Member

Before taking up the role of Chief Executive Officer at Bayside City Council in June 2008, Adrian was Chief Executive Officer at Mount Alexander Shire Council.

Adrian has approximately 30 years' experience in local government and the community sector. This includes more than two decades in senior management roles across a range of metropolitan and regional local government authorities. Adrian is driven by his interest in improving the quality of life and opportunities for people in local communities and a commitment to building the ability of local governments to serve and represent their communities.

The key strategy areas of Communications and Customer Service and Better Place Implementation report directly to the Chief Executive Officer.

Adrian is a Fellow of Local Government Professionals (LGPro) and a Fellow of the Institute of Public Administration Australia (IPAA – Victorian Division).

Adrian is a current Institute of Public Administration Australia (IPAA) Victoria Board member, an Australian Institute of Company Directors graduate, and a fellow of both Local Government Professionals (Victoria) and Australian Institute of Management. He has been Chair of IPAA Victoria's Awards Committee since June 2014 and is committed to advancing high standards in public sector performance, public value and integrity.

Director City Planning and Amenity Shiran Wickramasinghe

Bachelor of Applied Science (Planning) Graduate Diploma (Planning)

Shiran was appointed Director of City Strategy in November 2010. Prior to this, he was Manager of Planning and Building at the City of Melbourne. With more than 25 years' public sector planning experience, Shiran is responsible for the departments that manage land use, planning and development, regulatory services and economic activity within Bayside.

Services provided by this directorate include:

- Animal Management and Local Laws
- Building Surveying
- Economic Development and Tourism
- Environmental Health
- Planning Investigations
- Statutory Planning
- Strategic Planning
- Waste Management

Acting Manager Better Place Implementation Matt Kelleher

Masters of Business Administration Graduate Diploma of Management Bachelor of Applied Science (Planning)

Matt was appointed to the interim role of Executive Manager Better Place Implementation in January 2016. Matt commenced with Bayside in 2010 as the Manager Urban Strategy and in late 2015 acted in the role of Executive Manager Organisational Development for a three-month period. Matt has 14 years' local government experience in both metropolitan and regional Victoria, with extensive experience in strategy and urban planning. The Better Place Implementation Department is responsible for working with the organisation to build and improve capability, performance and results, including the development and integration of the Bayside strategic performance framework, 'Better Place Approach'.

Services provided by this department include:

- Organisational Strategy
- Capability Improvement and Culture
- Corporate Planning and Performance Reporting
- Policy and Service Development



Executive profiles

Director Environment and Infrastructure **Steven White**

Bachelor of Engineering (Civil) (Hons) Graduate Diploma of Management

Steven has been the Director Environment and Infrastructure since September 2015. He commenced with Bayside in October 2012 as Director Infrastructure Services. Prior to this, he was Manager Projects and Strategy at Boroondara Council. Steven has more than 25 years' experience in local government and is responsible for the departments City Works, Infrastructure Assets and Environmental Sustainability and Open Space.

Services provided by this directorate include:

- Asset Management and Maintenance
- Traffic Management and Integrated Transport Services
- Capital Project Management and Delivery
- Open Space and Foreshore Management and Maintenance
- Urban and Landscape Design Services
- Environmental Sustainability Strategy and Programs
- Waste and Recycling Services

Executive Manager Communications and Customer Service **Paulina Xerri**

Bachelor of Business

Paulina Xerri was appointed Executive Manager Communication and Customer Service in February 2015. With more than 22 years' experience in marketing and communications, Paulina is accountable for the Communications and Customer Service Department. Paulina's vision is to lead the customer focus for Bayside ensuring the community is involved through participatory engagement, is informed and has access to information, and has a consistent customer experience when accessing Council's services and support.

The services provided by this department include:

- Strategic Communication Planning and Consultation
- Media Management and Issues Management
- Engagement Planning and Capability Support
- Customer Service
- Digital communications





Acting Director Community Services Joan Andrews

Diploma of Community Services (Management) Graduate Certificate in Business Administration (Executive) Quality Management Systems Lead Auditor

Joan Andrews was appointed as Acting Director Community Services for a six-month period in January 2016. Joan's substantive role at Council is Manager Aged and Disability Services, a position she has held since 2006. Joan was previously employed in Community Services at Kingston Council. With more than 20 years' local government experience, Joan is responsible for the departments that contribute to the health and wellbeing of the Bayside community and for the human resources department which is responsible for attracting a skilled workforce and enabling the organisation to be a great place to work.

Services provided by this directorate include:

- Human Resources
- Aged and Disability Services
- Family Services
- Youth Services
- Library Services
- Arts and Culture Programs and Facilities

Director Corporate Services Mick Cummins

Bachelor of Business Graduate Diploma in Management

Mick was appointed Director Corporate Services in June 2012. Prior to this appointment, he was General Manager Corporate at Frankston City Council. Mick has extensive local government experience in the areas of finance, governance, organisational development, customer service and community services. Mick is responsible for the departments that provide internal support services to the organisation.

Services provided by this directorate include:

- Governance
- Financial Services
- Information Services
- Commercial Services
- Auditing





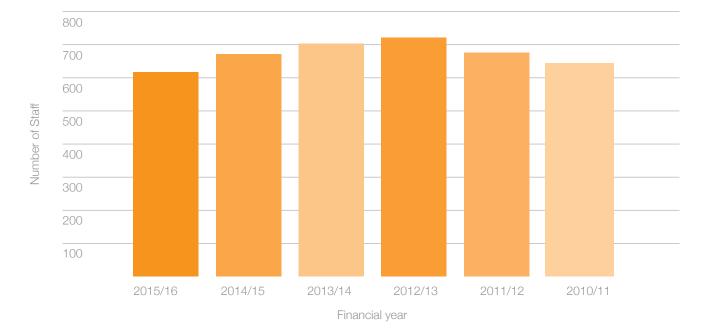
Our people

At Bayside, we understand that people are the key to our success. Ensuring Council staff have the skills, knowledge and attributes to deliver the highest-quality service to our community is our priority. Through the delivery of our People Strategy, Council is demonstrating its commitment to recruiting, developing and retaining its skilled staff. The People Strategy is a working document that ensures we are focused on the priorities that will best help our people continue our work toward Making Bayside a Better Place.

The figures in the graph and table opposite represent the total number of people employed directly by Council. The number of Full Time Equivalent (FTE) positions at the end of the 2015/2016 year was 391.30; this represents a decrease of 2.7 FTE over the course of the financial year. The employee headcount has also decreased in 2015/2016 to 617 employees from 672 in 2014/2015. The reduction in numbers is due to the cessation of vacation care service delivery and efficiency in the processes involved with the use of Council's casual workforce.

Staff profile at 30/6/2015		
Total staff	617	
Total FTE	391.30	
Turnover (excludes casual and temporary arrangements)	12.23%	
Staff commencing in 2014/2015	80	
Staff departing in 2014/2015	130	
Staff living in Bayside	191 (31%)	
Flexible employee arrangements (e.g.: 48/52)	60 (9.7%)	

Staff numbers					
Year	Total staff	Total FTE	Staff living in Bayside		
2015/2016	617	391.30	191 (31%)		
2014/2015	672	394	224 (33%)		
2013/2014	704	400	180 (26%)		
2012/2013	721	406	209 (29%)		
2011/2012	676	398	244 (36%)		
2010/2011	644	391	246 (38%)		



Employment type	Female	Male	Total
Full-time	123 (54%)	104 (46%)	227
Part-time	223 (79%)	60 (21%)	283
Casual	86 (80%)	21 (20%)	107
Total	432 (70%)	185 (30%)	617

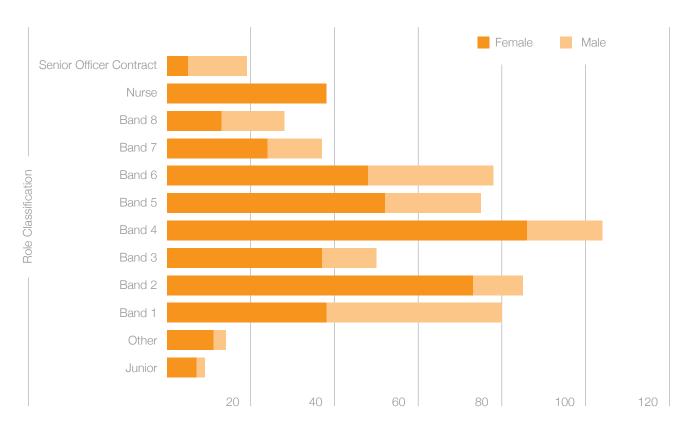
2015/2016 Annual Report

Age spread	Number of staff* (%)
Under 25	4 (1%)
25–34	62 (12%)
35–44	116 (23%)
45–54	143 (28%)
55 and over	186 (36%)

Number of staff by role classification

Role classifications are defined according to skill descriptors in the Local Government Industry Award (Victoria) or the Australian Nursing and Midwifery Award.

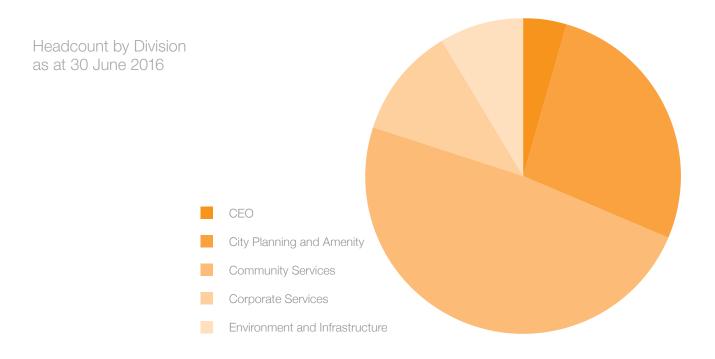
Salaries are classified according to the salary range scale set out in the Bayside Enterprise Agreement.



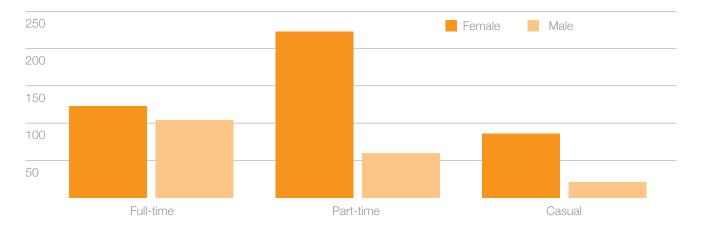
Band level	Female	Male	Total	Band level
Band 1	38	42	91	Band 8
Band 2	73	12	85	Nurse
Band 3	37	13	50	Senior Office
Band 4	86	18	104	Contract
Band 5	52	23	75	Junior
Band 6	48	30	78	Other
Band 7	24	13	27	Total

Band level	Female	Male	Total
Band 8	13	15	28
Nurse	38	0	40
Senior Officer Contract	5	14	19
Junior	7	2	9
Other	11	3	14
Total	432	185	617

Division	Number of staff
CEO	29
Corporate Services	69
Environment and Infrastructure	53
City Planning and Amenity	166
Community Services	300



Employment type by gender



Professional development

At Bayside, learning and development is encouraged across the organisation to enable people to be effective in their roles and to realise their potential to further their careers.

A learning culture supports everyone at Bayside to look for opportunities to do things differently and to continuously improve. An important element of a learning culture is ensuring that processes are in place for people to access appropriate learning opportunities and that these opportunities provide a quality experience which, in turn, have a positive impact on the organisation.

Bayside's *Employee Development Guide* includes the following development opportunities for staff:

- corporate training courses
- targeted development programs
- external training and conference support
- study assistance
- professional memberships
- coaching and team building.

Bayside offers quality development opportunities to its employees across all levels of the organisation. This is achieved through the use of a training matrix which allows for individuals to identify and enrol in development programs and initiatives that are aligned to their job level and selected areas of knowledge and skill.

Course name and leve

Foundation/Induction

Intro to HR Processes and Practices

TRIM Document Management System

GIS Training – Introduction

GIS Training - Advanced

REX Customer Service Management System

Understanding Governance

Induction Presentations (Half Day)

ndividual contributor

Giving and Receiving Feedback

Resilience and Mindfulness

IT Training

Manage My Career

Project Management

Procurement - Planning and Specification Development

Applied Innovation

Leading Innovation

Procurement – Managing Contracts

Self Leadership

Writing for Customer Service

Coordinator/Team Leader

SIXceed Leadership Development Program

Managemei

Alchemy Leadership Development Program

Other

Youth Mental Health First Aid

Mental Health First Aid

This year, 10 staff members undertook a variety of further study courses as a part of Council's study assistance program. Through the study assistance program, staff were offered partial fee reimbursements upon successful completion of course units and received weekly study time.

Study assistance course participation	Participation
Graduate Diploma of Counselling and Psychology	1
Diploma of Justice Studies	1
Advanced Diploma of Facilitation	1
Graduate Diploma of Psychology	1
Certificate IV in Animal Control	1
Diploma in Procurement and Supply	1
Sustainable Indigenous Partnerships	1
Advanced Diploma of Building Surveying	1
Graduate Diploma of Arts Management	1
Master of Management	1

Employee satisfaction

Every second year, our staff complete an Employee Opinion Survey so we can better understand employee perceptions and satisfaction levels. In June 2015, we completed our third Employee Opinion Survey with 83 per cent of our staff providing responses. Highlights from the 2015 survey included:

- overall performance rating had risen from 68.7 per cent to 69.4 per cent placing us in the top quartile of benchmarked organisations
- overall satisfaction rating had risen from 71 per cent to 73 per cent also placing us in the top quartile of benchmarked organisations
- scores in all survey categories had improved over the last two surveys, demonstrating that improvement continues to occur across all aspects of our organisation
- setting new performance benchmarks in four of the 67 survey statements in a database of approximately 100 organisations
- employee engagement scores were higher than average for local governments undertaking the survey of which there are approximately 70 councils.

The survey results are being used to drive improvement in the way we work together in organisational and at departmental levels.

The next Employee Opinion Survey will be conducted in 2017.

Flexibility and family-friendly initiatives

Council prides itself on a collaborative, supportive and inclusive work environment in which staff are motivated to contribute and succeed. Our focus on work–life balance enables our employees to meet family and personal commitments, and is highly valued by staff as evidenced by results of the most recent Employee Opinion Survey.

Bayside City Council offers a range of flexible work options under its Enterprise Agreement. These range from part-time work and jobshare arrangements to working from home. In consultation with their manager, employees who work additional hours can elect to take accrued time off and can adjust their starting and finishing times to assist with family commitments. Council also offers a fractional model of employment, which is popular with employees as it enables the purchase of additional annual leave.

Health and wellbeing

Bayside offers a range of events, programs and benefits as part of its employee wellbeing program including:

- ergonomic assessments
- walking challenges
- · healthy eating seminars and demonstrations
- free flu vaccinations
- health awareness promotional packs
- monthly wellbeing newsletter publication
- lunchtime sport activities such as tennis and yoga.

Work experience opportunities for students with a disability

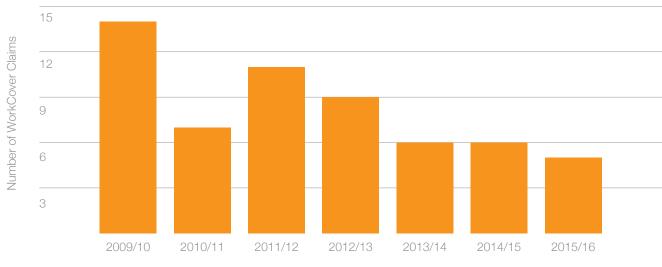
Providing work experience opportunities is an important community service. Council works closely with Berendale Specialist School to create work experience opportunities for students with a disability. Placements were created at child care centres, libraries and at Council's Corporate Centre in the records management and customer service areas. These placements occurred through the support and commitment of staff at Bayside Council who ensured that students gained maximum learning opportunities.

Occupational health and safety

Bayside City Council is committed to a safe and healthy working environment for staff, contractors, visitors and members of the public who use our services and facilities. As such, our culture holds safety as both a priority and a shared responsibility of all staff. At Bayside, we work to ensure a reduction in WorkCover claims through our focus on proactive identification of hazards in the workplace and the implementation of OH&S programs such as our Health and Wellbeing program.

Council has commenced the process to become AS4801 accredited with a suite of policies and procedures drafted, to be rolled out across the organisation in the coming year.

This year, there were five WorkCover claims lodged. This year Bayside has made an application for the MAV WorkCare Self Insurance Scheme. This scheme will achieve guaranteed minimum savings on our premium of 15 per cent



Number of WorkCover (standard) claims reported



Occupational Health and Safety Committee

The role of the Bayside Occupational Health and Safety Committee is to assist with OH&S responsibilities in accordance with the requirements of the Occupational Health and Safety Act (Victoria) 2004, thereby strengthening the health and safety of staff and contractors. The committee is comprised of management representatives and staff representatives from each division of Council. In addition, Council's OH&S Officer has a permanent non-voting role on the committee and acts in an advisory, resource capacity.

Equal employment opportunity program

In accordance with section 96 of the *Local Government Act 1989*, Council has developed an Equal Employment Opportunity Program.

The program is over-arched by a policy which clearly sets out Council's objectives to maintain a work culture of equal employment. The key objectives of the policy are to ensure:

- equal access, opportunity and treatment is fostered in matters related to recruitment, promotion and career development
- programs and initiatives actively promoting diversity
- staff are provided with the information and training required for them to understand and comply with their obligations under the state and federal legislation that deals with equal employment opportunity and the prevention of discrimination, harassment, racial or religious vilification or victimisation
- staff are treated with respect and courtesy at all times
- there is zero tolerance of unlawful discrimination, harassment, racial or religious vilification or victimisation of and/or from its staff, contractors and volunteers.

Enterprise Agreement and associated policies and procedures

The Bayside Enterprise Agreement provides for family friendly and flexible work options for staff. These include purchasing leave, part-time work arrangements, working from home options and carer's leave.

Staff Consultative Committee

To ensure the implementation of the Bayside Enterprise Agreement, a Staff Consultative Committee has been formed and meets on a bi-monthly basis. The Consultative Committee includes union representatives, staff representatives and management representatives who provide input and discussion relating to organisational policy and cross-organisational issues.

Employee Assistance Program

Council understands the importance of providing effective support services to its staff. The Employee Assistance Program is a confidential and professional source of support which is accessible to all staff. Counselling and coaching sessions are confidential, short-term and solutions-focused.

Municipal Emergency Management Plan

Major emergencies can lead to loss of life, destruction of property and the environment, and impact the economic and social sustainability of the community. Bayside City Council plays a key role in ensuring the provision of safety to the community through the activation of the Municipal Emergency Management Plan (MEMP).

The MEMP was developed in accordance with the requirements of the *Local Government Act* 1989, the *Emergency Management Act* 1986 and the *Emergency Management Manual Victoria*.

The Plan addresses the prevention of, response to and recovery from emergencies within the municipality and was developed with the cooperation of the Municipal Emergency Management Committee (MEMPC), the Victoria State Emergency Service (VICSES) and other key stakeholders.

Activation of the MEMP is relative to the range and degree of emergencies. This year Council has not activated the MEMP, however staff have responded to a number of minor emergencies including storm damage to assets, fire damage to buildings and flooding damage to roads.

At least every four months, MEMP stakeholders meet to discuss emergency management developments and action the items as set out in the Bayside three-year project plan. Stakeholders of the Bayside MEMP are organisations that contribute to, may be affected by, or involved in the planning, response or recovery from an emergency situation including:

- Bayside City Council
- Victoria Police
- State Emergency Service (SES)
- Metropolitan Fire Brigade (MFB)
- Department of Human Services (DHS)
- Ambulance Victoria
- Australian Red Cross.

To ensure all stakeholders are prepared in the activation of the MEMP, each year Council participates in a scenario exercise. Additionally, every three years Bayside's MEMP is audited by the State Emergency Service with assistance from Victoria Police and the Department of Human Services. Bayside's MEMP was audited in late 2015 and was assessed to comply with requirements.

Business Continuity Plan

The objective of the *Incident and Crisis Management Manual*, which incorporates business continuity and recovery management, is to provide a readily accessible, usable and thorough document that provides an overarching response framework for incidents and crisis. The plan:

- integrates internal response with that required under State Emergency Response and Recovery Planning
- enables re-establishment and continuity of services during any major disruption
- minimises adverse impacts on stakeholders, Council and staff
- minimises disruption to key Council assets, operations and services
- maintains critical channels of communication.

Scenario-based exercises were undertaken to test roles and responses, and to determine areas for improvement in Council's Incident and Crisis Management approach. The exercises in particular, sought to test the capability to set up a crisis centre and highlighted the need for the practice exercises in the event of a real event with a number of areas for improvement raised for incorporation.

The recovery strategies for Information Technology (IT) have been developed and tested separately as the IT Disaster Recovery Plan.

As part of improved business continuity planning, an organisational review using a Business Impact Assessment tool was undertaken this year, which assists with the prioritisation of recovery should a critical incident occur. Bayside City Council has in place an *Emergency Procedures Manual* for the Corporate Centre that includes evacuation procedures. This forms part of the procedures which are to be followed in the event of an emergency occurring at the Corporate Centre.

The *Emergency Procedures Manual* covers all likely hazards arising from personal threats, civil disturbance, fire, flood, chemical spillage and a bomb threat. A warden system is in place, standard fire orders issued, evacuation plans prepared, drills held twice per annum, debriefing and staff training conducted.

In Council's public buildings, tenants and hirers are issued with emergency procedures and fire orders. The responsibility for compliance is placed on those occupants.

The Municipal Emergency Resource Officer (MERO) and the Municipal Recovery Manager (MRM) would enact provisions within the Municipal Emergency Management Plan (MEMP) and Municipal Emergency Recovery Plan (MERP) should a municipal emergency occur (see page 75 for more information).

There are no provisions of the Business Continuity Plan which conflict with the provisions of the Bayside City Council's MEMP or MERP.



Part 2 Performance against Council Plan 2013–2017

Strategic Planning Framework

The following pages detail the performance, highlights and challenges of Council during 2015/2016 under each of our goals and briefly outline our future directions. Progress against Council Plan 2013–2017 is measured through the delivery of 40 activities set out in the Annual Action Plan 2015/2016. Activity progress is monitored through Council's online Planning System, Interplan© and is reported to Council on a quarterly basis. This year we completed 22 of the planned activities. One of the activities was deferred, with the remainder on track for completion in the latter half of 2016. The report also includes the Local Government Performance Framework indicators which highlights the results of the prescribed service performance indicators and measures including supporting commentary, where appropriate. In addition, information has also been included in relation to the services funded in the 2015/2016 Budget and the persons or sections of the community who received the service.

How we report on our plans

Bayside City Council is committed to transparent reporting and accountability to the community, including regular reporting through our quarterly reports to Council and our Annual Reports. These track the progress of our performance against the Council Plan 2013–2017, or more specifically, the activities set out in our annual action plans.

Bayside also has a strong emphasis on improving organisational capability with a strategy focused on the current and future requirements of the organisation's structure, capability, succession and talent management. To ensure these needs are being met, staff report quarterly to the Executive Team against the Organisation Business Plan.

Annual department plans and individual performance plans are also reviewed regularly.

Through regular review and reporting on our progress, we are able to adapt to changing community needs and other internal and external factors.

Reporting on Council Plan 2013–2017

This section is structured around the seven goals outlined in the Council Plan 2013–2017. These goals were developed by Council in response to key issues for the Bayside community:

- Goal 1 An engaged community and Council
- Goal 2 A strong supportive community
- Goal 3 A liveable city
- Goal 4 A sustainable natural environment
- Goal 5 A creative and active community
- Goal 6 A thriving local economy
- Goal 7 Financial responsibility and good governance

The table below sets out Bayside's approach to strategic planning. The strategic planning framework that forms the basis of the Council Plan, Annual Budget, Annual Action Plan and Department Plans has been founded upon the Bayside 2020 Community Plan. The framework recognises the lifespan and interaction of various plans and the timeframe and structure of reporting progress against commitments set out within these plans.

Timeframe	Plans and strategies	Resources
	Bayside 2025 Community Plan	
Long-term	Council Strategies and Plans	Long Term Financial Plan
	Asset Management Plans	
Medium Term	Capital Works Program	Stratagia Daggurag Dian
	Council Plan	Strategic Resource Plan
	Annual Action Plan	
Annual	Annual Department Plans	Appuel Dudget
	Organisational Improvement Plan	Annual Budget
	Staff Performance Plans	



GOAL 1

An engaged community and Council

"The Bayside community will be well informed and will have opportunities to actively participate in Council decision-making."

Through this goal, our priorities over the four years of the plan will be:

 ensuring decisions are informed by community input and clearly communicate what we decided and why

Performance against Goal 1

In progressing toward achieving our annual targets aligned to this goal, one activity has been completed, with two activities being 70 to 90 per cent completed.



Strategic objective

Ensuring decisions are informed by community input and clearly communicate what we decided and why

Activity	Target	Result	Status			
Strategy: Increasing the comr programs and facilities	Strategy: Increasing the community's awareness and understanding of Council decision-making, services, programs and facilities					
Improvements to Council's website and e-services	Delivery of the Website Transformation Project	The Website Transformation Project is in progress. The development phase commenced in quarter 4 of 2015/2016 and is due for completion in September 2016. In relation to e-services, the integration will be scoped out in phase two of the transformation, with scoping commencing in quarter 2 of 2016/2017, following the implementation of phase one.	$\bigcirc ullet \bigcirc$			
Strategy: Increasing opportur	nities for the community to tr	ransact with Council remotely				
Identify and implement capacity for the online lodgement of Planning Applications	Online lodgement system developed	This project is nearing completion. Additional capacity has been created and is awaiting testing prior to roll-out. The online lodgement and payment system has been built jointly with Statutory Planning and IT Services. It is expected that the online lodgement system will be ready for testing with a sample of applicants by August 2016.	$\bigcirc ullet \bigcirc$			

Key strategic activity

Activity	Target	Result	Status
Strategy: Providing a range of	f opportunities for the comm	nunity to actively engage in Council's decision-making	
Development of the 2025 Community Plan and Public Value Project	Development of Community Plan	Completion of the Community Plan 2025 has been rescheduled to the end of August 2016. This has enabled further interpretation of community input and the identification of measureable indicators of liveability to compliment the community aspirations. The draft Community Plan has been developed and graphically designed. It has been tested with the community throughout May and June. The Community Plan will be taken to the Council Briefing on 2nd August and then to the Council Meeting for adoption in August 2016.	

Council Plan strategic indicators

The following statement reviews the performance of Council against the Council Plan including results achieved in relation to the strategic indicators included in the Council Plan.

Indicator	Target	Result	Status
Community satisfaction with consultation and engagement*	>53	57	$\bullet \bigcirc \bigcirc$
Number of visits to the Bayside website	N/A (New Base Line)	770,830	$\bigcirc \bigcirc \bigcirc$
Number of registered users on our "Have your say" page on the Bayside website	>2,500	1,785	$\bigcirc \bigcirc ullet$
Number of community engagement activities with the Bayside community	>10 activities and >1,500 people engaged	34 2,700	$\bullet \bigcirc \bigcirc$
Number of online payments	>22,000	27,468	$\bullet \bigcirc \bigcirc$
Number of transaction types that can be completed online	>10 online forms	28 new online forms	$\bullet \circ \circ$
Number of public users of the Geographical Information System	>45 hits per week	76 per week average	

*2016 Department of Environment, Land, Water and Planning Annual Local Government Community Satisfaction Survey results (indexed mean score)

The following provides information in relation to the services funded in the 2015/2016 Budget and the persons or sections of the community who provided the service.

Service	Description	Net Cost <u>Actual Budget</u> (Variance)
		1,048,000
Customer Service	This service acts as the main customer interface for Council and provides excellence in customer service to the Bayside community.	<u>920,000</u>
		(128,000)
Communications	This service is responsible for the management and provision of advice on	1,775,000
and Community	internal and external communications and to ensure that Council effectively	<u>1,565,000</u>
Engagement	communicates and engages the Bayside community and stakeholders.	(210,000)

The following statement provides the results of the prescribed service performance indicators and measures including supportive commentary, where appropriate.

Service performance indicators	Results			
(service/indicator/measure)	2015	2016	Commentary (where appropriate)	
Governance transparency				
Council decisions made at meetings closed to the public [Number of Council resolutions made at ordinary or special meetings of Council, or at meetings of a special committee consisting only of Councillors, closed to the public / Number of Council resolutions made at ordinary or special meetings of Council or at meetings of a special committee consisting only of Councillors] x100	3.99%	4.78%	Bayside continues to make and implement decisions in the best interests of the community and we take pride in our open and transparent decision-making processes. The result demonstrates Council's commitment to open and transparent decision-making. During 2015/2016, a number of confidential resolutions were related to personnel matters with regard to the Chief Executive Officer employment contract, which is required to be considered by Council. The remaining items related to consideration of commercial contracts.	
Consultation and engagement				
Satisfaction with community consultation and engagement [Community satisfaction rating out of 100 with how Council has performed on community consultation and engagement]	52.00	57.00	The State-wide Local Government Community Satisfaction Survey, coordinated by Local Government Victoria, indicated an improvement in Council's performance in relation to community consultation and engagement. Bayside's 2016 result increased by five index points on our 2015 result. This result is also three points higher than the state-wide average, however one point lower than the metropolitan average.	
Attendance				
Councillor attendance at Council meetings [The sum of the number of Councillors who attended each ordinary and special Council meeting / (Number of ordinary and special Council meetings) × (Number of Councillors elected at the last Council general election)] x100	92.86%	96.43%	Councillor attendance is affected by a number of factors including the frequency of meetings, leave of absence granted to Councillors and the wellbeing of Councillors. Overall Councillor attendance is high and demonstrates a commitment by Councillors to fully engage in decision-making on behalf of their constituents.	
Service cost				
Cost of governance [Direct cost of the governance service / Number of Councillors elected at the last Council general election]	\$41,188.43	\$41,735.14	Cost of governance includes operating expenses directly related to the activities of the elected Councillors including expenses such as allowances, training and professional development, conferences and seminars, memberships of professional bodies and other incidental expenses. Expenditure is consistent with the 2015 reporting year, with a 1.3 per cent increase which is below CPI.	

Service performance indicators	Results		Commentary (where energy and)	
(service/indicator/measure)	2015	2016	Commentary (where appropriate)	
Satisfaction				
Satisfaction with Council decisions [Community satisfaction rating out of 100 with how Council has performed in making decisions in the interest of the community]	56.00	56.00	Bayside prides itself on making evidence- based decisions in the best interest of the community. The community satisfaction rating with Council decisions remains stable over the reporting period. Council's results within the <i>State-wide Local Government Satisfaction</i> <i>Survey</i> , coordinated by Local Government Victoria, were seven points higher than the state-wide average and three points higher than the metropolitan group average.	

Reflecting on our highlights

Engaging the community to create a better Bayside

As an organisation our role is to make Bayside a better place, we have a responsibility to establish quality assets and to provide or advocate for services which will deliver a better society, that is, serve public value in everything we do. Local government is legislated to perform certain functions, such as collecting waste and maintaining local roads. However, individual councils have the flexibility to plan and deliver non-legislated services responsive to the needs and aspirations of their community.

Council undertakes extensive research and consultation to understand its community and the external influences and environmental challenges it faces. Increased understanding enables Council to prepare for change and make informed decisions on behalf of its community, ensuring service planning and delivery is informed by highquality information.

Where contradictions or conflicting views arise through planning or delivery, Council is legislated to ensure decisions are managed fairly and through an equitable consultation process. This demonstrates the need to work closely with our community to deliver on possible future improvements.

Major engagement projects

Major community engagement activities undertaken throughout 2015/2016 period included:

- **Bayside Community Plan 2025** captured the diverse views of over 1,200 community members, taking into account the varying views, aspirations and competing priorities. It will be used to guide newly elected Councillors as they set the priorities and commitments for their four-year term through the Council Plan.
- Playground Improvement Plan and Playground testers – over the next 10 years Council plans to invest \$10.3 million upgrading its 61 playgrounds. Council developed a unique program to engage both children and guardians in the design of the first nine playgrounds. Over 300 children applied (and were accepted) to be Official Playground Testers, using a learner-led approach to engagement, Playground Testers were required to visit nine playgrounds and provide feedback on each site visited. The project played an important role in engaging children and building social connection among parents while testing playgrounds.
- Retail, Commercial and Employment Strategy – Bayside's commercial land is at risk of being converted into residential areas. Commercial land strengthens the local economy by increasing access to local employment and adding to the vibrancy and mix of commercial business services. Residents, businesses, property owners and local economists were engaged to provide recommendations on how retail, commercial and employment activities can continue to be accommodated and supported in Bayside.

- Dendy Street Beach Pavilion and precinct concept designs – Brighton Beach is enjoyed by local residents, visitors and tourists alike. This high-profile project attracted significant interest and discussion into the overall design of the new life saving club and pavilion. After much consultation and deliberation, a concept design was finalised addressing many of the community concerns, the new concept makes use of natural materials such as timber, sandstone and bluestone to complement and blend into the natural area, while not detracting from the colourful bathing boxes.
- Development of landscape guidelines Council consulted on and created a guideline to provide advice to residents and developers looking to remove or replace vegetation. This project engaged residents, environmentalists, architects and arborists on ways to protect Bayside's vegetation. The Landscape Guidelines are now being used to guide conversations with planning permit applicants living in areas protected by a Vegetation Protection Overlay or a Significant Landscape Overlay.
- Beaumaris Concourse Streetscape Masterplan – this masterplan will guide the future decision-making, management and upgrades to the Concourse. Through the consultation, the number one priority for local residents, shoppers and businesses was to strengthen the unique streetscape and village character of the Concourse, identifying that the Concourse is more than a retail centre. It is also a hub for social and community activity. A community reference group has been appointed, including representation from across the Beaumaris community. They will follow the masterplan through to its completion.

- Environmental Sustainability Framework

 using feedback and ideas collected from residents, environmentalists, partners and government agencies, a framework was developed to set the direction and provide guidance for environmental planning and decision-making for Bayside City Council. The framework is designed to be visionary, clear and engaging, while the actions are practical and set clear targets.
- C140 managing growth in neighbourhood zones - for many, living in Bayside is a deliberate choice. Most choose this location to enjoy the natural environment that Bayside is blessed with and for the convenient access to local shops, services and public transport. In response to concerns about population growth, Council put forward C140 as a control to maintain existing neighbourhood character by setting a minimum lot size for subdivisions. Community opinion was divided. With over 900 formal submissions, it became a true democratic process and was referred to the State Planning Authority for an independent review. This panel recommended Council abandon C140 in its current form and undertake further strategic work to maintain residential character.

Finding better ways to engage

Council is always seeking to find better ways to engage our community and in all cases, community engagement plans are developed to plan for and implement effective engagement programs. Communication plans ensure we promote and encourage participation. This year greater emphasis has been placed on presenting feedback back to participants and explaining how community input was used to shape Council's decision-making.

Community satisfaction survey

Each year, Local Government Victoria coordinates a *State-wide Local Government Community Satisfaction Survey* throughout Victorian local government areas. The objective of the survey is to assess the performance of councils across a range of measures and to seek insight into ways to provide improved or more effective service delivery. The survey also provides Council with a means to fulfill some of our statutory reporting requirements. The 2016 survey of Bayside residents was conducted in the period 1 February to 30 March 2016 and involved a randomly selected sample from our community who were surveyed via a telephone interview.

Bayside City Council's performance has remained stable, or increased, for the majority of services from 2015 to 2016, which reverses the downward trends observed in the previous year. On overall performance, Council's rating has increased two points to 65, which is one point below the metropolitan average rating of 66, but six points higher than the state-wide average.

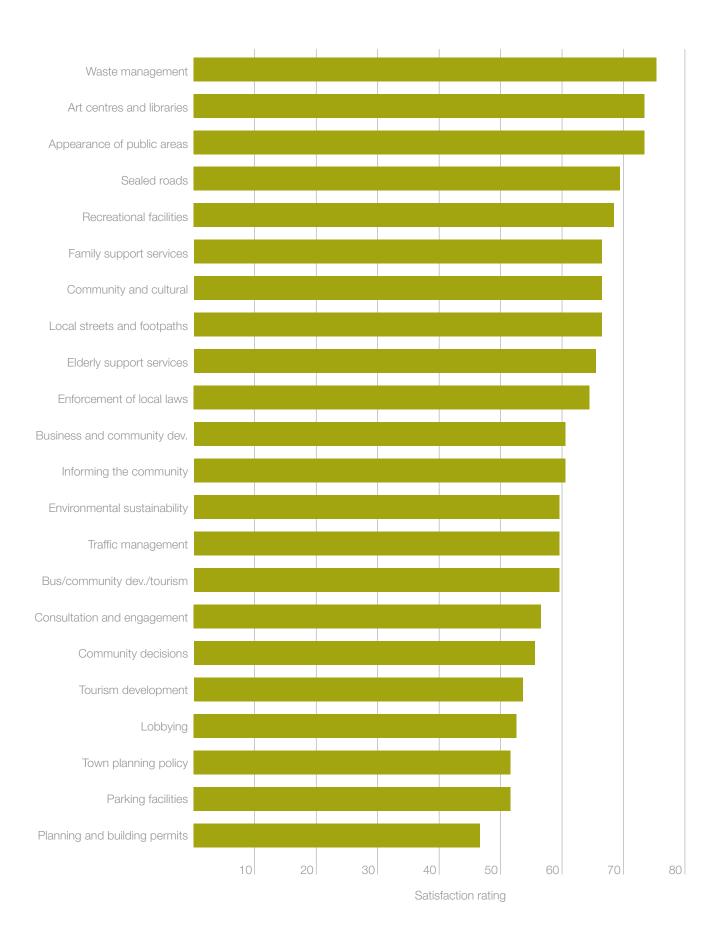
On most core measures, Council's performance is in line with the metropolitan averages, with a couple of exceptions: Council significantly exceeds the metropolitan average for Sealed Local Roads with a score of 70, three points higher than the metropolitan average of 67, but lags behind the metropolitan average by three points for both Lobbying and Community Decisions. Increases were seen in resident satisfaction with Council direction and customer service, with a statistically significant increase in satisfaction with community consultation and engagement.

Female residents aged 18 to 34 years were most satisfied with Council's customer service, and recorded a three-point increase from 2015 to an index score of 71 in 2016.

The per centage of residents having contact with Council has increased by one point to 69 per cent, which is similar to the contact levels in 2015 and 2012.

This survey program is only one of the research tools used within Council to monitor service delivery and performance. Other sources of information are customer service response times, resident complaints, 'mystery shopper' audits, participant feedback on specific Council programs and events, and community wellbeing indicators.

2016 Service Area Performance Summary



Overall performance measures results

Performance measures	Bayside 2012	Bayside 2013	Bayside 2014	Bayside 2015	Bayside 2016	Metro 2016	State- wide 2016
Overall Performance	65	62	65	63	65	66	59
Community Consultation (Community consultation and engagement)	53	54	53	52	57	58	54
Advocacy (Lobbying on behalf of the community)	51	54	53	52	53	56	53
Making Community Decisions (Decisions made in the interest of the community)	N/A	N/A	57	56	56	59	54
Sealed Local Roads (Condition of sealed local roads)	N/A	N/A	67	67	70	67	54
Customer Service	71	67	71	68	71	73	69
Overall Council Direction	48	53	51	50	53	55	51

Challenges for 2015/2016

- Stakeholder management with Brighton Beach redevelopment, Beaumaris High School campus, Elsternwick Park and netball and athletics facilities.
- Engaging the 'hard to reach' sections of our community. Council continues to work to address this challenge through the implementation of the Community and Stakeholder Engagement Policy.
- Working to achieve better collaboration with the media to drive stories to allow community to be part of the solution, not the problem and to educate community about what Council does, what we can control and what we can advocate for.

Future direction for 2016/2017

Major Initiatives

• Development of an application for mobile devices that will improve customer access to Council information and services

Initiatives

- Development of Bayside's website and e-services to meet disability access requirements.
- Improving the quality of and access to Planning and Building Permit information for customers and the community.



GOAL 2

A strong supportive community

"Bayside will be a healthy connected community"

Through this goal, our priorities over the four years of the plan will be:

- developing partnerships to support community participation and to meet the diverse needs of the community
- ensuring our services and facilities are accessible and inclusive and respond to current and emerging needs across life stages
- supporting volunteerism and building community capacity to attract, support and retain volunteers
- enhancing the public health and wellbeing of the Bayside community

Performance against Goal 2

Our progress toward achieving our annual targets aligned to this goal is 100 per cent.



Strategic objective

Understanding and responding to the diverse needs of our community

Activity	Target	Result	Status	
Strategy: Ensuring our services and facilities are accessible and inclusive and respond to current and emerging				
		Council's Home and Community Care Program will transfer from State Government to Commonwealth Government responsibility on 1 July 2016. Existing funding is guaranteed until 30 June 2019.		
Transition of the HACC Program from State Government	Transition of services to Commonwealth	Bayside has been part of an Early Implementation Project and has established all necessary operational processes for commencement on 1 July.		
to Commonwealth Government responsibility	Commonwealth	The Commonwealth Government Funding Agreement covering the period 1 July 2016 to 30 June 2019 has been received and authorised. A software upgrade has been funded by the Commonwealth Government and implemented to ensure compatibility with new requirements.		
Black Rock House stables refurbishment	Refurbishment works completed	Heritage Victoria approval was received for the refurbishment of Black Rock House stables. Works to renew the corrugated iron roof over the stables was undertaken and completed in mid- June 2016.	• • •	
Kitchen renewal upgrade to the Brighton Town Hall to better the community	Upgrade completed	Works to renew and update the kitchen facilities at Brighton Town Hall are complete. Feedback has shown that tenants and those hiring the hall have been pleased with the result.		
Billilla Studio renewal for the Artist in Residence Program	Renewal works completed	Renovation works were completed in November on the former fuel store at Billilla Mansion, converting the space to an additional studio for Council's Artist in Residence Program.		

Key strategic activity

Activity	Target	Result	Status			
Strategy: Supporting, recogni retain volunteers	Strategy: Supporting, recognising and valuing volunteerism and building community capacity to attract, support and retain volunteers					
Establishment of the Bayside Volunteer Project Reference Group	Volunteer Group established	Membership of the Bayside Volunteer Project Reference Group was endorsed by the Director Community Services, in line with Council's approved Terms of Reference. The Group met on a six-weekly basis and finished its tenure in April 2016. The group was an effective mechanism for gaining feedback and consultation. The input was crucial to successfully develop the Volunteer Action Plan.				

Council Plan strategic indicators

The following statement reviews the performance of Council against the Council Plan including results achieved in relation to the strategic indicators included in the Council Plan.

Indicator	Target	Result	Status
Improved community satisfaction with Council's family support services*	>66	66	$\bullet \bigcirc \bigcirc$
Number of Council buildings with improved disability access	2	3	$\bullet \circ \circ$
Percentage of active Council volunteers are registered on Council's volunteer management system	>90%	100%	$\bullet \bigcirc \bigcirc$
Percentage of children undertaking the key ages and stages check	>98%	98%	$\bullet \bigcirc \bigcirc$
Number of young people attending Youth Services programs and services	>4,000	6,323	$\bullet \circ \circ$
Proportion of class 1 and class 2 food premises that receive an annual food safety assessment	>95%	100%	$\bullet \circ \circ$
Number of sporting facilities with facilities accessible for women	1 facility per annum	Hurlingham Park delayed and due for completion in July 2016	$\bigcirc ullet \bigcirc$

*2016 Department of Environment, Land, Water and Planning Annual Local Government Community Satisfaction Survey results (indexed mean score)

The following provides information in relation to the services funded in the 2015/2016 Budget and the persons or sections of the community who are provided the service.

Service	Description	Net Cost <u>Actual Budget</u> (Variance)
Aged and Disability Services	This service provides a range of home and community care services for frail older residents, residents with disabilities and their carers to support them to remain independent and safe at home. The service also works with individual older people and with seniors' groups to increase socialisation opportunities and to identify and action areas of importance to older people and their carers.	1,825,000 <u>2,627,000</u> (802,000)
Family Services	This service provides early years buildings, maternal and child health, immunisation, early years planning, vacation care programs, kindergarten central enrolment, counselling and support, youth services, parent education, advocacy and support to early years services.	2,529,000 <u>2,745,000</u> <u>(</u> 216,000)
Policy Planning	This service analyses demographic and social data and prepares policies, plans and strategies that promote community health and wellbeing. It provides research and information about community needs to all Council departments and to the community and works in partnership with health and social services to plan and coordinate health promotion activities.	1,103,000 <u>1,255,000</u> (152,000)

The following statement provides the results of the prescribed service performance indicators and measures including supportive commentary, where appropriate.

Service performance indicators	Results		
(service/indicator/measure)	2015	2016	Commentary (where appropriate)
Animal Management			
Timeliness			
Time taken to action animal management requests			Council prioritises animal management
[Number of days between receipt and first response action for all animal management requests / Number of animal management requests]	1.31	1.73	requests and strives to respond to them promptly.
Service standard			
Animals reclaimed [Number of animals reclaimed / Number of animals collected] x100	90.85%	99.33%	Council actively works to make contact with pet owners to collect their pets and provides a day stay facility for lost pets, which reduces the number of animals sent to the pound. This optimises the per centage of registered animals and lost pets reunited with their owners. In 2014/2015 we included all animals regardless of registration status, however in 2015/2016 only registered animals have been included, which is in accordance with the revised reporting guidelines.
Service cost			
Cost of animal management service [Direct cost of the animal management service / Number of registered animals]	\$41.12	\$39.64	There has been an increase in registered animals compared to last year. Council invests significant resources in community education and holds pet events every year to promote responsible pet ownership and improve pet registration rates.
Health and safety			
Animal management prosecutions [Number of successful animal management prosecutions]	6.00*	9	Council educates the community about responsible pet ownership to minimise breaches of the <i>Domestic Animals Act</i> . Council has successfully prosecuted nine animal matters this year.

*This figure has been updated from the 2014/2015 Performance Statement to reflect changes to the reporting methodology and allow accurate comparison of results. The 2015 result was originally reported as 7.

Service performance indicators	Results		
(service/indicator/measure)	2015	2016	Commentary (where appropriate)
Food Safety			
Timeliness			
Time taken to action food complaints [Number of days between receipt and first response action for all food complaints / Number of food complaints]	2.11	1.84	Council place a high priority on the investigation of food complaints. Council has set an internal target of three days, which is shorter than the state target of 10 days, to respond to all food complaints. The time taken to respond exceeds the target and is consistent with 2014/2015.
Service standard			
Food safety assessments [Number of registered class 1 food premises and class 2 food premises that receive an annual food safety assessment in accordance with the <i>Food Act 1984 /</i> Number of registered class 1 food premises and class 2 food premises that require an annual food safety assessment in accordance with the <i>Food Act 1984</i>] x100	100.00%	101.11%	This measure is reported on a calendar year, and all premises that require a food safety assessment have received one. The reason the result is greater than 100 per cent is due to some premises closing/transferring ownership, where a second compliance assessment was carried out.
Service cost			
Cost of food safety service [Direct cost of the food safety service / Number of food premises registered or notified in accordance with the <i>Food Act</i> 1984]	\$640.23	\$517.37	The 2015/2016 direct cost of the food safety service has reduced in comparison to 2014/2015 as the calculation now includes the premises notified and registered in Streatrader, and the state-wide temporary and mobile food registration figures. The 2014/2015 figure did not include the Streatader registrations in accordance with the LGPRF guidelines.
Health and safety			
Critical and major non-compliance outcome notifications [Number of critical non-compliance outcome notifications and major non-compliance notifications about a food premises followed up / Number of critical non-compliance outcome notifications and major non- compliance notifications about a food premises] x100	100.00%	100.00%	Council places a high importance on food safety and all critical and major non- compliance outcome notifications are followed up.

	Results			
Service performance indicators (service/indicator/measure)	2015	2016	Commentary (where appropriate)	
Home and Community Care (HACC)	2010	2010		
Timeliness				
Time taken to commence the HACC service [Number of days between the referral of a new client and the commencement of HACC service / Number of new clients who have received an HACC service]	N/A	10.47	Bayside Council has been part of the Early Implementation of the Aged Care reforms. This has meant all referrals for people aged 65+ need to be screened through the Commonwealth's Central Call Centre in the first instance. Council commences counting days following receipt of the referral from the Commonwealth Call Centre for people aged 65+ and from initial contact to Council for people aged under 65 years.	
Service standard				
Compliance with Community Care Common Standards [Number of Community Care Common Standards expected outcomes met / Number of expected outcomes under the Community Care Common Standards] x100	94.44%	94.44%	All councils are assessed against Community Care Common Standards once every three years to ensure quality in community care services. Bayside's Aged and Disability Services continually strives to provide all clients with accessible high-quality care. Council's next audit is scheduled for October 2016.	
Service cost				
Cost of domestic care service [Cost of the domestic care service / Hours of domestic care service provided]	N/A	\$53.60	Council's unit cost is inclusive of all expenditure relevant to the direct delivery of domestic care assistance. Council reviews its service delivery model on an ongoing basis to create more effective and efficient outcomes.	
Service cost				
Cost of personal care service [Cost of the personal care service / Hours of personal care service provided]	N/A	\$55.83	Council's unit cost is inclusive of all expenditure relevant to the direct delivery of personal care assistance. Council reviews its service delivery model on an ongoing basis to create more effective and efficient outcomes.	
Service cost				
Cost of respite care service [Cost of the respite care service / Hours of respite care service provided]	N/A	\$57.62	Council's unit cost is inclusive of all expenditure relevant to the direct delivery of respite care assistance. Council reviews its service delivery model on an ongoing basis to create more effective and efficient outcomes.	
Participation				
Participation in HACC service [Number of people that received an HACC service / Municipal target population for HACC services] x100	44.46%	43.46%	Bayside City Council has an ageing population and a high participation rate in HACC services. The majority of service users are aged 80+ years. Evidence indicates this age cohort are the most prolific users of services to allow people in this age group to remain independent and living at home in the community. Participation rate is consistent with the 2014/2015 year.	
Participation				

Service performance indicators	Results			
(service/indicator/measure)	2015	2016	Commentary (where appropriate)	
Participation in HACC service by culturally and linguistically diverse (CALD) people [Number of CALD people who receive an HACC service / Municipal target population in relation to CALD people for HACC services] x100	37.89%	38.01%	Bayside City Council has an ageing population and a high participation rate by the CALD community in HACC services. The majority of service users are aged 80+ years. Evidence indicates this age cohort are the most prolific users of services to allow people in this age group to remain independent and living at home in the community. Each year Council provides information sessions with interpreters to CALD Seniors' Groups to increase their knowledge about available services. The participation rate of CALD seniors is consistent with the 2014/2015 year.	
Maternal and Child Health (MCH)				
Satisfaction				
Participation in first MCH home visit [Number of first MCH home visits / Number of birth notifications received] x100	105.39%	104.05%	Results higher than 100 per cent are due to a small per centage of parents who reside outside of the municipality but stay with extended family for a short period of time following the birth of their baby. Council does not receive the birth notification but does conduct the first home visit if the child is presently staying in the municipality. Participation rates are consistent with 2014/2015 results.	
Service standard				
Infant enrolments in the MCH service				
[Number of infants enrolled in the MCH service (from birth notifications received) / Number of birth notifications received] x100	100.00%	100.00%	Council has 100 per cent infant enrolments, which is consistent with 2014/2015.	
Service cost				
Cost of the MCH service				
[Cost of the MCH service / Hours worked by MCH nurses]	N/A	\$58.73	Defined as cost of MCH service per hour of service delivered.	
Participation				
Participation in the MCH service			Participation rate is consistent with the	
[Number of children who attend the MCH service at least once (in the year) / Number of children enrolled in the MCH service] x100	81.50%	82.26%	2014/2015 financial year figure of 82 per cent. Council Maternal and Child Health Nurses are proactive in contacting families who have missed key ages and stages visits.	
Participation				
Participation in the MCH service by Indigenous Australian children [Number of Indigenous Australian children who attend the MCH service at least once (in the year) / Number of Indigenous Australian children enrolled in the MCH service] x100	89.19%	80.00%	Participation rate of 80 per cent is lower than the 2014/2015 figure of 89 per cent. There is a small number of known Indigenous Australian families who reside in the Bayside area. Two children did not engage in the service in 2015/2016.	



Reflecting on our highlights

Disability Action Plan 2013–2017

In accordance with the *Disability Amendment Act* 2012, Council must report on the implementation of the Disability Action Plan within its Annual Report. Of the activities planned for completion during 2015/2016, completed activities included:

- Council partnered with Sandybeach Centre to provide an opportunity for people with a disability to work in Council gardens. In return, Council staff give an overview of their jobs so that the participants can develop a better understanding of Council and the role it plays in the community.
- Council held Sportacular at Elsternwick Oval in April 2016 to encourage children and youth with a disability and their parents to meet different clubs that provide inclusive sports. Over 70 people attended and 15 sports clubs/organisations were involved on the day. Positive feedback was received from attendees and direction provided for future events.

A copy of the Bayside Disability Action Plan 2013– 2017 can be found on Council's website at **www.bayside.vic.gov.au**

Wellbeing for All Ages and Abilities Strategy

The Wellbeing for All Ages and Abilities Strategy 2013–2017 was developed in the last financial year to promote wellbeing for people of all ages and abilities, so that people can live better lives in Bayside. The strategy meets the requirements of the Public Health and Wellbeing Act 2008 while streamlining Bayside's community services planning for health and wellbeing from early childhood, through to youth, adult lives and older years. The strategy, together with its supporting action plans, will enable not only Council but all relevant organisations and individuals, to plan and advocate for the infrastructure, services and programs and supports that will help our community to enjoy the best standard of health and wellbeing that we can achieve. Further detail on activities delivered this year can be found within the Wellbeing for All Ages and Abilities Strategy report on page 35.

Pet Expo

Did you know that the most popular breed of dog in Bayside is a Labrador?

In November 2015, many local residents attended the Bayside Pet Expo at Royal Avenue Park, Sandringham along with their pets. This annual community event recognises the significant contribution that pets make to the lives of our community. While pets participated in activities such as obstacle course events and microchipping, pet owners participated in activities including dog obedience information sessions. The event was also attended by Council's Animal Management Team who provided advice on regulations and responsible pet ownership.

Council Grants Program

Bayside City Council funds local not-for-profit groups and organisations through our Community Grants Program.

The objectives of the program are:

- to assist community organisations to establish, extend and improve programs and services that address local needs, and are not provided by any tier of government or the private sector (this does not preclude grants for organisations such as kindergartens where the grant is for projects that will not attract federal or state government funding)
- to encourage voluntary activity, community participation and the contribution of local groups and organisations to community life
- to promote community development and build social capital

- to encourage innovative approaches to emerging issues and needs
- to invest in community capacity to operate multi-purpose community centres that are accessible to residents throughout Bayside
- to assist groups and individuals in taking up opportunities that will return benefits to the Bayside community
- to respond to community and individual needs in times of crisis.

Three main streams of funding provided are:

- Community Centre and Information and Support Centre Investment Grants
- Annual Community Project Grants
- Contingency Grants.

Total amount allocated to each funding stream is determined annually in the Council budget.

Funding for the program was provided in the 2015/2016 Budget as detailed below:

Community Grants	Total funds
Community Centre and Information and Support Centre Investment Grants	\$394,145
Annual Community Grants	\$133,939
Contingency Grants (including Metro Access)	\$55,524
Total	\$583,608

Community Centre and Information and Support Centre Investment Grants

The following community organisations received grants through our Community Centre and Information and Support Centre Investment Grants stream:

Organisation	Total funds
Castlefield Community Centre (auspiced by BayCISS)	\$57,186
Brighton Recreation Centre	\$57,186
Hampton Community Centre	\$57,186
Highett Neighbourhood Community House	\$57,186
Sandybeach Centre	\$57,186
Bayside Community Information and Support Services (BayCISS)	\$108,215
Total	\$394,145

Annual Community Grants

The following Annual Community Grants were allocated for community projects:

Organisation	Project	Total funds
North Brighton Kindergarten	The Little Red Wagon: Connecting Generations Through Healthy Habits	\$5,000
RAW – Resilient Aspiring Women	Community Culture Cuisine	\$5,000
Elwood St Kilda Neighbourhood Learning Centre	Have a Go!	\$5,000
Women's Health in the South East	Sexual Health and All That Jazz!	\$5,000
Beaumaris Theatre Incorporated	Lighting Improvement Program	\$5,000
Beaumaris Art Group	Beaumaris Art Group Outdoor Mural	\$5,000
Lions Club of Sandringham	Lions Licola Village Camp	\$4,760
Kidshine Early Childhood Services	Mother Goose Songs and Rhymes Playgroup	\$4,200
Friends of Black Rock House	Black Rock House Master Bedroom Development	\$4,200
Hampton Community Centre	Exploring Creativity Through a Natural Medium	\$4,182
Multicultural Nature Guides Victoria Inc	Multicultural Active Senior Citizens and Environmental Sustainability	\$4,100
Bayside Church	Bayside Community Christmas Lunch	\$4,000
Moorabbin Baseball Club	Introduction to Baseball	\$4,000
Kids Like Us Australia	Kids Like Raspberry Pi Code Club	\$3,820
Olive Phillips Kindergarten	Shaping a Sustainable Future – Children in Nature	\$3,600
Connections UnitingCare	Music Together Father/Child	\$3,575
South Oakleigh Wildlife Shelter (SOWS)	Educational Talks on Sustainable Environments	\$3,513
The Rotary Club of Brighton North	Busyfeet Bayside	\$3,500
Victorian Association of WW2 Veterans from former Soviet Union	Russian WW2 Veterans Group	\$3,300
St John Ambulance Bayside Division	Essential Equipment for St John Ambulance Bayside Division	\$3,264
Sandringham Baptist Church	Flourish Transition Support Program	\$3,225
Sandybeach Centre	Sandybeach Childcare and Early Learning Centre Playground Shadesail	\$3,020
Bayside Toy Library	Busy Bodies: Bayside Toy Library's Active Kids Program	\$2,500
Gordon Street Pre-school	Early Intervention Therapy Services	\$2,500
Jack and Jill Kindergarten	Early Intervention Program for School Readiness	\$2,500
MESAC Inc	Aboriginal Heritage and Marine Art Event	\$2,500

Organisation	Project	Total funds
Russian Cultural and TV Association Sputnik	Production of 104 New TV Programs per year on C31 and DVDs Supply for Local Libraries	\$2,500
Brighton Cricket Club Inc	Formation of U16 Girls Cricket Team	\$2,300
Beach Patrol Australia	Beach Patrol	\$2,200
Brighton South Playhouse	Sensory and Creative Play Program	\$2,000
The Senior Citizen Russian Club "Friendship" Bayside Inc	Club Activities	\$2,000
Highett Senior Citizens Centre	Promote and Build Social Capital	\$2,000
Highett Neighbourhood Community House	Dad's Playgroup	\$1,800
Helen Paul Kindergarten	Helen Paul Outdoor Kindergarten Program – Extend and Enhance	\$1,780
Shalom Association	Encourage Volunteering Activities in Russian-Speaking Community	\$1,600
Bayside Men's Shed Group Inc	Storage System	\$1,550
Hampton Junior Soccer Club	Assistant Coaching Programme – Hampton Junior Soccer Club (HJSC)	\$1,500
Sandy Starlets Netball Club	Coaching and Player Development	\$1,500
Brighton Theatre Company Inc	Sound Equipment	\$1,500
Highett Greek Seniors Club	Out and About in Victoria	\$1,500
Beaumaris Sharks Basketball Club	Coaching Assistance for New Teams and Inexperienced Coaches	\$1,200
Japanese Welfare Association of Victoria Inc	Creating a Newsletter Issue	\$1,200
Brighton Floral Art group Inc	Floral Art and the Bayside Community	\$1,000
The Leading Dramatic Society Theatre	Begin the Beguine Evening of Sentimental Song	\$1,000
Brighton Senior Citizens Club	Brighton Get Abouts	\$1,000
Highett Bowls Club Inc	Junior Bowls Coaching Program	\$800
South Eastern Multiple Birth Association Incorporated	Family Support Program	\$750
Brighton Cemetorians Inc	Pioneers and Notable Interments of Bayside	\$500
Hope Connection Inc	Hope Connection Social Support Service	\$500
Total		

Contingency Grants

Throughout the year applications are received by the Contingency Grants stream to respond to funding requests from individuals and community organisations in accordance with the Community Grants Policy. During 2015/2016, funds were allocated to the following community activities, outstanding leadership and sporting participants.

Category	Organisation	Amount
	South Metro Junior Football League	\$2,750
	Southern Football Netball League Inc	\$6,050
	Hampton RSL	\$2,499
Community Initiatives	Brighton Bayside Men's Shed	\$3,900
	Melbourne Men's Group Incorporated	\$2,550
	Rotary Club of Sandringham	\$5,333
Donations	Sandringham Hospital	\$1,000
	Beaumaris Christmas Eve Community Carols Committee	\$500
	The Bayside Art Show	\$500
	Brighton Art Society Annual Exhibition	\$300
Events	Melbourne Reclink Community Cup	\$500
Lvents	All Abilities Bowls Day	\$350
	Family Album and Gospel Greats	\$500
	Family Violence Community Forum	\$500
	Men's Health Forum 2016	\$500
Hardship	Individuals and Families in Financial Hardship	\$1,290
Baseball	Australian Senior League National Baseball Championships	\$200
Cheerleading	National Cheerleading Association of America Competition	\$500
Dener	IDO World Dance International Championship Titles	\$500
	IDO World Dance International Championship Titles	\$500
Dance	RADAR UK Tour	\$500
	International Dance Excellence Festival for 2016	\$500
Diving	2016 Amsterdam Diving Cup and Dresden International Youth Championships Germany	\$500
Hockey	National Junior Hockey Championship	\$300
Gymnastics	Aloha Gymfest	\$500
Nathall	2015 Super Nationals Indoor Netball Championships	\$200
Netball	Super National Indoor Netball Championships	\$200
Soccer	Mediterranean International Cup	\$500
Triathlon	International Triathlon Union World Age Group Sprint Distance Triathlon Championships	\$500
Water Polo	U18 National Water Polo Championship	\$300

Metro Access Program Funding

The Department of Human Services provides funding to enhance the capacity of organisations to provide for increased access and inclusion for people with a disability within the Bayside community through the Metro Access Program. Bayside City Council coordinates the allocation of funding through this program and within 2015/2016, the following funds were allocated:

Organisation funded	Project	Amount
Speak Up Bayside (SUB)	Advocacy self-help to establish a new group for Bayside	\$1,000
St Leonard's Uniting Church	Hearing loop system	\$5,000
Maccabi	Health workshop	\$1,000
Bayside City Council	Sportacular family day	\$7,365
City of Kingston Council	you me us	\$2,000
Bayside City Council	Health workshop	\$620
Bayside City Council	Employer seminar	\$1,200
Bayside City Council	Carer day	\$450
Bayside City Council	Deaf Awareness Expo	\$1,167
Bayside City Council	Circus	\$1,000
Total		\$20,802

Challenges for 2015/2016

 As part of the Commonwealth Aged Care Reforms, transitioning services for people aged over 65 from state government responsibility to Commonwealth Government responsibility, while endeavouring to maintain the benefits of the current Victorian service delivery model.

Future direction for 2016/2017

Major initiatives

• Completion of the community consultation phase of the Wellbeing for All Ages and Abilities Strategy (2017–2021) review.

Initiatives

- Develop a 10-year Kindergartens Improvement Plan to guide future capital investment in kindergarten facilities and commence implementation.
- Establish a base for the University of the Third Age (U3A) in the northern part of the municipality at the former Brighton Courthouse.

GOAL 3

A liveable city

"Bayside will have a well preserved neighbourhood character and will have accessible transport options."

Through this goal, our priorities over the four years of theplan will be:

- developing planning strategies and policies with our community that enhance Bayside's liveability along with its natural and built environment
- engaging with our community to ensure we develop appropriate planning controls for Bayside
- advocating Council's planning and urban design objectives
- developing and implementing public realm projects to beautify Bayside's neighbourhood character and enrich our urban environment
- ensuring community assets and infrastructure meet current and expected needs
- planning, advocating, implementing and promoting integrated transport options in Bayside

Performance against Goal 3

In progressing toward achieving our annual targets aligned to this goal, four activities have been completed, with two activities 70 to 90 per cent completed and three activities tracking at less than 70 per cent of their original target.



Strategic objective

Protecting and enhancing amenity, liveability and neighbourhood character

Activity	Target	Result	Status		
Strategy: Engaging with our community to ensure we develop appropriate planning controls for Bayside					
Implementation of car parking precinct plans	Implementation of precinct plans	Implementation actions have been identified in the preparation of the Car Parking Studies for the four major activity centres within Bayside. Implementation will commence following Council adoption of the car parking plans in the first quarter of 2016/2017.	$\bigcirc \bigcirc ullet$		
		Public exhibition of the amendment will commence in late July 2016.			
Implementation of the Hampton East (Moorabbin) Structure Plan	Structure Plan implemented	Exhibition of the Planning Scheme Amendment was expected to occur in quarter 4 of 2015/2016, but delays from the Department of Environment Land Water and Planning in providing a timely authorisation for exhibition delayed this project.	$\bigcirc ullet \bigcirc$		
Implementation of the Housing Strategy including Planning Scheme Policy and Neighbourhood Residential Zone Schedule Changes (Amendment C140)	Housing Strategy implemented	The Planning Panel hearing was held from Tuesday 30 March until Wednesday 6 April. The Panel Report has recommended that Amendment C140 be abandoned. Council will consider the Panel's recommendation at its July 2016 Ordinary Meeting.			
Implementation of the Martin Street Structure Plan	Structure Plan implemented	Exhibition of the Planning Scheme Amendment was expected to commence within quarter 4 of 2015/2016, but delays from the Department of Environment Land Water and Planning in providing a timely authorisation for exhibition delayed this project.	$\bigcirc \bigcirc ullet$		

Strategic objective

Providing infrastructure and transport options that meet current and expected needs of the Bayside community

Activity	Target	Result	Status		
Strategy: Ensuring the communities" assets and infrastructure meet current and expected needs					
Beach Road Black Rock (Clock Tower) outfall drain renewal to replace an existing drain that is in poor condition so that the drainage system operates effectively to minimise the potential for flooding	Delivery of programmed works	Works were undertaken to replace the outfall drain near the Black Rock Clock Tower on Beach Road to minimise the potential for flooding. This work has now been completed.			
Replacement of existing drain in Kinane Street which is in poor condition and to mitigate flooding	Delivery of programmed works	The Kinane Street drainage project was proposed to involve participation by residents where residential properties are used to reduce peak stormwater runoff through the installation of rainwater detention systems within each property. A community engagement project has not yet commenced to ascertain resident participation levels in this project. As a result, this project will not proceed until a reasonable level of community support is obtained.	Deferred		
Implementation of the Green Point Masterplan	Masterplan implemented	The implementation of 240 volt power at the Green Point site and documentation for the construction of paving and planting works has been completed. Programming delays have required some works be carried forward into the 2016/2017 financial year. Paving works are scheduled for quarter 1 of 2016/2017 and planting works are scheduled for quarter 4 of 2016/2017, due to plant availability.	$\bigcirc \bullet \bigcirc$		
Strategy: Planning, advocating and promoting integrated transport options in Bayside					
Installation of traffic signals at Weatherall Road and Reserve Road Cheltenham to improve road safety, reduce accidents and improve traffic flow	Installation completed	New traffic signals have been installed and road resurfacing works have been undertaken at Weatherall Road and Reserve Road to improve safety and traffic flow in this area.			

Key strategic activity

Activity	Target	Result	Status
Strategy: Ensuring the comm	unities' assets and infrastruc	cture meet current and expected needs	
Redevelopment of the Hurlingham Park pavilion	Redevelopment works completed	Works are in progress for the replacement of the pavilion at Hurlingham Park. This work is scheduled to be completed in July 2016.	• • •

Council Plan strategic indicators

The following statement reviews the performance of Council against the Council Plan including results achieved in relation to the strategic indicators included in the Council Plan.

Indicator	Target	Result	Status
Community satisfaction rating for local streets and footpaths*	>64	66	$\bullet \bigcirc \bigcirc$
Community satisfaction rating for traffic management*	>57	60	$\bullet \bigcirc \bigcirc$
Community satisfaction rating for parking facilities*	>50	52	$\bullet \bigcirc \bigcirc$
Community satisfaction rating for appearance of public areas*	>73	74	$\bullet \bigcirc \bigcirc$
Community satisfaction rating for the enforcement of local laws $\!\!\!\!^\star$	>65	65	$\bullet \bigcirc \bigcirc$
Percentage of planning permit applications determined within the statutory timeframes	>60%	58%	$\bigcirc \bullet \bigcirc$
Percentage of the annual Capital Works Program completed at the conclusion of the financial year	>90%	80%	$\bigcirc \bigcirc ullet$

*2016 Department of Environment, Land, Water and Planning Annual Local Government Community Satisfaction Survey results (indexed mean score)

The following provides information in relation to the services funded in the 2015/2016 Budget and the persons or sections of the community who provided the service.

Service	Description	Net Cost <u>Actual Budget</u> (Variance)
Infrastructure Assets	This service ensures the long-term, sustainable management of Council's infrastructure-based services, a safe and efficient roads network, quality urban places and protection and advocacy of public assets.	2,009,000 <u>2,351,000</u> (341,000)
Capital Works	This service delivers maintenance work and improvements to Council's infrastructure and assets. The service also undertakes design, tendering, contract management and supervision of various works within Council's Capital Works Program.	9,254,000 <u>9,645,000</u> (390,000)
Strategic Land Use Planning	This service prepares policies and strategies relating to land use planning and development issues. The service monitors the Bayside Planning Scheme as well as preparing major policy documents shaping the future of the city. It also prepares and processes amendments to the Bayside Planning Scheme and carries out research on demographic, urban development, economic, environmental and social issues affecting Council.	1,179,000 <u>1,332,000</u> (153,000)
Statutory Planning	The statutory planning service processes all planning permit applications, provides advice and makes decisions about development proposals which require a planning permit, as well as representing Council at the Victorian Civil and Administrative Tribunal where necessary.	1,714,000 <u>1,741,000</u> (27,000)
Building Services	This service provides statutory building services to the Council and community including processing of building permits, emergency management responsibilities, fire safety inspections, audits of swimming pool barriers and investigations of complaints and illegal works.	186,000 <u>337,000</u> (151,000)
Amenity Protection	This service protects the safety and amenity of our community through the provision of animal management services, food safety services, the administration of relevant laws and regulations and community education for those who live, work and visit Bayside.	1,629,000 <u>615,000</u> (1,015,000)



The following statement provides the results of the prescribed service performance indicators and measures including supportive commentary, where appropriate.

Service performance indicators	ndicators Results			
(service/indicator/measure)	2015	2016	Commentary (where appropriate)	
Roads				
Satisfaction of use				
Sealed local road requests [Number of sealed local road requests / Kilometres of sealed local roads] x100	84.82	89.43	Council had a minor increase in the number of requests over the past 12 months. Council has an ongoing routine inspection and maintenance process, together with a condition-based renewal works program, to ensure roads remain in good condition.	
Condition				
Sealed local roads below the intervention level [Number of kilometres of sealed local roads below the renewal intervention level set by Council / Kilometres of sealed local roads] x100	97.02%	95.39%	Council's asset management planning, condition-based renewal program and routine maintenance works ensure Bayside's roads remain in good condition, at present the total length of the road network outside intervention level equates to 4.6 per cent of the road network.	
Service cost				
Cost of sealed local road reconstruction [Direct cost of sealed local road reconstruction / Square metres of sealed local roads reconstructed]	\$128.97	\$112.36	Council uses a pavement management system to optimise prioritisation for intervention and reconstruction works of the road pavement. As a result of this prioritisation planning and the complexity of the works, reconstruction costs were reduced over the past 12 months.	
Service Cost				
Cost of sealed local road resealing [Direct cost of sealed local road resealing / Square metres of sealed local roads resealed]	\$25.49	\$22.49	Council uses asphalt overlays on roads to provide a high-quality urban road surface as part of its periodic resealing program. The cost to deliver this resealing program has reduced over the past 12 months by programming larger volumes of works in close proximity thereby reducing set-up costs.	
Satisfaction				
Satisfaction with sealed local roads [Community satisfaction rating out of 100 with how Council has performed on the condition of sealed local roads]	67.00	70.00	Council has shown an overall increase in community satisfaction with sealed local roads. The results reported within the <i>State-wide Local Government Community</i> <i>Satisfaction Survey</i> coordinated by Local Government Victoria demonstrated a result three points higher than metropolitan councils and 16 points above the state average.	

Service performance indicators	Results		
(service/indicator/measure)	2015	2016	Commentary (where appropriate)
Statutory Planning			
Timeliness			
Time taken to decide planning applications [The median number of days between receipt of a planning application and a decision on the application]	115.00	88.00	There has been a significant reduction in the average number of days taken to process planning applications. This is attributable to the Statutory Planning Service Improvement Plan, which has been in place since September 2015. The implementation of the Plan is ongoing and is expected to yield further benefits in 2016/2017.
Service standard			
Planning applications decided within 60 days [Number of planning application decisions made within 60 days / Number of planning application decisions made] x100	44.16%	57.99%	There has been a significant improvement in the number of planning applications decided within 60 days compared to 2014/2015. This is attributable to improvements made to the Statutory Planning service through the implementation of Bayside's Statutory Planning Service Improvement Plan.
Service cost			
Cost of statutory planning service [Direct cost of the statutory planning service / Number of planning applications received]	\$2,438.40	\$1,519.89	Significant reductions have been made in the cost of Statutory Planning Services, owing to efficiencies from the implementation of actions in Council's Service Improvement Plan. The 2015/2016 year saw an increase in planning applications received. There was also a number of staffing and resourcing changes in the financial year, which have impacted positively on the cost of service.
Decision making			
Council planning decisions upheld at VCAT [Number of VCAT decisions that did not set aside council's decision in relation to a planning application / Number of VCAT decisions in relation to planning applications] x100	40.91%	44.05%	The decision-making result has seen a slight improvement on the previous year. The type of appeals against Council's decision has also changed from a high proportion of appeals due to Council's failure to make a decision within 60 statutory days, toward appeals against the correctness and defensibility of the against the decision.

Reflecting on our highlights

Awarding excellence in our built environment

Showcasing the expertise of building designers and encouraging high standards of excellence in design is central to managing our built environment. In recognition of design excellence, Bayside City Council's Built Environment Awards were held in October 2015. The awards raise community awareness of design, landscape, sustainability and heritage values and recognise architects and designers who have contributed positively to our built environment.

Winners of the 2015 awards were:

Award	Architect	Property address			
Most Creative Design Recognises buildings that exhibit distinctive design and landmark qualities, generated by new ideas and innovative use of form, materials, colours and technology.					
Winner	Matt Gibson Architecture and Design	33 Bolton Avenue, Hampton			
Commendation	Lowe Architecture P/L	8 Rose Street, Sandringham			
architectural excellence	verall contribution to the local environment across a e, reflection of community aspirations, positive interview vironmental sensitivity and innovative use of techno	gration into the local context, affordability,			
Winner	Lowe Architecture	17 Tramway Parade, Beaumaris			
Commendation	Matt Gibson Architecture and Design	33 Bolton Avenue, Hampton			
Commendation	Grab Property Group	6 Rose Street, Sandringham			
•	y Housing g achievement in the provision of medium density n level of domestic amenity and contributes positive	· · · ·			
Winner	DKO Architecture	4 Dudley St, Brighton			
-	Atension eful design required to successfully add new eleme ctful or challenging, yet enriches both the host buil				
Winner	Tony Manning of Fineline Building Design and Fiona Austin of Austin Design and Associates	11 Lynette Avenue, Beaumaris			
_	ration / Extension that underpins the creative and respectful renovation useful lives and enable new uses while retaining estimations and enable new uses while retaining estimations are				
Commendation	Stephen Akehurst Associates	186 Church Street, Brighton			
Commendation	Dale Cohen and Associates	15 Moor Street, Sandringham			
Best Ecologically Sustainable Design Recognises outstanding responsiveness to the growing need for energy efficiency and the emerging ecological challenges of our time, setting a standard for others to follow, while remaining respectful of established neighbourhood character.					
Winner	Solar Solutions Design	43 Sargood Street, Hampton			
Commendation	John Alkemade and Associates	22 Lang Street, Beaumaris			
Best of the Decade Most outstanding cont	Best of the Decade Most outstanding contribution to the Bayside built environment				
Winner	Williams Boag Architects	69 North Road, Brighton			



Bayside Planning Scheme

The Bayside Planning Scheme sets up policies and controls for the use, development and protection of land in the city. Amendments to the planning schemes are proposed to implement new state, regional or local strategies and policies or change land use controls.

Amendments proposed or approved by Council and the Minister for Planning this year included:

 Amendment C139 – to implement the Bayside Drainage Development Contributions Plan (DCP). The plan requires developers to pay a levy contributing toward the cost of upgrading Bayside's municipal drainage network to cater for increased development. The Amendment, prepared by Bayside City Council, applies to all land within the municipality of Bayside.

- Amendment C140 to the Neighbourhood Residential Zone (which applies to 80 per cent of Bayside's established suburbs) to propose:
 - a minimum lot size for subdivision of 400sqm
 - increasing the required amount of private open space
 - increasing the distance a new dwelling should be set back from the rear boundary
 - increasing the amount of area set aside for non-hard surfaces such as grass, garden beds and porous paving.

Major capital projects

Bayside's commitment to Making Bayside a Better Place is demonstrated through our annual capital works program. This year, Council invested \$23.33 million in capital works projects aimed at providing high-quality infrastructure for our community. The following are three examples of projects delivered this year:

- Hurlingham Park Pavilion Redevelopment Council expended \$2.8 million on redeveloping Hurlingham Park pavilion, Bayside's first pavilion redevelopment as part of the Pavilion Improvement Plan. The new pavilion is equipped with female friendly, accessible, and sustainable facilities to accommodate the growing number of young sportspeople in Bayside.
- Dendy Park Ground Stabilisation The first two stages of the five-stage ground stabilisation project were completed in 2015/2016. The ground stabilisation works are a significant part of the \$12 million upgrade works to Dendy Park. Dendy Park, being an old tip site, has had a lot of movement and made it difficult to conduct sporting activities at the site. Stabilising the surface will ensure that Dendy Park can be used safely and effectively into the future.

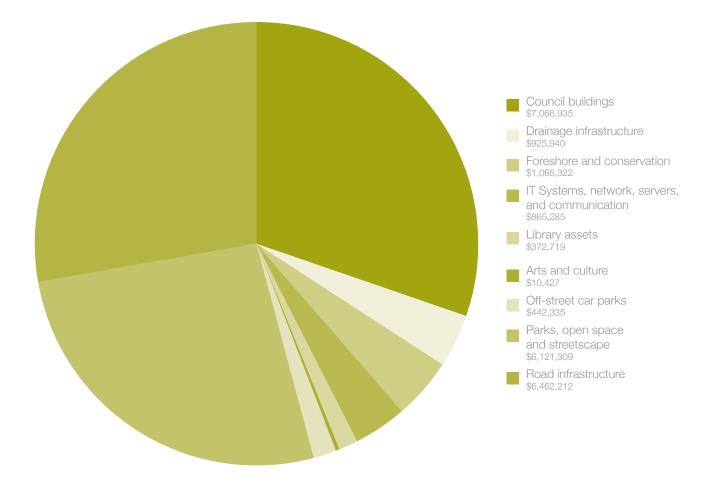
Bayside Community Nursery Revitalisation

The redevelopment of Bayside's Community Nursery provides several new upgrades related to infrastructure and operational improvements. The upgrade will increase production, improve sales, and provide compliant and accessible facilities for volunteer and staff operations. It includes a new production building, a renovated retail sales office with a new display garden, a shade house for climate and shade management, additional irrigated land for higher production numbers and an entrance to highlight the sales component of the facility. Plants grown at the nursery are propagated from indigenous seed and used throughout the municipality to help retain biodiversity and keep our open space areas looking natural. The upgrade is also expected to increase sales by \$110,000 per year through an increase in production and the provision of greater access to the public.

The following pages list some of our major capital works projects undertaken in 2015/2016. This year Council delivered 80 per cent of planned capital works projects. Information on capital works projects planned for 2016/2017 is included in the 2016/2017 Annual Budget at **www.bayside.vic.gov.au**

Projects undertaken in 2015/2016

The following pages list some of our major capital works projects undertaken in 2015/2016. This year Council delivered 80 per cent of planned capital works projects. Information on capital works projects planned for 2016/2017 is included in the 2016/2017 Annual Budget at www.bayside.vic.gov.au



Roads infrastructure management

The total spent on roads infrastructure management was \$6.46 million including some of the following works:			
Footpaths and Cycleways Program	(\$1,989,986)		
Annual Road Reseal and Re-sheet Program	(\$2,154,155)		
Bicycle Facilities Improvement Program	(\$39,608)		
Road Reconstruction Program	(\$533,574)		
Kerb and Channel Replacement Program	(\$646,974)		
Traffic Signals at Weatherall and Reserve Roads	(\$256,958)		
Upgrade of Pedestrian Crossing at Highett Road	(\$170,785)		
Traffic Management Unscheduled Priority Works	(\$257,469)		

Council buildings

The total spent on Council buildings and improvements in 2015/2016 was \$7M. This includes the followi	ng major projects:
Hurlingham Park Pavilion Redevelopment	(\$2,833,120)
Bayside Community Nursery Revitalisation	(\$994,741)
Dendy Street Beach Masterplan Implementation	(\$193,741)
Basterfield Park New Public Toilet	(\$188,779)
Banksia Reserve Beaumaris Pavilion Redevelopment	(\$181,306)
Dendy Park Soccer/Cricket Pavilion Redevelopment	(\$166,620)
External Storage Room North Road Pavilion Café	(\$143,839)
Dendy Park New Public Toilet	(\$139,579)
Minor Building Renewals	(\$450,829)
Sustainability and ESD Initiatives	(\$261,372)
Hydraulic Equipment Unscheduled Replacements	(\$203,347)
Asbestos Removal Program	(\$133,021)
Kitchen Renewal Brighton Town Hall	(\$105,321)

Parks, open space and streetscape

The total spent on parks, open space and streetscape was \$6.1M. Some of these works included:	
Dendy Street Village Streetscape Improvements	(\$397,713)
Hampton Street Sense of Place Works	(\$145,231)
Dendy Park Ground Stabilisation Works	(\$1,532,078)
Playground Renewal Projects	(\$845,619)
Shipston Reserve Sportsground Reconstruction	(\$810,175)
Hurlingham Park Masterplan Implementation	(\$303,856)
Dendy Park Masterplan Implementation	(\$288,655)
Brighton Beach Oval Sportsground Lighting	(\$257,717)
Boss James Reserve Sportsground Lighting	(\$189,390)
Peterson Reserve Sportsground Lighting	(\$181,302)
Simpson Reserve Sportsground Lighting	(\$177,130)
Moorabbin West Cricket Net Replacement	(\$110,024)

Drainage infrastructure

The total spent on drainage infrastructure management was \$925,940. This includes some of the following:		
Beach Road Black Rock (at Clock Tower) Outfall Drain	(\$191,697)	
Waterloo Street Drainage Upgrade	(\$125,574)	
Michael Street Drainage Upgrade	(\$119,285)	
William Street Drainage Upgrade	(\$87,531)	
Maroona Road Interallotment Drainage	(\$86,856)	
Unscheduled Priority Drain Works	(\$84,975)	
Drainage Preliminary Design and Investigation	(\$84,682)	

Foreshore and conservation areas

The total spent on new and upgraded foreshore and conservation areas was \$1 million including:		
Jetty Road Pedestrian Access	(\$217,008)	
Half Moon Bay Boat Ramp Reconstruction	(\$177,062)	
North Road Jetty Storm Damage Reconstruction	(\$172,176)	
Promenade Path Programmed Renewal Works	(\$83,787)	
Foreshore and Conservation Minor Renewals	(\$75,117)	
Public Place Recycling Upgrade on the Foreshore	(\$69,807)	
Green Point Masterplan Implementation	(\$61,485)	
Foreshore Risk Management Emergent Renewals	(\$60,880)	

Off-street car parks

The total spent on off-street car parks was \$442,335. This includes some of the following works:	
Council Car Park Renewal Program	(\$406,291)
Sandringham Golf Club Car Park	(\$29,233)

IT Systems, network, servers, and communication

The total spent on information systems was \$865,285 including:	
Upgrade to MS Outlook	(\$259,318)
Customer Request Management System (CRMS) Software	(\$102,152)
Customer Focus Strategy – Improvement of Website	(\$96,878)
IP Telephony – Renew Telephone System – Corporate Centre	(\$90,762)
Electronic Rostering for Care Workers	(\$68,667)
Human Resource – Payroll System	(\$47,187)
Online Lodgement of Planning Applications	(\$39,666)

Library assets

The total spent on library books and material resources was \$372,719.

Arts and culture

The total invested in artwork was \$10,427.

Challenges for 2015/2016

- Sustained increased Statutory Planning application lodgements at a time where work continues on process improvement related to the Statutory Planning Service Review
- Impact of unscheduled work such as preparation of various submissions for state government reviews and processes, state infrastructure projects such as Southland Railway Station and railway crossing, and an extended consultative process for the Willis Street Precinct
- Obtaining agreement for construction management plans at several building sites on Highett Road. Council works with the developers to obtain an outcome to minimise disruption to the local community and road users
- Continuation of a high demand on the assessment and approval of asset protection, hoarding, legal point of discharge, driveway crossover and crane permit applications, also requiring assistance from additional temporary resource to meet customer timeframe expectations

Future direction for 2016/2017

Major Initiatives

• Development of the Southland Structure Plan, consisting parts of the suburbs of Cheltenham and Highett and the proposed Southland Railway Station (first year over two years)

Initiatives

- Upgrade to the North Road main drain
- Installation of a public toilet facility at Jetty Road Kiosk
- Installation of public toilet facility at Whyte Street Brighton
- The annual road resealing and re-sheeting program across the municipality
- Review of the Highett Structure Plan

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GOAL 4

A sustainable natural environment

"Bayside will be a leader in environmental management and will be a greener, more sustainable city."

Through this goal, our priorities over the four years of the plan will be:

- working with the community and our partners to achieve positive environmental outcomes for the Bayside community through education and sharing information
- protecting and enhancing foreshore, natural reserves and open spaces for the enjoyment of our community
- minimising the environmental impacts of Council operations by reducing waste, and improving water and energy efficiencies
- protecting and enhancing vegetation (increase indigenous plant usage) on private and public land
- responding to climate change and mitigating its effects

Performance against Goal 4

In progressing toward achieving our annual targets aligned to this goal, four activities have been completed, with two activities 70 to 90 per cent completed.



Strategic objective

Achieving positive environmental outcomes

Activity	Target	Comments	Status	
Strategy: Working with the community and our partners to achieve positive environmental outcomes for the Bayside community through education and sharing information				
Beach access path upgrade – Dendy Street Beach to improve beach access and maintain the sensitive dune environment	Upgrade works completed	Design work identified that implementing the proposed work as resolved by Council on 26 November 2013 would negatively impact on dune vegetation and an Aboriginal midden. Council resolved to amend the scope of works for this project on 21 June 2016. The work under this revised scope is scheduled to be completed by December 2016.	$\bigcirc ullet \bigcirc$	
Implementation of the Dendy Park East Masterplan	Masterplan implemented	All proposed works including the installation of new fencing, seating, paths and exercise equipment were completed, with the exception of the new toilet facility. Final consultation works are being undertaken, with works on the new toilet to be completed in the first half of 2016/2017.	• • •	
Bayside Community Nursery revitalisation	Works completed	Revitilisation works were successfully implemented, with the refurbishment of the old house, construction of a new propagation shed, new nursery propagation and display areas. The nursery is now fully operational.	• • •	
Undergrounding of low- voltage power lines between New Street and South Road to ensure retention of 10 Norfolk Pines	Works completed	A purchase order has been generated for works to move low-voltage power lines underground between New Street and South Road. United Energy have advised that due to existing workloads, the physical works are unlikely to be completed before October 2016.	$\bigcirc ullet \bigcirc$	
Strategy: Protecting and enhancing Bayside's biodiversity, foreshore, natural reserves and open spaces for the enjoyment of all our community				
Development of a street tree root management policy and procedure (operational)	Policy and procedure developed	Tree root management has been incorporated into the review of the Street and Park Tree Management Policy. Council has endorsed the Policy for community consultation which closes on 7 August 2016.		

Key strategic activity

Activity	Target	Result	Status
Strategy: Minimising the envir	onmental impacts of Counc	il operations by reducing waste and improving water a	and energy
Completion of Stage four of the Energy Efficient Streetlight Program to upgrade our streetlights to more efficient lighting	Delivery of program	The final stage of Council's streetlight replacement program has been completed. Stage four is the area south of Bay Road, Sandringham.	• • •

Council Plan strategic indicators

The following statement reviews the performance of Council against the Council Plan including results achieved in relation to the strategic indicators included in the Council Plan.

Indicator	Target	Result	Status
Number of people engaged in a Council sustainability initiative	>50,000	31,451	$\bigcirc \bigcirc ullet$
Diversion of waste from landfill to recycling (kerbside collection)	>50%	49.05%	$\bigcirc \bullet \bigcirc$
Greenhouse gas (GHG) emissions in tonnes of C0 ² e (Target 5 per cent annual reduction on 2014/2015 figure 5,526 tonnes)	<5,250 tonnes >5% reduction	5,056 tonnes 8.5% Reduction	
Number of trees planted in streets, parks, foreshore and bushland reserves (Minimum contract target 1,400 trees)	>2,000	2,203	$\bullet \circ \circ$
Percentage of new trees planted on nature strips within the VPO3 that are indigenous varieties	>80%	94%	$\bullet \bigcirc \bigcirc$
Consumption of potable water for irrigation within open space	<220,000 kL	252,921 kL	$\bigcirc \bigcirc ullet$
Number of completed, funded, open space improvements as identified within the Capital Works Program	>90%	90%	$\bullet \bigcirc \bigcirc$
Number of indigenous plants available for Council use and private sale and sold from the Bayside Community Plant Nursery	>100,000	90,600	$\bigcirc \bigcirc ullet$

*2016 Department of Environment, Land, Water and Planning Annual Local Government Community Satisfaction Survey results (indexed mean score)

The following provides information in relation to the services funded in the 2015/2016 Budget and the persons or sections of the community who are provided the service.

Service	Description	Net Cost <u>Actual Budget</u> (Variance)
Environmental Sustainability and Open Space Services	This service develops environmental policy and provides quality services in open space management, tree management, waste collection and foreshore cleansing and sustainability initiatives.	17,386,000 <u>17,909,000</u> (523,000)

The following statement provides the results of the prescribed service performance indicators and measures including supportive commentary, where appropriate.

Service performance indicators	Results				
(service/indicator/measure)	2015	2016	Commentary (where appropriate)		
Waste Collection					
Satisfaction					
Kerbside bin collection requests [Number of kerbside garbage and recycling bin collection requests / Number of kerbside bin collection households] x1,000	140.2*	135.52	Kerbside bin collection requests has seen a decrease in the 2015/2016 year. The reported figure includes kerbside bin requests relating to missed collections, late put outs, size changes and repairs.		
Service standard					
Kerbside collection bins missed [Number of kerbside garbage and recycling collection bins missed / Number of scheduled kerbside garbage and recycling collection bin lifts] x10,000	7.09*	5.87	Council has seen a reduction in missed collection bins compared to 2015. This is as a result of working more effectively with our collection contractors to ensure relevant driver training and induction programs are in place. Detailed audits of contract operations are also conducted through the year.		
Service cost					
Cost of kerbside garbage bin collection service [Direct cost of the kerbside garbage bin collection service / Number of kerbside garbage collection bins]	\$107.05*	\$109.33	Bayside provides a larger 140-litre garbage bin compared to the 120-litre bin provided by many councils. This allows more garbage to be disposed of per bin. While Council also offers an 80-litre garbage bin option, the uptake rate for these smaller bins has been low to date. Approximately half of the cost relating to the garbage bin is the bin collection and half is related to the waste disposal. Council competitively tenders both the collection and disposal services and uses regional contracts when those contracts provide a cost advantage. The 2015/2016 year has seen a slight increase in the cost of the kerbside garbage collection service, which may be attributable to the proportional reduction in recyclables and increase in garbage collected throughout the year.		
Service cost					
Cost of kerbside recyclables collection service [Direct cost of the kerbside recyclables bin collection service / Number of kerbside recyclables collection bins]	\$9.38*	\$9.07	Council has secured a recyclable disposal contract that provides an income stream to offset costs associated with the collection of the recyclables bin. Council competitively tenders both the collection and disposal services and uses regional contracts when those contracts provide a cost advantage. The 2015/2016 year has seen a slight reduction in the cost of the kerbside recycling, which may be attributable to the proportional reduction in recyclables and increase in garbage collected throughout the year.		

Service performance indicators	Results			
(service/indicator/measure)	ator/measure) 2015 2016		Commentary (where appropriate)	
Waste diversion				
Kerbside collection waste diverted from landfill [Weight of recyclables and green organics collected from kerbside bins / Weight of garbage, recyclables and green organics collected from kerbside bins] x100	50.92%	49.45%	The Bayside community continues to divert approximately 50 per cent of the waste from landfill that is collected through Council's kerbside collection services. During the 2015/2016 year there was a slight decrease in recyclables, resulting in a slight increase in waste to landfill. Waste diversion rates are consistent with previous years.	

*These figures have been updated from the 2014/2015 Report on Operations to reflect changes to the reporting methodology and allow accurate comparison of results. The table below highlights the changes to the 2015 results.

Indicator	Previously reported 2015 result	Amended 2015 result
Kerbside bin collection requests	125.96	140.20
Kerbside collection bins missed	7.69	7.09
Cost of kerbside garbage bin collection service	\$93.90	\$107.05
Cost of kerbside recyclables collection service	\$4.81	\$9.38





Reflecting on our highlights

Streetlight efficiency program

Work has continued this year on reducing Bayside's energy consumption through the replacement of street lights with more energy efficient lights. The fourth and final stage of the street light upgrade has been completed. This program involves replacement of 80watt Mercury Vapour Lamps with LED lamps. This lighting upgrade program is expected to reduce emissions by more than 38,000 tonnes over a 20-year period, which is equivalent to 9,000 fewer cars on the road and a \$10 million saving in electricity. In addition, the new lights perform better and last longer (which reduces maintenance costs) than the existing lights. Initial analysis shows an emissions reduction of approximately one third, from 3,206 tonnes CO,e to 2,153 tonnes CO,e (source: AGL energy consumption report for public lighting). Note that some dates during the 2015-2016 period seem incomplete and will be verified.

Energy actions and use of more sustainable materials and products

Each year Council undertakes a series of planned capital works and maintenance abatement actions aimed at reducing our energy and water use. Council has also undertaken extensive research into appropriate energy efficient actions at Council's largest buildings, and a solar hot water and renewable energy feasibility study to inform Council's future renewable energy program. This year, Council completed the following actions:

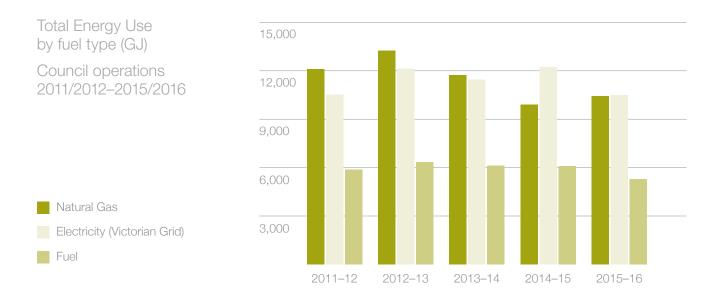
Energy abatement action	Council building
Installation of energy efficient appliances	Brighton Town Hall (fridge) Hampton Senior Citizens Centre (stove)
Window furnishings	Hampton Senior Citizens Centre
Air conditioning treatment	Beaumaris Library and Brighton Library
Renewable energy	Solar feasibility study completed on 48 buildings – results of solar PV and solar hot water service feasibility reports will inform a program in 2016/2017
Light paint (to improve natural lighting)	Hampton Senior Citizens Centre
Draught sealing	Hampton Seniors Citizens Centre
Window sealing	Hampton Senior Citizens Centre
Installation of energy efficient lighting	Hampton Seniors Citizens Centre, Beaumaris Library, Brighton Library (office)

Energy consumption

The following graph shows Council operations energy use by source from 2011/2012 to 2015/2016.

Council's total energy consumption has decreased.

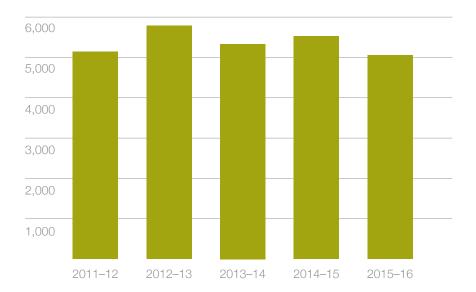
Fleet energy use has decreased compared to the last two years.



Greenhouse gas emissions

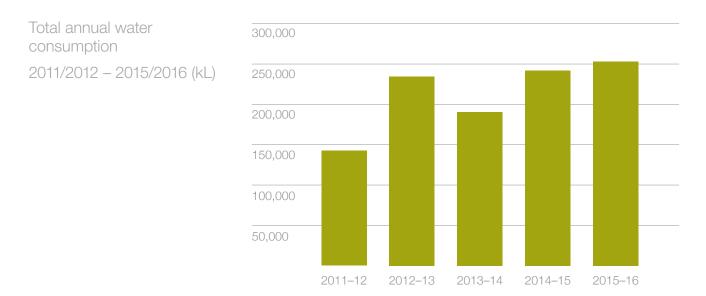
The following graph shows greenhouse gas emissions generated from Council operations from 2011/2012 to 2015/2016. This includes fuel for fleet, waste, paper purchase, electricity and gas consumption and emissions resulting from Council's water supply. Emissions have reduced compared to the previous year; reductions were seen in fleet fuel consuption and electricity consumption.





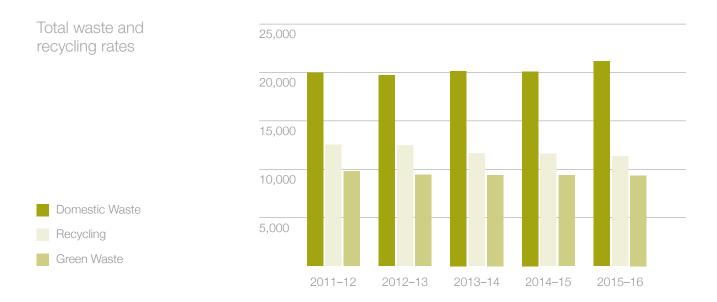
Water consumption

The following graph shows annual water consumption by Council operations (buildings and open space) from 2012 to 2016. It shows an increase in water consumption compared to previous years. This could be because of ground resurfacing, or increased irrigation demands on sportsfields due to increasing use of grounds.



Waste and recycling

Bayside's average ecological foot print is 8.3 hectares per person, which is well over the worldwide average of 2.2 hectares. Waste management initiatives that divert waste from landfill positively impact the reduction of Bayside's ecological footprint and impact on climate change. The following graph shows the total waste and recycling rates for Bayside from 2011 to 2016.



Household recycling and green waste collection make up 49.5 per cent of all Council's residential waste being diverted from landfill in 2015/2016.

Increased efforts in waste education, infrastructure and planning for the provision of sustainable waste services will be required.

Financial year	Domestic waste	Recycling	Green waste
2011/2012	19,963	12,516	9,778
2012/2013	19,722	12,488	9,421
2013/2014	20,147	11,644	9,408
2014/2015	19,722	12,488	9,421
2015/2016	21,177	11,359	9,358

Street and park tree management

Trees are unique public assets and the largest and most conspicuous living element in urban areas. Trees also contribute significantly to modifying the impacts of living in an urban environment, including reducing runoff into drains, reducing air temperatures, capturing dust particles and pollutants in the canopy, increasing property values, contributing to psychological wellbeing, and providing habitat for local fauna. This year Council has commenced a review of the Street and Park Tree Management Policy and has developed a draft *Street and Park Tree Selection Guide*. These important documents will be finalised during 2016/2017. Council's Street and Park Tree Management Policy outlines Council's policy and provides guidance regarding tree services and the management of existing stock. As identified within the policy, a minimum of 80 per cent of trees planted in streets and parks within Bayside's Vegetation Protection Overlay 3 (VPO3) are to be of indigenous variety. Within the 2015/2016 year, we achieved an indigenous replanting rate of 87 per cent. Furthermore, Council carries out extensive indigenous tree planting in our foreshore and bush land reserves.

The following table provides information on tree planting and removal throughout the 2015/2016 year:

Tree planting – park trees	Total	
Number of native park trees planted within Bayside's Vegetation Protection Overlay 3	2	
Number of indigenous park trees planted within Bayside's Vegetation Protection Overlay 3		
Number of park trees planted outside Bayside's Vegetation Protection Overlay 3	218	
Tree planting – streets trees	Total	
Number of native street trees planted within Bayside's Vegetation Protection Overlay 3	57	
Number of indigenous street trees planted within Bayside's Vegetation Protection Overlay 3	315	
Number of street trees planted outside Bayside's Vegetation Protection Overlay 3	930	
Tree planting – foreshore and bushland reserves	Total	
Number of indigenous trees in foreshore and bushland reserves	580	
Trees planting – total for all open space in bayside	Total	
Total number of trees planted in Bayside's streets, parks, foreshore and bushland reserves	2,203	
Tree removal – street and park trees	Total	
Number of street and park trees removed	1,131	
Tree removal – private properties	Total	
Number of tree removal permits* issued within Bayside's Vegetation Protection Overlay 3	104	
Number of tree removal permits* issued outside Bayside's Vegetation Protection Overlay 3		

*Permits include the removal of both indigenous and non-indigenous varieties

Challenges for 2016/2017

- Maintaining open space and bushlands during extreme weather conditions. In addressing this challenge, Council has continued to reconstruct sportsgrounds using warm season turf species. This year Shipston Reserve was completed
- Managing and conserving the ecological value of our bushland reserves. In responding to this challenge, Council has revitilised the Bayside Community Nursery to provide additional indigenous plants. Management of dogs in conservation reserves is an ongoing issue
- Ensuring reliable data collection and environmental reporting, with a focus on better understanding energy use in buildings, in particular the Corporate Centre. Council has continued to work on improving our data collection capabilities this year through initiatives such as trialling the GreenSense software system
- Ensuring the safety of people accessing coastal areas near cliff faces and eroding areas. Council has continued to work on this challenge this year through representation with other levels of government and local environmental groups. Safety matters are prioritised in development of Council's foreshore masterplans
- Ensure environmentally, socially and financially responsible alternatives for landfill disposal. Council has continued to work with the Metropolitan Waste Management Group and the waste management industry to determine viable disposal options
- Reduce unrecovered recyclables from the existing kerbside collection systems to improve recovery rates ensuring any separation of food organics from the waste stream is sustainable. Council has been working with the Metropolitan Waste Management Group and the waste management industry to discuss viable options

Future direction for 2016/2017

Major Initiatives

• Commence construction of a stormwater harvesting and irrigation system for Dendy Park and the Brighton Golf Course

Initiatives

- Develop and deliver a community education program on food waste avoidance
- Implement a program where weeds around Council's playgrounds and kindergartens are treated using steam weed control rather than herbicide



GOAL 5

A creative and active community

"Bayside and its community will have a strong sense of identity, pride and place through its culturally rich arts, recreation and cultural programs."

Through this goal, our priority over the four years of the plan will be:

 providing recreation and cultural opportunities that create a sense of identity, pride and place

Performance against Goal 5

In progressing toward achieving our annual targets aligned to this goal, three activities have been completed, with one activity 70 to 90 per cent completed.



Strategic objective

Providing recreation and cultural opportunities that create a sense of identity, pride and place

Activity	Target	Result	Status	
Strategy: Supporting and building on Bayside arts, culture and recreation activities to encourage greater participation				
Delivery of the Bayside Acquisitive Art Prize to promote and support local artists and build Council's art collection	A total of 569 entries were received with the shortlisted applicants announced in March 2016. The exhibition opened on 7 May 2016 wi approximately 240 people in attendance.Delivery of programThe Major Prize of \$15,000 was awarded to Peter Westwood for his work Passivity: after 'ai episode from a fight. As this is an acquisitive prize, the work has been acquired for Council's art and heritage collection. The Local Art Prize of \$3,000 was awarded to Rob McHaffie for his work Private School Pash. The People's Choice Prize was awarded to Alex Zubryn for his work, A Discarded Geology.			
Strategy: Encouraging and su	pporting our diverse culture	by providing places to gather and connect		
Playground Renewal Program	Delivery of program	Playground renewal works were undertaken during 2015/2016, in line with the Playground Improvement Strategy. Six playgrounds were upgraded across Highett, Cheltenham, Beaumaris and Brighton East. This work was completed in June 2016.		
Sportsground reconstruction works at Shipston Reserve	Works completed	The Shipston Reserve sportsgrounds was reconstructed with the installation of new irrigation, drainage and turf.		

Key strategic activity

Activity	Target	Result	Status
Strategy: Supporting and buil	ding on Bayside arts, culture	e and recreation activities to encourage greater partic	ipation
Commence the redevelopment of Dendy Street Beach pavilion precinct project (\$1.568M) to construct a new pavilion, renew the car park, beach access and drainage near the existing Life Saving Club	Design work for redevelopment work completed	Design and consultation activities for the pavilion, car park, drain and beach access at Dendy Street Beach were completed. A planning application has been submitted and is awaiting the outcome of planning process before detailed design work commences.	0 • 0

Council Plan strategic indicators

The following statement reviews the performance of Council against the Council Plan including results achieved in relation to the strategic indicators included in the Council Plan.

Indicator	Target	Result	Status
Number of visitors to the Gallery@BACC	>6,400	6,514	
Number of online visitors to the Gallery@ BACC	>2,600 Estimated target for initial reporting	6,083	
Number of art and cultural activities programs offered to the community annually	>10	86	$\bullet \bigcirc \bigcirc$
Number of physical visitors to Bayside Library Service at each branch	Brighton >292,000 Beaumaris >132,000 Hampton >52,000 Sandringham >168,000	Brighton 292,246 Beaumaris 136,613 Hampton 58,364 Sandringham 167,692	• • •
Number of loans of library materials per annum	>960,000	940,901	$\bigcirc \bigcirc ullet$
Number of web visitors to Bayside Library Service	> 16,000 Estimated target for initial reporting	212,689	• • •
Percentage of population that are active library members	>25%	23.56%	$\bigcirc \bullet \bigcirc$
Number of library lifelong learning and social inclusion programs offered	>10	25	
Estimated attendance at Council's major events	>18,000 Carols in the Park and >5,000 Bright 'n' Sandy Festival	Approx. 20,000 Carols in the Park and 6,500 Bright 'n' Sandy Festival	

The following provides information in relation to the services funded in the 2015/2016 Budget and the persons or sections of the community who are provided the service.

Service	Description	Net Cost <u>Actual Budget</u> (Variance)
Libraries	This service contributes to the quality of life in Bayside by providing library services at four locations and a wide range of public library programs to promote literacy, provide information, and encourage socialisation, development and wellbeing.	2,965,000 <u>3,083,000</u> (118,000)
Arts and Culture	This service provides a range of arts and cultural programs and participation opportunities to preserve and promote our heritage and culture and aims to inspire and stimulate the imagination.	702,000 <u>809,000</u> (107,000)
Recreation and Events	This service supports community celebration and works in partnership with community groups and sporting clubs to provide spaces and opportunities to encourage and support active, healthy and inclusive communities including local swimming pool facilities.	747,000 <u>820,000</u> (73,000)

The following statement provides the results of the prescribed service performance indicators and measures including supportive commentary, where appropriate.

Service performance indicators	Results				
(service/indicator/measure)	2015	2016	Commentary (where appropriate)		
Libraries					
Utilisation	Utilisation				
Library collection usage [Number of library collection item loans / Number of library collection items]	5.65	5.54	Bayside's libraries actively manage and promote their print and digital collections to maximise the utilisation of each item. This maximises the best possible value to the community within available resources. The utilisation of the library collection is consistent with the 2014/2015 year.		
Resource standard					
Standard of library collection [Number of library collection items purchased in the last five years / Number of library collection items] x100	68.65%	69.46%	Council's libraries regularly update their print and digital collections to ensure they continue to meet the needs, preferences and interests of borrowers. The library collection is reflective of the community's requirements and is developed and maintained based on feedback and requests. The standard of the library collection is similar to the 2014/2015 year.		
Service cost					
Cost of library service [Direct cost of the library service / Number of visits]	\$5.72*	\$5.88	The library continues to review and improve its operations in accordance with business excellence principles. The 2015/2016 year has seen a slight increase in costs of 2.8 per cent.		
Participation					
Active library members [Number of active library members / Municipal population] x100	22.10%	23.56%	Active library membership includes e-book borrowers for 2015/2016, in line with new reporting guidance. Council uses external e-book suppliers which results in an inability to report on all unique e-book borrowers in this measure. Total e-book loans make up 3.87 per cent of total library collection item loans.		

*This figure has been updated from the 2014/2015 Performance Statement to reflect changes to the reporting methodology and allow accurate comparison of results. The 2015 cost was originally reported as \$5.24, but has been updated to \$5.72 to now include maintenance and utility expenditure across library buildings





Reflecting on our highlights

Bayside Acquisitive Art Prize

The Gallery@ BACC was proud to introduce the Bayside Acquisitive Art Prize (BAAP) and exhibition. BAAP is an annual prize and exhibition that aims to increase opportunities for participation in Bayside's Arts and Cultural Program, foster a sense of identity, pride and place in Bayside through a community event, and enable the acquisition of suitable artworks for the Bayside City Council Art and Heritage Collection.

In its inaugural year, entries were to be executed primarily in a paint medium on a 2D support. In subsequent years this may change to works on paper, photography, ceramics, small sculpture or new media. The winner of the inaugural Bayside Acquisitive Art Prize was Peter Westwood for his work *Passivity: after 'an episode from a fight'*. The Local Art Prize of \$3,000 has been awarded to Rob McHaffie for his work *Private School Pash 2016*.

Major events

Bayside City Council hosts a number of major events each year:

Carols in the Park

Over 20,000 people enjoyed one of Australia's largest Christmas celebrations at Dendy Park in Brighton for the annual Bayside Christmas Carols in the park on Tuesday 8 December 2015. Some of Melbourne's best performers including Australia's best-known operatic, concert and stage performer David Hobson and four-time Logie award winner Lisa McCune enthralled the massive crowd with traditional and modern Christmas carols. Supported by a 50-member concert band and 150-strong choir, this spectacular musical event, led by celebrity MC Mike Larkan, featured a high flying visit from Santa and culminated in a 10-minute fireworks extravaganza.

Bright 'n' Sandy Food & Wine Festival

Now in its twelfth year, the Bright 'n' Sandy Food & Wine Festival was held in March 2016. Over 6,500 visitors of the festival enjoyed learning new culinary techniques from a variety of celebrity chefs in The Pantry Demonstration Tent including lan Curley, Scott Pickett, Adrian Li and Adam D'Sylva. Thirty-five exhibitors provided gourmet food and wine and the entertainment stage showcased an array of music from bluegrass to jazz and pop to country. This year saw the introduction of the Mini Spritz Bar overlooking the famous Brighton Beach Boxes and an Artisan Market.

Library Services – events for children

Library Services held events for children, including:

Event	No. of sessions planned	No. of sessions held	No. of attendees
Baby Rhyme Time	45	45	1,323
Children's Storytime	266	266	6,496
School holiday programs	74	74	1,390

Library Services – events for adults

Library Services held events for adults, including:

Event	No. of events held	No. of attendees
Bibliotherapy sessions	44	474
IT classes	85	445
Elsternwick Housing Estate library visits	22	428
Book chats	41	219
Literary festivals events	39	1,069

Youth Services – events for young people

Youth Services held events for young people, aged between 10 and 25, including:

Event	Month	No. of attendees
Art exhibition celebration night	July 2015	150
FReeZA Revolution	August 2015	150
Primary school bullying film screening	October 2015	400
Halloween between the books	October 2015	100
Open Mic – Live at sunset	December 2015	50
Summer pop ups	Summer 2015/2016	35
St Kilda Festival	March 2016	5,000
Beachside Youth Festival	March 2016	300
Future Gen Youth Conference	April 2016	90
Pulse DJ event	May 2016	48

Community facility bookings

The following bookings were made at community facilities across Bayside:

Facility	No. of casual bookings	No. of regular bookings	No. of Council bookings
Beaumaris Community Centre halls	64	820	120
Black Rock Civic Centre halls	14	592	2
Brighton Town Hall	45	0	57

Challenges for 2015/2016

- Managing the staged withdrawal from the delivery of vacation care services
- Balancing the demand by artists for longer exhibition time with the high number of artists wishing to use the Gallery
- Balancing the competing needs of library users with the space available at some branches.
 While the Sandringham branch is well utilised, there is a lack of meeting and study spaces.
 Utilisation of the Hampton branch is low as space constraints limit the range of services and activities that can be offered
- Staying on top of the ever-changing e-book environment with new products, platform changes, constant upgrades and changing functionality

Future direction for 2016/2017

Major Initiatives

 Redevelopment of the Elsternwick Park Oval No.1 Precinct in partnership with the state government

Initiatives

- Redevelopment of the pavilion at Cheltenham Recreation Reserve
- Redevelopment of the pavilion at Dendy Park (soccer/cricket) facility
- Develop Bayside Tennis Strategy and Regional Tennis Facility Feasibility Study to better understand the current needs and the participation in the sport of tennis
- Construction of sportsgrounds lighting at Dendy Park, Hurlingham Park Ovals 1 and 2, AW Oliver Baseball infield and Tulip Street baseball infield
- Conservation and public display of a significant portrait of The Hon. Tommy Bent (former Premier of Victoria and Mayor of Brighton)
- Renewal of library resources and collection
- Establish a committee under s86 of the *Local Government Act 1989* to oversee the Gallery@BACC and the management of Council's art and heritage collection

GOAL 6

A thriving local economy

"Bayside will be recognised as a leading business hub and a prominent coastal tourist destination."

Through this goal, our priority over the four years of the plan will be:

 supporting the creation of a strong, creative and innovative local economy Performance against Goal 6

Our progress toward achieving our annual targets aligned to this goal is 100 per cent.



Strategic objective

Supporting the creation of a strong, creative and innovative local economy

Activity	Target	Result	Status
Strategy: Working with ou	r business commu	unity to provide opportunities for growth and prosperity	
Implementation of the Activity Centre's Events and Celebrations Funding Program	Program implemented	The 2015–2016 Activity Centre Events and Celebrations Program was successfully delivered, with events conducted in Beaumaris, Sandringham Village, Hampton Street, Church Street and Bay Street. The events all included the establishment of strong community partnerships, particularly between Rotary and traders' associations. The events add to the vibrancy of the activity centres and reinforce their important role as a place for community gathering and celebration.	
Implementation of the Business Plan for the Hampton Street Traders Association	Plan implemented	A key recommendation of the Business Plan for Hampton Street was the introduction of a special rate for marketing and promotion. The Hampton Street Traders Association (HSTA) needed to demonstrate a 70 per cent level of support to proceed with the recommendation. Over 650 voting forms were issued and approximately 130 returned with over 67 per cent voting against the proposal. Implementation of the Business Plan will continue via other initiatives to promote the centre including continuation of their signature events – Dads' Super Saturday and Halloween.	
Preparation of a Retail, Commercial and Employment Strategy	Strategy prepared	The draft Retail, Commercial and Employment Strategy has been prepared, integrating the feedback from community members. A final strategy incorporating feedback received will be presented to Council at its Ordinary Meeting in August 2016.	
Strategy: Promoting our sl	hopping areas, str	ong business precincts and local tourism features	
Implementation of the Bayside Economic Development Strategy	Strategy implemented	The key activities from the Economic Development Strategy scheduled for delivery in 2015/2016 were completed. The Bayside Business Network continues to perform well with strong attendance levels. The facilitation of traders' associations continue with five associations conducting celebratory events. The Christmas decorations program was implemented without incidence and positive community feedback received. The Hampton Street Traders Association special rate scheme failed to obtain support with approximately 67 per cent rejecting the proposal. The Activity Centre Coordination Team has proven effective in coordinating service delivery to activity centres.	
Implementation of the Bayside Tourism Strategy	Strategy implemented	The implementation of the Tourism Strategy in ongoing. Key implementation actions for 2015/2016 included: A promotional video of Bayside's attractions and shopping centres is being finalised. In association, an Instagram competition titled "My Secret Bayside" is also being conducted. Council is participating in Destination Melbourne's Greater Melbourne Tourism Plan in collaboration with the neighbouring councils of Kingston and Glen Eira. Counts were undertaken to understand visitation numbers to the bathing boxes and explore impacts and opportunities for tourism opportunities. The first count estimated over 10,000 visitors to the bathing boxes over a two-week period. The extrapolation of this data to an annual count is being undertaken. The Bayside Tourism Network continues to inform Council's policies and programs.	

Key strategic activity

Activity	Target	Result	Status
Strategy: Working with our bu	siness community to provid	le opportunities for growth and prosperity	
Acquisition and installation of Christmas decorations in four major activity centres and the Black Rock Clock Tower	Acquisitions and installation of year two of the program	Year one of the new contract was deemed as a success, with Council approving the reappointment of the contractor to undertake year two of the program in February 2016. An additional budget of \$24,000 was approved to complete the decoration of the Black Rock Clock Tower and for decorations to be installed at Beaumaris Concourse and Martin Street, Gardenvale.	• • •

Council Plan strategic indicators

The following statement reviews the performance of Council against the Council Plan including results achieved in relation to the strategic indicators included in the Council Plan.

Indicator	Target	Result	Status
Community satisfaction rating for business and community development and tourism*	>58	60	$\bullet \bigcirc \bigcirc$
Satisfaction rating from Bayside Business Network event attendees	85%	90%	$\bullet \bigcirc \bigcirc$
Number of Bayside Business Network members	>450	310	$\bigcirc \bigcirc ullet$
Number of events sponsored by Council through the annual activity centres' 'Events and Celebrations' support program in conjunction with local traders' associations	>4	5	• • •

*2016 Department of Environment, Land, Water and Planning Annual Local Government Community Satisfaction Survey results (indexed mean score)

The following provides information in relation to the services funded in the 2015/2016 Budget and the persons or sections of the community who are provided the service.

Service	Description	Net Cost <u>Actual Budget</u> (Variance)
Economic Development	This Economic Development Service assists the organisation to facilitate an environment that is conducive to a sustainable and growing local business sector and provides opportunities for local residents to improve their skill levels and access to employment.	546,000 <u>552,000</u> (6,000)

Reflecting on our highlights

The annual activity centres' 'Events and Celebrations' support program

The activity centres' 'Events and Celebrations' support program aims to assist traders' associations to implement celebration programs to create more enjoyable and engaging experiences for the local community. By holding local celebrations, shopping centres can reinforce their role as the centres for community activity and potentially attract new customers.

The following activity centre events were well received and attended:

- Sandringham Village Fair held in October had over 20,000 attendees
- Beaumaris Festival highly successful event with positive feedback from both traders and the community with over 5,000 attendees
- Dad's Super Saturday (Hampton Street) over 6,000 attendees at the Father's Day event with positive feedback received from participating residents and traders
- Beaumaris Concourse Car Rally saw over 5,000 attendees

Discover Your Own Backyard Program

Council participated in a Discover Your Own Backyard tourism marketing campaign over winter 2016. The program, developed by Destination Melbourne, was an Instagram competition which received over 200 Bayside-focused entries. The competition was run over two months with entries showcasing the tourism offerings within Bayside, helping create awareness within the community as ambassadors for their visiting friends and relatives, the major tourism sector in Bayside. The competition reach has increased compared to previous years and resulted in greater exposure for Bayside tourism attractions.

Bayside Business Network

Facilitated by Bayside City Council and supported by local sponsors, the Bayside Business Network brings together business professionals who meet regularly to build meaningful business relationships and develop excellence in business, innovation and entrepreneurship.

The Network not only provides business-tobusiness networking, but information on the latest developments in topics ranging from self-managed superannuation to search engine optimisation.

In 2015/2016, the Network had one of its best years with over 3,200 people attending various events, including business seminars, workshops, networking evenings and breakfasts.

One such event held last year was the March 2016 Business Breakfast held at the International of Brighton. Guest speaker, Mr Marty Wilson, presented "Change Without Fear" where he spoke about innovation, embracing change and how to move forward in an age of digital disruption without fear.

Challenges for 2015/2016

• Assessing the diverse expectations of the community regarding the quality, impact and spread of Christmas decorations following the 2014 program and delivery of a successful program addressing the majority of community expectations in 2015

Future direction for 2016/2017

Major Initiatives

• Redevelopment of the pavilion and Life Saving Club at Dendy Street Beach to encourage greater tourism to the iconic Bathing Boxes

Initiatives

- Implementation of the streetscaping works in the Sandringham Activity Centre
- Implementation of year two of the Christmas Decoration Program, including additional decorations at Beaumaris Concourse, Black Rock Clock Tower and Martin Street Shopping Centre

GOAL 7

Financial responsibility and good governance

"Bayside City Council will continue to make the best use of available resources to the benefit of all in a transparent local government environment."

Through this goal, our priorities over the four years of the plan will be:

- creating community value through effective management of resources and finances
- open and transparent decision-making and strong accountability to the community

Performance against Goal 7

In progressing toward achieving our annual targets aligned to this goal, four activities have been completed, with three activities 70 to 90 per cent completed.



Strategic objective

Creating community value through effective management of resources and finances

Activity	Target	Result	Status
Strategy: Advocating to st	ate and federal go	vernment for funding and avoidance of cost shifting	
		Stage one – Project plan completed and signed off by Project Sponsor/Executive Team October 2015.	
Strategic Services Review – Traffic Management and Transport Planning	Review conducted	Stage two – There have been project delays in the Research and Analysis stage which was due by March 2016. This will continue into May and June including process mapping and benchmarking initiatives. The benchmarking data is now currently being assessed and the research and analysis is expected to be completed in July 2016.	$\bigcirc \bullet \bigcirc$
		Stage three – Service Evaluation and Public Value Assessment has commenced as is expected to be completed by July 2016.	
		Stage four – Implementation Plan subject to recommendations and Council resolution 2016/2017.	
Strategy: Maximising com	munity utilisation of	of Council assets to improve financial and/or social return	
Construction and sale of two bathing boxes at Dendy Street Beach	Sale of two bathing boxes	Build completed for two bathing boxes with handover 21 December. Auction undertaken 30 January following a four- week advertising campaign with record price set for first box.	$\bullet \bigcirc \bigcirc$
Strategy: Ensuring that Council is delivering the most effective mix of services in the most efficient way possible			е
Actively participate in the Deakin University Health Literacy Project	Participation in program	Aged and Disability Services participated in Deakin University research on identifying and responding to health literacy needs of service users. Bayside developed and piloted resources/ interventions around getting the most out of visits to doctors. Several Bayside clients indicated they felt more empowered to engage more actively with their GP. The resources and results have been submitted to Deakin for their evaluation. There are no further actions in regard to the research.	
		The project initiation document has been completed and a number of site visits to other councils has been conducted. A number of vendors have also demonstrated their product to the project team.	
Implementation of payroll system upgrade	Upgrade implemented	The RFT document was released 16 April with evaluation commencing from 25 May 2016. Five tender responses were received and evaluated in accordance with the tender evaluation criteria. Two vendors are currently being interviewed to determine the preferred supplier. A decision on the preferred vendor is expected in July with project scoping to commence in late July/early August.	$\bigcirc \bullet \bigcirc$

Strategic objective

Ensuring open and transparent decision-making and strong accountability to the community

Activity	Target	Result	Status
Strategy: Demonstrating h	igh standards of g	good governance, risk management and leadership	
Appointment of tenderer for the provision of electoral services for 2016–2020	Tenderer appointed	It is now legislative requirement that the VEC is the election services provider for local government elections. Election plan and fee structure received from VEC and accepted. Election process plan currently underway.	• 0 0
Strategy: To report regular	rly to our commun	ity on Council's performance	
Completion of the 2015/2016 Internal Audit Plan	Audit Plan completed	The 2015/2016 Internal Audit Plan has been completed in accordance with the adopted plan. Six internal audits were undertaken and reported through the Audit Committee highlighting the findings and recommendations for improvements.	

Key strategic activity

Activity	Target	Result	Status
Strategy: Ensuring that Co	ouncil is delivering	the most effective mix of services in the most efficient way possibl	e
		In year two of the service review program, an evaluation of the first year of the program was conducted and all recommendations have been incorporated in the review process. Four reviews have been undertaken in 2015/2016: Ar and Culture, Traffic and Transport, Building Services and Libra Services.	
		The Arts and Culture review was reported to Council in December 2015 and actions arising from the review are being implemented.	
Complete year two of the Service Review	Completion of	The review of the Library services has been completed with a report to be presented to Council in July 2016.	
Program to guide service delivery, asset management and financial planning	four service review programs	The reviews of Traffic Management and Transport Planning and Building Services have completed their data collection and analysis have developed recommendations. Reports from these reviews are being finalised for consideration by Council in August and September respectively. Many of the operational improvement opportunities identified by these reviews are already being implemented. Delays in finalising reports can be attributed to the delayed commencement of three of the reviews, which did not commence until evaluation from the previous year's program was finalised, as well as time taken to identify and analyse systems and processes. Improvements to the method of undertaking process mapping will be implemented for the third year of the program.	

Council Plan strategic indicators

The following statement reviews the performance of Council against the Council Plan including results achieved in relation to the strategic indicators included in the Council Plan.

Indicator	Target	Result	Status
Community satisfaction rating with customer service*	>67	71	$\bullet \bigcirc \bigcirc$
Community satisfaction rating for lobbying on behalf of the community*	>53	53	$\bullet \circ \circ$
Community satisfaction rating with overall performance of council*	>63	65	$\bullet \circ \circ$
Percentage of customer service requests actioned within target timeframes	>95%	97%	$\bullet \circ \circ$
Average time callers wait before their call is answered including welcome and hold message	<30	68	$\bigcirc \bigcirc ullet$
Number of service reviews undertaken in accordance with the service review framework each year	4 reviews annually	2 service reviews completed and 2 reports to be presented to Council	$\bigcirc ullet \bigcirc$
Successfully obtain funding or tangible responses as a result of strategic advocacy	>3 specific funding grants annually	3	$\bullet \circ \circ$
The number of confidential items considered in closed meetings of Council	<14	22	$\bigcirc \bigcirc ullet$
Staff turnover rate	<11%	12.75%	$\bigcirc \bigcirc \bullet$
Lost time injury frequency rate	<10	3.87	$\bullet \bigcirc \bigcirc$
Employee satisfaction through the Employee Opinion Survey	>71%	71%	$\bullet \circ \circ$
Rates and charges as a per centage of total income	<70%	68%	$\bullet \bigcirc \bigcirc$
Underlying operating result	\$13.2M	\$20.15M	$\bullet \bigcirc \bigcirc$
Liquidity – ability to pay existing liabilities in the next two months	>1:1.5	2.98 to 1	$\bullet \circ \circ$
Indebtedness – measures total borrowings as a per centage of rates and charges revenue	<40%	2.95%	$\bullet \circ \circ$
Renewal gap – comparison of the rate of spending on existing assets through renewing, storing and replacing existing assets with depreciation	>1.0	0.95	$\bigcirc \bullet \bigcirc$

*2016 Department of Environment, Land, Water and Planning Annual Local Government Community Satisfaction Survey results (indexed mean score)

The following provides information in relation to the services funded in the 2015/2016 Budget and the persons or sections of the community who are provided the service.

Service	Description	Net Cost <u>Actual Budget</u> (Variance)
Chief Executive and Executive Team	This area includes the Chief Executive Officer, Directorates and associated support which cannot be easily attributed to the direct service provision areas.	2,002,000 <u>1,994,000</u> (8,000)
Financial Services	This service predominantly provides financial-based services to both internal and external customers including the management of Council's finances, payment of salaries and wages to Council employees, raising and collection of rates and charges and valuation of properties throughout the municipality.	1,553,000 <u>44,000</u> (1,598,000)
Information Services	This service provides, supports and maintains reliable and cost-effective communications, computing and records information systems, manages information technology infrastructure for Council staff enabling them to deliver services in a smart, productive and efficient way.	3,109,000 <u>3,338,000</u> (229,000)
Organisation Development	This service provides Council with strategic and operational organisation development support. The service develops and implements strategies, policies and procedures through the provision of human resource and industrial relations services. The service also assists managers to determine and progress toward future structures, capability and cultures in their service units.	1,636,000 <u>1,435,000</u> (200,000)
Governance and Corporate Performance	This service includes the Mayor and Councillors and provides support in the areas of policy, corporate planning, performance measurement and reporting. The service also ensures that through good policy process the Council and Councillors meet all of their individual and collective statutory obligations with transparency and integrity, and that the Councillors are properly supported in their roles.	1,401,000 <u>1,517,000</u> (116,000)
Commercial Services	This service facilitates property leasing, property sales, acquisitions and insurance claims for Council.	1,416,000 <u>1,316,000</u> (100,000)

Reflecting on our highlights

Improvements in technology

As part of the Information and Communication Technology (ICT) Strategic Plan, one of Council's key strategic priorities is to deliver more online services that will benefit the community and improve business processes. One such example and a first of its kind in Victoria; families with young children book and reschedule a maternal health visit online, 24 hours a day, seven days a week via any internet-capable device. The online booking system makes it easier for families to attend a health centre and it will increase participation in health assessments and self-care.

Council also delivered other improvements to our information systems which improve the efficiency and effectiveness of service delivery. Some examples included:

 NearMe, the self-service online portal which was released in December 2015. This allows customers to obtain on-demand location information on properties and services via any mobile device. This includes the location of services such as kindergartens, libraries, parks and reserves throughout the municipality

- providing planning permits and endorsed plans for Bayside developments online. This allows residents to get easy access to detailed development plans online and better understand what proposed development is being undertaken in the municipality
- completing a pilot project to provide Council's 110 care workers with tablet computers to better serve the elderly and vulnerable members of our community. The tablets provide the care workers with real-time access to client care records and work rosters, allowing staff to be very effective in delivering services. The rollout to all care workers will be completed in late 2016.

Cost shifting from state and federal governments

What is cost shifting?

Cost shifting from state and federal governments continues be a major problem for local government in Victoria.

Cost shifting occurs when other levels of government:

- fail to increase the recurrent grants to local government to match the increasing cost of providing services, eroding the grants real value
- introduce new taxes, levies or charges on services Council provides
- shift responsibility for services to local government without providing the funding needed to discharge that responsibility
- introduce new laws or regulations that require councils to spend money on compliance
- restrict the increase in fees and charges for various services provided by councils to a level less than the increase in the cost of providing those services.

The major cost shifts in 2015/2016 were as follows:

Type 1: Cost shifting for specific services

- 1. Home and Community Care (HACC) the impact on Council for 2011/2012 to 2015/2016 was \$369,000.
- 2. Library Services the impact on Council for 2015/2016 was \$39,000.
- 3. Maternal and Child Health the impact on Council for 2015–2016 was \$33,000.
- 4. School Crossing Supervision the impact on Council for 2015/2016 was \$52,000.

Type 2: Loss of funding

 A freeze on indexation of the federal financial assistance grants. The Commonwealth Government announced in its 2014/2015 Budget that it will pause indexation of the total national pool of financial assistance grants to local government for three years (2014/2015, 2015/2016, 2016/2017). The impact on Council for 2015/2016 was \$129,000.

Type 3:

Statutory fee that prohibits full cost recovery

- 6. Planning fees set by the State and have been frozen for most of the past 14 years.
- 7. Revenue foregone for 2015/2016 is \$1.57 million if Council was permitted to fully recover the cost of providing planning services.

Type 4: Levies

- 8. State government landfill levy has increased from \$9 per tonne in 2008/2009 to \$60.52 per tonne in 2015/2016 (572 per cent increase in eight years) and has added \$1.11 million to Council's cost base. The increase from 2014/2015 to 2015/2016 is 3.5 per cent.
- 9. Total landfill levy for Bayside City Council is \$6.31 million for the eight years 2008/2009 to 2015/2016.
- 10. Animal registration levy was \$50,000 in 2015/2016.

Policy development and review

Council policies are public statements formally resolved by Council, which clearly state Council's requirements in relation to particular matters or issues. Council policies are linked to longer-term strategic objectives and generally contribute to achieving one or more of the seven goals of our Council Plan.

The following policies were reviewed or developed in 2015/2016:

Policy	Endorsed by Council
Contaminated and Potentially Contaminated Land Policy	July 2015
Bluestone Kerb and Channel Policy	July 2015
Build Over Easement Policy	July 2015
Management of Tree Protection on Private Property Policy	September 2015
Investment Policy	January 2016
Local Area Traffic Management Policy	February 2016
Election Period Policy	March 2016
Footpath Treatment within the Road Reserve Policy	May 2016
Council Grants Policy	May 2016
Procurement Policy	May 2016
Media Policy	June 2016
Risk Management Policy	June 2015

Strategy and Masterplan development and review

The following strategies and masterplans were reviewed or developed in 2015/2016:

Strategy/Masterplan	Endorsed by Council
Drainage Update Strategy	July 2015
Bayside Integrated Transport Strategy: Implementation Progress	August 2015
Elsternwick Masterplan	December 2015
Drainage Asset Management Plan	August 2015
Wellbeing for All Ages and Abilities Strategy	
 Early Years Action Plan Health Action Plan Youth Action Plan Disability Action Plan 	September 2015
Hampton East (Moorabbin) Structure Plan	February 2016
Martin Street Structure Plan	March 2016
Sandringham Foreshore Masterplan	April 2016
Sandringham Village Streetscape Masterplan	May 2016
Black Rock Foreshore Masterplan	May 2016
Environmental Sustainability Framework 2016–2025	May 2016
Retail, Commercial and Employment Strategy	May 2016
Dendy Street Beach Masterplan – Access Path G	June 2016
Rating Strategy 2015/2016	June 2016
Asset Management Plans	June 2016

Challenges for 2015/2016

- Increased focus and requirement for governance support in the lead-up to the 2016 election
- Preparation for the implementation of the state government rate-capping regime
- Identifying and implementing improvements in the use of Council properties to improve utilisation and financial return
- Identification of ongoing operational efficiencies and cost savings
- Continually improving business systems and processes to achieve efficiency gains
- Long-term financial planning to ensure we address the historical under-expenditure in maintaining Council assets

Future direction for 2016/2017

Major Initiatives

• To provide electoral services to elect representatives to govern Bayside City Council for the period 2016–2020

Initiatives

- Development and implementation of a Councillor Induction Program for the newly elected representatives of Bayside
- Completion of the Internal Audit Plan undertaken by Council's Internal Auditor
- Development of a new Councillor Code of Conduct for the newly elected Council
- Development of the 2017–2020 Council Plan
- Strategic Services Reviews undertaken for four Council services



Part 3 Statutory reporting and corporate information

Statutory reporting and corporate information

Corporate governance

Corporate governance is about ensuring that Council operates in an open, honest, communicative and accountable manner.

Our sound governance practices guide the way we consult and communicate with our community and how Council represents the community on important advocacy issues. Corporate governance is also about our risk and financial management practices, our adherence to legislation, the operations of Council, the development of policies and procedures, and our continuous improvement approach.

Council and committee meetings

Council meetings

The role of Council and committee meetings is to consider and exercise decisions on matters that impact our community and review operational and financial achievements against targets. Councillors sitting formally as Council or a formally constituted Committee Council either make or are accountable for all decisions that are to be taken at Council meetings. Decisions are made through the formal Council meeting cycle or through the formal delegation of powers to committees or Officers.

The Council can only make decisions when it is sitting as Council. Outside of the Council meeting, individual Councillors have no decisionmaking authority.

Council meetings are generally scheduled on a three-week cycle and held on Tuesday evenings at 7pm. They are open to the public. Members of the public are given an opportunity to speak directly to any item on meeting agendas. Also, before the Council meeting each month, members of the public can ask questions on any matter with the responses read out at the meeting if the questioner is present at the meeting. This reinforces our commitment to governing Bayside in an open, accountable and participative manner.

The Mayor and Councillors of Bayside welcome and encourage members of the public to attend meetings. Meeting agendas are placed on Council's website four days prior to each meeting. Copies of agendas are also provided at Council's branch libraries and the Corporate Centre, providing an opportunity for the community to acquaint themselves with the business of Council.

As from October 2014, Council introduced webcasting of Ordinary Meetings of Council, Planning and Amenity Committee Meetings and Special Meetings of Council.

During the reporting year of 2015/2016 the take up of webcasting in the community has increased both through live streaming and also accessing archived recordings. The results for the year as follows:

Month	Live stream viewing	Archive file viewing
July 2015	64	97
August 2015	62	94
September 2015	43	89
October 2015	51	141
November 2015	81	73
December 2015	154	344
January 2016	69	93
February 2016	105	112
March 2016	57	138
April 2016	79	101
May 2016	97	205
June 2016	46	180

To assist the community to gain a better understanding of the decision-making process and opportunity for the public to participate in Council and committee meetings, a guide to Council and committee meetings held by Bayside City Council titled *Council and committee meetings – an explanation* has been developed and is available on Council's website. Copies are also available at the Corporate Centre and Council Chamber.

During 2015/2016 there were 12 Ordinary Meetings of Council, one Annual Meeting of Council, four Special Meetings of Council, 12 Planning Committee Meetings and two Section 223 Special Committees of Council. A total of 31 meetings were held for the year.

During 2015/2016, Council conducted its committee and Council Meetings at the Council Chambers, Boxshall Street, Brighton. The Council/committee meeting structure in place consists of a Planning and Amenity Committee with full delegated authority of Council to finally determine upon all statutory and urban planning matters and Ordinary Meetings of Council. Both meetings consist of all Councillors.



Council meeting schedule 2015/2016

Month	Council meeting	Planning Committee	Special Council Meetings	Section 223 Special Committee Meetings
July 2015	Tuesday 28	Tuesday 14		
August 2015	Tuesday 25	Tuesday 11	Tuesday 4	
September 2015	Tuesday 22	Tuesday 8		
October 2015	Tuesday 27	Tuesday 13	Tuesday 20	
November 2015	Thursday 10 – Annual Meeting Tuesday 24	Tuesday 17		
December 2015	Tuesday 15	Monday 7	Monday 14	
January 2016	Tuesday 27	Tuesday 19		
February 2016	Tuesday 23	Tuesday 9		
March 2016	Tuesday 23	Tuesday 8	Tuesday 14	
April 2016	Tuesday 26	Tuesday 12		
May 2016	Tuesday 24	Tuesday 10		
June 2016	Tuesday 21	Tuesday 7		Thursday 2 Two separate meetings

Special Council Meetings

Special Meetings of Council are called by the Mayor of the day when there is an urgent item requiring a Council resolution, which cannot wait until the next scheduled Ordinary Meeting of Council. The dates of Special Meetings of Council are advertised in *The Age* newspaper Public Notice section and on Council's website under Public Notices. Agendas for Special Meetings of Council are also available via Council's website and at the Corporate Centre.

During 2015/2016, four Special Meetings of Council were called in accordance with Section 84 of the *Local Government Act 1989*. Details of these meetings are shown in the following table:

Date	Purpose
4 August 2015	Appointment of Community Plan Reference Committee
20 October 2015	2014/2015 Annual Report
14 December 2015	Planning Scheme Amendment C140
14 April 2016	Review of the Councillor Code of Conduct

Council and committee agendas

The business to be considered by Council or a committee is set out in an agenda. These agendas are available to the public, from the Thursday before the meeting, at the Corporate Centre, 76 Royal Avenue, Sandringham. Copies are also available to view at Bayside libraries and on Council's website at **www.bayside.vic.gov.au/councilmeetings**.

Copies of agendas are available based on one per resident. Multiple copies are not provided to an individual.

Minutes of meetings

Council records the resolutions of each Ordinary and Special Council Meeting and Planning and Amenity Committee and the minutes of these meetings can be viewed on Council's website.

Committee meetings (Section 86 of the *Local Government Act 1989*)

Under Section 86 of the *Local Government Act* 1989, Council can create and delegate powers of the Council to Special Committees. In November 2015 Council re-affirmed the establishment of the Planning and Amenity Committee which has full delegated powers and functions of Council to consider the following matters:

- all of the powers, discretions and functions conferred by or under the *Planning and Environment Act 1987*
- the power to determine upon any tree removal applications
- the power to determine upon any specific local traffic and parking matters
- the power to consider all matters relating to statutory urban planning and associated matters.

Special Committee Meetings (established in accordance with Section 223 of the *Local Government Act 1989*)

The following Special Committees of Council were established in accordance with the provisions of Section 223 of the *Local Government Act 1989* for the purpose of hearing submissions in relation to the following matters:

		No. of submissions	
2016	Purpose	Received	Heard
2 June	Draft Council Plan 2013–2017 (2016 Review) and Strategic Resource Plan	1	1
2 June	Proposed Budget 2016/2017 and Long Term Financial Plan.	6	3

Assemblies of Councillors

An assembly of Councillors is a meeting of an advisory committee of Council where at least one Councillor is present, or a planned or scheduled meeting of at least half of the Councillors and one member of Council staff which considers matters that are intended or likely to be:

- a) the subject of a decision of the Council; or
- b) subject to the exercise of a function, duty or power of the Council that has been delegated to a person or committee;

but does not include a meeting of the Council, a Special Committee of Council, an Audit Committee established under Section 139 of the *Local Government Act 1989.* Councillor Briefings and Strategic Issues Discussions are examples of an Assembly of Councillors.

During the 2015/2016 year, 39 Assemblies of Councillors were held. Each record of the assemblies was presented to Council and posted on Council's website in accordance with the *Local Government Act 1989*.



Councillor information sessions

In addition to the regular Council and committee meetings, Councillor Briefings and Strategic Issues Discussions are held to provide advice to Councillors on items of a complex nature or of significant community impact. The Councillor Briefings enable open discussion between the organisation and Councillors and assist both Council staff and Councillors to develop better understanding of the matter for consideration.

Strategic Issues Discussions are very similar to Councillor Briefings but also provide greater opportunity to develop ideas and discuss options on a range of matters.

The Councillor Briefings and Strategic Issues Discussions are not a decision-making forum. These gatherings are not open to the public and are held in the administrative headquarters at the Corporate Centre, Royal Avenue Sandringham. Operating protocols and arrangements have been developed for these gatherings and are available on Council's website. While the gatherings are not open to the public a record of the meeting is kept and known as an Assembly of Councillors. These notes provide details of those Councillors and Officers in attendance, the name of the items discussed and any conflicts of interest declared by Councillors. This record of meeting is submitted to the next available Council Meeting for noting. Copies of the record of the meeting are available on Council's website.

During 2015/2016, 11 Councillor Briefings were held and 134 items were discussed. Seven Strategic Issues Discussions were held which considered 25 matters for discussion.

The following table provides a comparison between four years of data:

Year	Councillor Briefings	Strategic Issues Discussion	Other Assemblies
	No. of i	tems/ No. of M	eetings
2015/2016	134/11	25/7	50/21
2014/2015	138/14	17/6	17/17
2013/2014	106/11	25/5	21/21
2012/2013	126/15	12//5	15/15

Other Councillor committees / advisory meetings / other organisations

Councillors participate in a number of internal and external committees throughout the year. These committee meetings or advisory meetings provide a valuable opportunity for communicating with residents, other councils, agencies and other levels of government. For further information on Councillor representation of committee, advisory meetings and other organisations refer to page 179.

Councillor attendance

The Councillor attendance at Council and Committee meetings for the period 1 July 2015 to 30 June 2016 is represented in the table below.

	Ordinary Meetings	Special Meetings	Special Committee Meetings	Section 223 Special Committee Meetings	Annual Meeting	Total number of meetings
Total number of meetings	12	4	12	2	1	31
Cr Alex del Porto	12/12	4/4	11/12	0/2	1/1	28/31
Cr Laurence Evans	12/12	4/4	12/12	0/2	1/1	29/31
Cr Felicity Frederico	12/12	3/4	12/12	2/2	1/1	30/31
Cr Michael Heffernan	10/12	4/4	12/12	2/2	1/1	29/31
Cr James Long BM JP	12/12	3/4	12/12	2/2	1/1	30/31
Cr Heather Stewart	11/12	3/4	11/12	2/2	1/1	28/31
Cr Bruce Lowe	12/12	4/4	11/12	0/2	1/1	28/31

Councillor representation for 2015/2016

Legislative Committees

Legislative Committees of Council are established in accordance with the *Local Government Act 1989*. Section 86 Committees are known as Special Committees of Council. The Planning and Amenity Committee is a Special Committee of Council, and the Chief Executive Officer's Employment Matters Committee is also a Special Committee of Council. As the Audit Committee was established under Section 139 of the Act, it operates as an advisory committee.

	Councillor representation		
Special Committees	1 July 2015 to 10 November 2015	11 November 2015 to 30 June 2016	
Planning and Amenity Committee	All Councillors	All Councillors	
Audit Committee	Crs Lowe and Evans	Crs Lowe and Evans	
Chief Executive Officer's Employment Matters Committee	Cr Frederico, Stewart, Heffernan and Long External Chairperson Ms Paula Giles	Crs Frederico, Stewart, Heffernan and Long External Chairperson Ms Paula Giles	

Councillor representation on various committees

Councillors are usually appointed as Council representatives on a range of special interest committees and networks annually at the Annual Meeting of Council held on 10 November 2015. The various groups generally comprise of Councillors, staff and community members who are appointed by Council throughout the year.

	Councillor representation		
Advisory committees and networks, forums	1 July 2015 to 10 November 2015	11 November 2015 to 30 June 2016	
Bayside Arts and Culture Advisory Committee	Cr del Porto	Cr del Porto	
Bayside Arts and Heritage Collection Committee	Crs del Porto and Evans	Crs del Porto and Evans	
Bayside Business Network and Economic Development Annual Summit	Cr Heffernan Cr Frederico	Cr Heffernan Cr Frederico	
Bayside Tourism Network	Cr Frederico Cr Heffernan	Cr Stewart Cr Heffernan	
Bayside Film Festival Youth Documentary Judging Panel	Cr Long	Cr Long	
Built Environment Awards Judging Panel	Crs Long and Stewart	Crs Long and Stewart	
Bayside Sport and Recreation Network	Crs Lowe and Frederico	Crs Stewart and Frederico	
Merindah Park Advocacy Spokesperson	Cr Evans	Cr Evans	
Female Sporting Infrastructure Advocacy Spokesperson		Cr Frederico	

Appointment to external organisations

A number of external organisations invite Council to represent the Bayside community. The following table details the Councillor appointments to external organisations. Council appoints its delegates to these organisations at the Annual Meeting of Council.

	Councillor representation		
External organisations	1 July 2015 to 10 November 2015	11 November 2015 to 30 June 2016	
Association of Bayside Municipalities	Cr Frederico	Cr Frederico	
Inner South Metropolitan Mayors' Forum	Cr Frederico	Cr Long	
Metropolitan Transport Forum	Director Environment and Infrastructure Services or Cr Long	Director Environment and Infrastructure Services	
Metropolitan Waste and Resource Recovery Group	Director City Strategy and Manager Environmental Sustainability and Open Space or nominee	Cr Stewart or Director Environment and Infrastructure	
Municipal Association of Victoria (MAV)	Cr Frederico	Cr Frederico	
MAV Environment Committee	Director City Strategy or Cr Evans	Director Environment and Infrastructure	

Business of Council transacted at meetings

During the period 1 July 2015 to 30 June 2016, the number of business items considered by the various Council and committee meetings were as follows:

Trend over five years	No. of items considered					
	2015/2016	2014/2015	2013/2014	2012/2013	2011/2012	
Planning and Amenity Committee	134	113	99	86	105	
Ordinary Meeting of Council	308	222	214	231	259	
Special Council Meetings	4	3	11	18	8	
Special Committee Meetings	2	5	5	5	10	

At times, Council is required to discuss and consider matters of a confidential nature. Section 89(2) of the *Local Government Act 1989*, stipulates that councils can close meetings to members of the public to discuss issues such as staffing, industrial relations, contractual and financial matters, legal advice, proposed developments, and matters affecting the security of Council property. If confidential reports are to be discussed by Council, the public is asked to leave the meeting during these discussions. Bayside City Council seeks to limit the number of matters that are discussed in confidential sessions.

During 2015/2016, 22 confidential reports were considered.

	2015/2016	2014/2015	2013/2014	2012/2013	2011/2012	2010/2011
No. of confidential matters considered by Council	22	15	30	43	48	33

The table below summarises the number of confidential matters considered within each category of Section 89(2) of the Act:

Section 89(2) LGA 1989 – Category	Number of reports to Ordinary Meetings	Number of reports to Special Meetings	
(a) Personnel matters	6	Nil	
(b) Personal hardship of any resident or ratepayers	Nil	Nil	
(c) Industrial matters	Nil	Nil	
(d) Contractual matters	13	Nil	
(e) Proposed developments	Nil	Nil	
(f) Legal advice	1	Nil	
(g) Matters affecting the security of Council property	Nil	Nil	
(h) Any other matter which the Council or Special Committee considers would prejudice the Council or any person	2	Nil	

In addition to the reports specifically considered by a Special Committee or Council, the Council also deliberated on notices of motion, petitions, public questions and general business items.

The following table summarises those activities for the year of reporting and provides a trend over the previous five years:

	No. of items considered							
Trend over five years	2015/ 2016	2014/ 2015	2013/ 2014	2012/ 2013	2011/ 2012			
Notices of motion	11	4	10	7	8			
Petitions	10	18	20	11	16			
Urgent business items	8	7	8	6	5			
Councillor reports	39	39	28	16	22			
Presentations at meetings	Nil	Nil	Nil	Nil	Nil			



Public question time

In accordance with Council's Governance Local Law No. 1, members of the public can each direct two questions to the Council at an Ordinary Meeting by completing a public question time form. The forms, available at the Corporate Centre or on Council's website at www.bayside.vic.gov.au/councilmeetings, must be submitted to Council by 11am on the day prior to the meeting to be considered. The person asking the question must be present in the Chamber at the time the question is due to be read for the answer to be audibly provided. Where a questioner is not present in the Chamber, the question and response will not be read at the meeting and will not be recorded in the minutes of the meeting. A written response will be forwarded to the questioner.

A total of 89 public questions were put to Council in 2015/2016.

Requests to be heard at a committee meeting

Council's Governance Local Law No. 1 provides an opportunity for residents or ratepayers and applicants three minutes each to speak to the issue, before the formal decision-making process is undertaken.

During the period of reporting, Council and committees heard a total of 475 speakers. The following table summarises the number of speakers for each type of meeting.

	Number of speakers heard
Planning and Amenity Committee	232
Special Committee of Council	4
Ordinary Meeting of Council	239

A summary of Council meeting activity and community participation over a six-year period is provided below:

	2015/ 2016	2014/ 2015	2013/ 2014	2012/ 2013	2011/ 2012	2010/ 2011
Total number of meetings per annum	31	33	38	40	42	35
Number of items considered at meetings	448	343	329	340	382	414
Number of items considered in confidential	22	15	30	43	48	33
Number of notice of motions submitted	11	4	10	7	8	11
Number of petitions	10	18	20	11	16	36
Number of public questions answered	89	60	84	92	189	50
Number of urgent business items	8	7	8	5	5	11
Number of Councillor reports presented	39	39	28	6	22	34
Number of requests to be heard at meetings	475	293	335	316	366	475
Number of Section 223 submissions	7	20	22	23	33	12
Number of Section 223 speakers	4	12	9	18	14	12

Councillor Allowances

In accordance with Section 74 of the *Local Government Act 1989*, Councillors are entitled to receive an allowance while performing their duty as a Councillor. The Mayor is entitled to receive a higher allowance.

The state government sets the upper and lower limits for all allowances paid to Councillors and Mayors. Councils are divided into three categories based on the income and population of each Council. In this instance Bayside is recognised as a category 2 Council.

For the period 1 July 2015 to 30 November 2015 the Councillor annual allowance for a category 2 Council (as defined by the *Local Government Act 1989*) was fixed at \$23,539 per annum and Mayoral allowance was \$72,834 per annum. The Minister for Local Government approved an annual adjustment of 2.5 per cent to take effect as from 1 December 2015. The annual allowances were adjusted for the period 1 December 2015 to 30 June 2015 at \$24,127 per annum for the Councillor allowance and \$74,654 per annum for the Mayoral allowance.

These allowances are paid in recognition of the time spent by Bayside's Councillors in performing their role as representatives of the community.

Reimbursement of expenses of Councillors

In accordance with Section 75 of the *Local Government Act 1989*, Council is required to reimburse a Councillor for expenses incurred while performing his or her duties as a Councillor.

Council is also required to adopt and maintain a policy in relation to the reimbursement of expenses for Councillors. Council adopted the policy in August 2012 and it was reviewed in February 2016. A copy of the policy can be found on Council's website.

The policy provides guidance for the payment of allowances and reimbursements of expenses and provides clear expectations in relation to the provision of resources and facilities to the Mayor and Councillors. The policy also requires the payment of Councillor expenses and allowances to be published in the Annual Report and audited from time to time.

The expenses are broken down into the following specific categories:

- Councillor and mayoral allowances
- mobile phone
- landline / fax
- internet connection
- car mileage reimbursement
- child care reimbursement
- out-of-pocket expenses reimbursement
- conferences
- travel expenses.

A summary of allowances and out-of-pocket expenses payable to each Councillor for the period 1 July 2015 to 30 June 2016 is shown below:

	Cr del Porto	Cr Heffernan	Cr Long	Cr Frederico	Cr Lowe	Cr Evans	Cr Stewart
Allowances	\$23,638	\$21,045	\$56,907	\$40,734	\$23,891	\$23,891	\$21,474
Mobile phone	\$576	\$576	\$576	\$576	Nil	\$576	\$576
Internet connection	\$228	\$228	\$228	\$228	\$228	\$228	\$228
Car mileage	Nil	Nil	Nil	Nil	\$572.24	Nil	Nil
Child care	Nil	Nil	Nil	Nil	Nil	Nil	Nil
Out-of-pocket expenses	Nil	Nil	Nil	\$398	Nil	Nil	Nil
Conferences	Nil	Nil	Nil	\$2,115	Nil	Nil	Nil
Travel	Nil	Nil	Nil	\$385	Nil	Nil	Nil

Open and accountable decision making

The responsibility for making decisions rests with Councillors through a vote at formal Council meetings. Council Officers do not vote on decisions but provide independent advice to Councillors (elected representatives) to assist and inform them in decision-making and policy formation.

In 2008, the Victorian Government amended the *Local Government Act 1989* to rewrite the conflict of interest provisions. The new provisions provide direction about what is and what is a not a conflict of interest. Councillors are required to disclose any direct or indirect conflict of interest that may impact their impartiality. At the commencement of a Council or committee meeting, Councillors must disclose any direct conflict or indirect conflict of interest. When a direct or indirect interest is disclosed, the Councillor must vacate the meeting prior to the issue being discussed, debated and voted on. After the vote has been taken, the Councillor must return to the meeting.

A register is maintained to record all disclosed conflict of interests. During the 2015/2016 financial year, 24 conflicts of interest were declared by Councillors as per the *Local Government Act 1989*.

	Cr del Porto	Cr Heffernan	Cr Long	Cr Frederico	Cr Lowes	Cr Evans	Cr Stewart
Direct interest (Section 77B)	2	Nil	Nil	Nil	Nil	Nil	Nil
Indirect interest by close association (section 78)	Nil	Nil	Nil	2	1	Nil	Nil
Indirect financial interest (section 78A)	Nik	Nil	Nil	Nil	Nil	Nil	Nil
Indirect interest because of conflicting duties (section 78B)	Nil	1	Nil	2	Nil	1	Nil
Indirect interest due to receipt of a gift, being of \$500 value or more (section 78C)	Nil	Nil	Nil	Nil	Nil	Nil	Nil
Indirect interest as a consequence of becoming an interested party (section 78D)	Nil		Nil	Nil	Nil	Nil	Nil
Conflicting personal interest (section79B)	Nil	Nil	Nil	Nil	Nil	Nil	Nil
Indirect interest – residential amenity (section 78E)	10	1	Nil	Nil	Nil	Nil	8
Personal interest	2	Nil	2	Nil	Nil	Nil	Nil

Register of interests

Councillors and Senior Officers are also required under Section 81 (5) of the *Local Government Act 1989* to complete a Register of Interests Ordinary Return every six months. These returns disclose property and investment interests that could be perceived as influencing their actions, advice or decisions. The public can view the Ordinary Returns by Council by completing an Application to Inspect Register of Interests.

Senior Officer's register

Senior Officers are employed under contracts up to a maximum of five years. Performance Plans are reviewed annually by the Chief Executive Officer in accordance with Section 97A(2) of the *Local Governance Act 1989*.

In accordance with Section 11 of the *Local Government (General) Regulations 2004,* remuneration of all Senior Officers is available for public inspection. As of 30 June 2016 Bayside City Council had 19 Senior Officers. A Senior Officer is defined as the Chief Executive Officer or an Officer of Council who has management responsibilities and reports directly to the Chief Executive or any other member of Council staff whose total annual remuneration exceeds \$139,000.

Chief Executive Officer and delegations

Bayside City Council's Chief Executive Officer, Adrian Robb is the only member of staff directly appointed by and responsible to Council. The Chief Executive implements Council decisions, ensures Council achieves its Council Plan objectives and manages the day-today operations of the organisation. The Chief Executive Officer has limited delegated powers which includes the awarding of contracts up to the value of \$300,000.

The Chief Executive Officer's performance is reviewed annually by the Council. The Council has established a Chief Executive Officer Employment Matters Committee consisting of the Mayor of the Day, three Councillors and a suitably qualified Chairperson. The purpose of this advisory committee is to make recommendations to Council on contractual matters relating to the Chief Executive Officer and to conduct performance reviews of the Chief Executive Officer. A Charter for this advisory committee has been developed and is available on Council's website.

Local laws

The following list details the local laws that were current at the end of the 2015/2016 financial year:

Locala law	Subject	Date of adoption / last amendment
	Governance Local Law The purpose of this local law is to:	
	(1) provide for the election of Mayor	
1	(2) regulate the use of the common seal	28 November 2013
	(3) provide for the procedures governing the conduct of Council meetings and other meetings	
	(4) sets the rules of behaviour for those participating in or present at various meetings of Council.	
	Neighbourhood Amenity Local Law No. 2 The purpose of this local law is to:	
	(1) secure community safety	
	(2) protect public assets	
	(3) enhance neighbourhood amenity	
	(4) embrace best practice local law-making principles of accessibility, accountability, compliance, consistency, currency, efficiency, enforceability, necessity and transparency	
2	(5) be consistent with the Council's overall objectives and policies, in particular:	20 April 2012
	(a) to maintain neighbourhood character	
	(b) to preserve our built and natural heritage	
	(c) to provide equitable access to services and facilities	
	(d) to provide equity in access to our open space and foreshore	
	(e) to maintain suitable infrastructure	
	(f) to provide a sense of community in our villages and activity centres	
3	Amendment to Local Law No. 2 Neighbourhood Amenity – Feeding of Birds on Private Property	September 2014

Organisational memberships

Bayside City Council maintained membership of a number of organisations during 2015/2016. A list of these memberships is provided below:

Membership	Annual fee
Association of Bayside Municipalities	\$8,861
Australian Library and Information Association	\$1,043
Australian Local Government Women's Association	\$1,290
FinPro Local Government Finance Professionals	\$716
Friends of the Elms	\$91
Keep Australia Beautiful Vic (KABV)	\$909
LGPro Local Government Professionals	\$3,830
Local Government Manager	\$1,734
LoGIS Local Government Professionals Australia	\$2,177
Municipal Association of Victoria (MAV)	\$50,513
Parks and Leisure Australia	\$1,215
South East Councils Climate Change Alliance (SECCA)	\$15,450
Vicsport	\$300
Victorian Employers Chamber of Commerce(VECCI)	\$3,000
Volunteering Victoria	\$300
Youth Affairs Council of Victoria	\$204

Audit Committee

As part of the Council's duty to fulfil its governance obligations to the community, Council established an Audit Committee as an independent advisory committee to Council in 1996 in accordance with Section 139 of the *Local Government Act 1989*.

The Audit Committee operates in accordance with the best practice guidelines for audit committees prepared by Local Government Victoria.

Bayside City Council has adopted an Audit Committee Charter which clearly sets out the Committee's objectives, authority, composition and tenure, roles and responsibilities, reporting and administrative arrangements.

Role of the Audit Committee

The primary role for the Audit Committee is to provide an independent review of Council's financial and management systems and reporting responsibilities, to ensure compliance with statutory rules and regulations and oversee effective and efficient internal and external audit functions. The Audit Committee also provides an effective means of communication between the external auditor, internal audit, management and the Council.

Membership

The Audit Committee consists of six members, up to four independent members and two Councillors. The Councillors are appointed for a two-year period with one Councillor retiring annually. Independent members are appointed for a three-year term and are eligible to be reappointed after the expiry of their term for a second three year term. Independent members can only serve two consecutive terms.

The Chairperson of the Committee is appointed on a two-year term from the independent membership of the Committee by all members of the Audit Committee.

Hawthorn Rd

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The Chief Executive Officer, Director Corporate Services, Manager Finance, Manager Commercial Services, Manager Governance and Internal Auditor attend all meetings by invitation, to assist the Committee, and do not have voting rights. The external auditor attends specific committee meetings to present the external audit plan and the presentation of the Audited Financial, Standard and Performance Statements. An opportunity is provided for the Audit Committee to meet with the external auditors without management at each meeting.

The Internal Auditors also attend all meetings by invitation and present reports proposed by the Internal Auditor. An opportunity is also provided to the Internal Auditor to meet with the Committee members only to raise any concerns. During the 2015/2016 financial year the Audit Committee membership consisted of:

Independent members

Mr Michael Said CPA, RCA

1 July 2015 to 30 September 2015

Dr A.J. (John) Purcell FCPA

1 July 2015 to 30 June 2016

Mr Brian Keane

1 July 2015 to 30 June 2016







Given the retirement of independent member Mr Michael Said on 3 September 2015, Council at its meeting on 28 July 2015 resolved to appoint Ms Lisa Woolmer and Mr Mick Ulbrick to the Audit Committee from 1 October 2015 to 30 September 2018 following a public appointment process. Council also resolved to amend the Audit Committee Charter to enable up to four independent members by appointment to the Audit Committee.

Ms Lisa Woolmer

1 October 2015 to 30 June 2016 Appointed for a three-year term



Mr Mick Ulbricjk

1 October 2015 to 30 June 2016 Appointed for a three-year term



Councillor members

Cr Laurence Evans

1 July 2015 to 30 June 2016 (Appointed November 2014)

Cr Bruce Lowe

1 July 2015 to 30 June 2016 (Appointed November 2014)







Schedule of meetings

During the 2015/2016 year the Audit Committee met on five occasions to consider business on the agenda.

Date	Meeting
13 August 2015	General Meeting
4 September 2015	Financial Statements and Performance Statements
12 November 2015	General Meeting
11 February 2016	General Meeting
12 May 2016	General Meeting

Attendance of Audit Committee members at meetings

Minutes of the Audit Committee are presented to Council at the next Ordinary Meeting of Council following the Audit Committee for consideration and adoption as a confidential attachment to a précis of the activities of the Audit Committee meeting. The précis is considered in the public forum of the Ordinary Meeting of Council.

Name	Role	Period	Attendance
Mr Michael Said	Independent Member	1 July 2015 – 30 September 2015	2 of 2 meetings
Dr A.J (John) Purcell	Independent Member	1 July 2015 – 30 June 2016	3 of 5 meetings
Mr Brian Keane	Independent Member – Chair	1 July 2015 – 30 June 2016	5 of 5 meetings
Ms Lisa Woolmer	Independent Member	1 October 2015 – 30 June 2016	3 of 3 meetings
Mr Mick Ulbrick	Independent Member	1 October 2015 – 30 June 2016	3 of 3 meetings
Cr Laurence Evans	Councillor Member	1 July 2015 – 30 June 2016	4 of 5 meetings
Cr Bruce Lowe	Councillor Member	1 July 2015 – 30 June 2016	4 of 5 meetings

Remuneration for external members

External members receive a meeting fee in accordance with the *Local Government Act 1989.* From July 2015 to November 2015 the meeting fee was set at \$1,442 per meeting and the Chairperson fee was set at \$1,830 per meeting. At the Annual Meeting of Council held on 10 November 2015, Council resolved to increase the meeting fee by CPI to \$1,478 per meeting fee and the Chairperson fee be increased to \$1,876 per meeting.

These fees reflect the time, commitment and responsibility involved in serving as an independent member of the Audit Committee.

It is noted that Councillor-appointed members do not receive remuneration for attending Audit Committee meetings.

A summary of the remuneration fees to external members is shown below.

Total remuneration meeting fees for 2015/2016							
	Member meeting fee		Chairperson	Total			
	July 2015 to November 2015 \$1,442 per mtg	November 2015 to June 2016 \$1,478 per mtg	July 2015 to November 2015 \$1,830 per mtg	November 2015 to June 2016 \$1,876 per mtg			
External members							
Mr Brian Keane			\$3,660	\$5,628	\$9,288		
Dr A.J (John) Purcell	\$1,442	\$2,956			\$4,398		
Mr Michael Said	\$2,884				\$2,884		
Ms Lisa Woolmer		\$4,434			\$4,434		
Mr Mick Ulbrick		\$4,434			\$4,434		
Council members							
Cr Laurence Evans Councillor-appointed members to the Audit Committee do not receive a meeting fee.							
Cr Bruce Lowe	Councilior-app	Dointed members to th	e Audit Committee do	o not receive a meeting	j iee.		

Council at its Annual Meeting held on 10 November 2015 re-affirmed the appointments of the external independent members as follows:

- Mr Brian Keane for a term expiring on 30 September 2016
- Dr John (AJ) Purcell for a term expiring on 30 September 2017
- Mr Mick Ulbrick for a term expiring on 30 September 2018
- Ms Lisa Woolmer for a term expiring on 30 September 2018.

During the 2015/2016 financial year Council's Internal Auditors, Crowe Horwath, attended each Audit Committee meeting over the period to present various Internal Audit Reports.

Council's External Auditor, the Victorian Auditor General's Office attended the 4 September 2015 meeting to present the Financial, Standard and Performance Statements for the year ended 30 June 2015, and the February meeting to present the Audit Strategy for the year ending 30 June 2016, and also attended the May meeting to present the Interim Financial Audit for 2015/2016 and Interim Management Letter.

Key activities of the Audit Committee for 2015/2016

The key outputs of the Audit Committee during the reporting year were as follows:

External Audit

Considered of the 2014/2015 Annual Statements consisting of Management Letter: 2014/2015 Financial Audit; Financial Statements; Performance Statement; Standard Statements; and Auditors Closing Report

Reviewed the 2015/2016 External Audit Strategy

Reviewed the 2015/2016 Interim Management Letter from VAGO

Considered the 2015/2016 Annual Accounts Timetable

In camera meeting between the Audit Committee members only and the External Auditor

Internal Audit

Considered the final Internal Audit Report relating to Payroll (EFT and Data Analytics

Considered the final Internal Audit Report relating to Customer Service

Considered the final Internal Audit Report relating to Sundry Debtors

Considered the final Internal Audit Report relating to Grants (Outgoing and Incoming)

Considered the final Internal Audit Report relating to Statutory Building

Considered the final Internal Audit Report relating to Food Act Management

Adopted the 3rd Year Internal Audit Plan for 2016/2017

Quarterly Internal Status reports including the consideration of notable reports and publications of interest to the Audit Committee and Council

Financial Reporting

Considered five management financial reports throughout the year:

- 12 months to 30 June 2015
- 12 months Financial results as at 30 June 2015
- 3 months to 30 September 2015
- 5 months to 30 November 2015
- 9 months to 31 March 2016

Ethical and Statutory Compliance

Considered a status update report on a statutory compliance framework

Accounting Practices

Consideration of a draft Investment Policy

Risk Management

Received briefings from the organisation on divisional risks and mitigation strategies

Received briefings from the organisation on major potential litigation issues

Received quarterly updates on risk management and the organisations processes on risk management

Reviewed the organisation's 15 strategic risks bi-annually and recommended to Council that the strategic risks be noted in accordance with Section 12, Schedule1 of the Local Government (Planning and Reporting) Regulations 2014

Reviewed key strategies and policies relating to Risk Management Framework, Fraud Prevention and Procurement

Received insurance updates

Reviewed the 2015/2016 Risk Register update

The key outputs of the Audit Committee during the reporting year were as follows:

Internal Controls

Considered the effectiveness of Internal Control Environment across the organisation

Reviewed audit reports and recommendations from the Victorian Auditor General's Office, the Ombudsman Victoria and IBAC and considered an organisational self-assessment against the audit findings in relation to:

- VAGO Report Conflict of Interest by an Executive Officer in the Department of Education and Training
- VAGO Report Financial Systems Control Report Information Technology
- VAGO Report Delivering services to citizens and consumers via devices of personal choices
- VAGO Report Local Government 2014/2015 Audit Snapshot
- VAGO Report Auditor General's Report on the Annual Financial Report of the State of Victoria 2014/2015
- VAGO Report Water Entities 2014/2015 Audit Snapshot
- VAGO Report Access to Public Sector Information
- VAGO Report Implementing the gift, benefit and hospitality framework
- VAGO Report Local Government Service Delivery Recreation Facilities
- VAGO Report Digital Dashboard Status Review of ICT Projects and Initiatives
- Ombudsman Victoria Investigation of a protected disclosure complaint regarding allegations of improper conduct by Councillors associated with political donations

Other responsibilities

Reviewed and approved the 2015/2016 Work Plan for the Audit Committee

Reviewed and adopted the 2015/2016 Annual Report of the Audit Committee

Reviewed the Staff Code of Conduct

Reviewed Council's Long-term Financial Strategy, Draft Budget and Revised Council Plan and Strategic Resource Plan

Reviewed the Audit Committee Charter on two occasions

Considered correspondence from a constituent concerning the financial statements

Reviewed and considered the performance of the Internal Auditor

Considered the result of the Audit Committee self-assessment

Considered the organisation's result against the IBAC Integrity Framework Survey

Reviewed the organisation's project management process for major projects undertaken by the organisation

Considered the impact of Aged Care Reforms on Council's HACC Services

Considered the Quarterly Local Government Performance Report

	2015/2016	2014/2015	2013/2014	2012/2013	2011/2012	2010/2011
Number of matters considered by the Audit Committee	58	56	63	89	76	60

The Audit Committee developed a Work Plan based on the Charter of the Committee in order to program the workload of the Committee for each meeting to ensure each role and responsibility of the Audit Committee is discharged through the consideration of a report on the agenda.

Internal Audit

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The Internal Audit function provided by Crowe Horwath provides an independent review of the effectiveness and efficiency of selected internal control processes and forms a vital component of the organisation's governance and risk management framework.

Council's Internal Audit function is governed by an Internal Audit Plan, which is endorsed by Council's Audit Committee. The Internal Audit Program that the Committee has overseen is in place to assist both Council and management to achieve sound control over all Council activities. Internal Audit is not involved in the day-to-day internal transaction checking but provides an independent and objective assurance that the appropriate processes are in place.

The Audit Committee formally reviews the performance of the Internal Auditor each year through confidential conversations with management and the Audit Committee. Before accepting each Audit Report submitted by the Internal Auditor, the Committee examines the recommendations made in each report and management's comments therein. These reviews give the Audit Committee and Council a level of assurance on the systems, processes and procedures employed by Council in the governance and control of its day-to-day operations.

To enable the Committee to closely monitor the implementation of management's agreed actions of the Internal Audit reports, a progress report from management is provided to each meeting. It is particularly pleasing to note that during the year a large number of actions, including some very longstanding ones have been completed by management. Management's ongoing focus on them has been acknowledged and appreciated.

Key Activities

An annual Internal Audit Plan was developed based on Council's strategic and operational risks. The Audit Plan is reviewed by the Audit Committee and approved by Council.

Achievements

In accordance with the Council-adopted Audit Plan, Crowe Horwath undertook the following Internal Audit Reviews:

- Statutory Building
- Food Act Management
- Grants (incoming and outgoing)
- Sundry Debtors
- Information Privacy
- Essential Safety Measures.*

*Note: The Internal Auditor has completed the Internal Audit Reviews for 2015/2016, however due to timing, the Information Privacy Report will be presented to the August meeting and the Essential Safety Measures Report will be presented to the December meeting.

	No. of findings	Level of control rating				
Internal Audit	No. of findings	High	Moderate	Low		
Statutory Building	10	1	6	3		
Food Act Management	7	1	1	5		
Grants (Incoming and Outgoing)	9	0	4	5		
Sundry Debtors	14	1	4	9		
Information Privacy	11	0	4	7		
Essential Safety Measures	4	4	4	4		

As a result of the Internal Audit Program the following summary provides a breakdown of the number of findings relating to each audit and level of rating of finding:

The monitoring and reporting of audit recommendations implementation has been enhanced over time. Status reports are provided by responsible Managers and reviewed by Internal Audit. Progress reports are reviewed quarterly by the Audit Committee as part of the Business Bought Forward Report. The quarterly update to the Audit Committee has raised the profile of internal audit issues and promoted timely implementation of recommendations.

Following each internal audit from Crowe Horwath, a feedback survey from the relevant department is completed and forwarded to the Internal Auditor for observation and comment, and is then considered by the Audit Committee to provide an assessment of the Internal Auditor and consider audit improvement opportunities. Number of Internal Audits undertaken over the past seven years.

Number of Internal Audits undertaken				
2015/2016	6			
2014/2015	6			
2013/2014	6			
2012/2013	6			
2011/2012	6			
2010/2011	5			
2009/2010	7			

Summary of previous Internal Audits

Internal audit title	Y/E June 2010	
IT Environment	Oct 2009	
Risk Assessment Workshops	Dec 2009	
Governance	Feb 2010	
Termination Payment	Feb 2010	
Performance Reporting	April 2010	
Accounts Payable and Accounts Payable Master File	June 2010	
Follow-up Prior Internal Audit Recommendations	June 2010	
	Y/E June 2011	
Ticket Machine Revenue Collection	Aug 2010	
Councillor and Employee Expenses	Nov 2010	
Long-term Capital Works	Dec 2010	
Business Continuity Plan	April 2011	
Procurement and Contract Management	March 2011	
Internal audit title	Y/E June 2012	
Payroll Controls	Aug 2011	
Risk Management Framework	Oct 2011	
Procurement Framework Update	Dec 2011	
Follow-up Prior Internal Audit Recommendations	March 2012	
	Indion Eone	
Event Management	April 2012	
Event Management Service-driven Asset Management		
Service-driven Asset Management	April 2012 April 2012	
Service-driven Asset Management Internal audit title	April 2012 April 2012 Y/E June 2013	
Service-driven Asset Management Internal audit title Organisation Development / Human Resources	April 2012 April 2012 Y/E June 2013 Sept 2012	
Service-driven Asset Management Internal audit title Organisation Development / Human Resources IT Disaster Recovery	April 2012 April 2012 Y/E June 2013 Sept 2012 Aug 2012	
Service-driven Asset Management Internal audit title Organisation Development / Human Resources	April 2012 April 2012 Y/E June 2013 Sept 2012	
Service-driven Asset Management Internal audit title Organisation Development / Human Resources IT Disaster Recovery	April 2012 April 2012 Y/E June 2013 Sept 2012 Aug 2012	

May 2013

Asset Management and Maintenance

Internal audit title	Y/E June 2014	
Follow-up Prior Internal Audit Recommendations	August 2013	
Rates Database Data Integrity	Sept 2013	
Fraud Framework	Sep 2013	
IT Controls	Feb 2014	
Contract Management	Mar 2014	
Website Application Penetration Test	April 2014	
Internal audit title	Y/E June 2015	
Risk Identification and Assessment Procedures	October 2014	
Building Asset Management and General Maintenance Review	August 2014	
Occupational Health and Safety	December 2014	
Maternal and Child Health	February 2015	
Payroll	May 2015	
Customer Service	June 2015	
Internal audit title	Y/E June 2016	
Statutory Building	July 2015	
Food Act Management	August 2015	
Sundry Debtors	November 2015	
Grants (Incoming and Outgoing)	April 2016	
Information Privacy	May 2016	
Essential Safety Measures	June 2016	

External Audit

Council's External Auditor the Victorian Auditor-General's Office (VAGO) is authorised to conduct the annual financial audit.

VAGO was responsible for providing a recommendation to the Auditor-General that the Annual Financial Statements of Council present a true and fair view of the financial affairs of Bayside City Council in accordance with applicable Accounting Standards and legislation.

For the first time since the introduction of the Local Government Performance Reporting Regulations, VAGO was also charged with the responsibility to audit Bayside's Performance Statement based on a series of service, financial and non-financial indicators.

It should be noted that once again, Bayside City Council received an unqualified audit report for the financial statements for the year ended 30 June 2015. Council also received an unqualified audit report for the performance statement for the year ended 30 June 2015, which for the first time, included the Local Government Performance Reporting Framework indicators. During the 2015/2016 year the Audit Committee considered the 2015 Annual Financial Statements, Closing Report, arrangement letter and 2016 Audit Strategy by the External Auditor. The External Auditor met with the Audit Committee on 4 September 2015 to discuss the Financial Statements in detail in accordance with the Audit Committee Charter.

At the February 2016 meeting VAGO representatives met with the Audit Committee to discuss the 2016 Audit Strategy.

It is also normal practice for the External Auditor to review the Internal Audit Program to better understand the internal control framework that exists at Council.

The External Auditor is a standing attendee at all Audit Committee meetings.

Fraud prevention

Council's fraud prevention controls aims to minimise risks related to fraud and corruption and the associated risks of significant fines or nonmonitory sanctions for non-compliance with laws and regulations.

During 2015/2016 the Audit Committee reviewed the Fraud Prevention Policy and considered a Fraud Control Plan developed by Council. Fraud awareness training has been completed by all staff as part of Council's staff induction training and also through mandatory e-learning. In addition, training is also provided on Fraud Prevention through the Governance training program across the organisation which is conducted bi-monthly.

During the 2015/2016 year there were no reported incidents of fraud or corruption, or staff disciplinary action arising from breaches of the Fraud Prevention Policy.

Council's Fraud Prevention Policy is published on Council's website and intranet.. The policy aims to minimise risk related to fraud and corruption.

Other matters

There were no Conflicts of Interest by Audit Committee members declared during the 2015/2016 year.

Looking forward 2016/2017

At the Audit Committee meeting in May 2016, the Committee agreed to a proposed Internal Audit Plan for 2016/2017. The Internal Plan consists of the following proposed audit reviews:

- Road Management Plan
- parking enforcement
- accounts payable and procurement
- contract management
- tendering processes
- IT governance and general controls.

Acknowledgements

Former independent member – Michael Said

As Chairperson of the Audit Committee, I would like to acknowledge the significant contribution of retiring External Member Mr Michael Said. Mr Said displayed a great deal of professionalism, commitment and passion to this important role during his six years' and seven months' service. The Audit Committee also benefited from his enthusiasm, wealth of experience and knowledge of the local government sector, and robust discussions on a range of matters which on some occasions provided a different perspective on matters before the Committee.

Mr Said provided a great deal of stability to the Audit Committee over the years, and this Committee expresses its best wishes to Mr Michael Said for the future.

Audit Committee members

I would like to acknowledge the professionalism and participation of all the members of the Audit Committee, particularly those more recent appointees Ms Lisa Woolmer and Mr Mick Ulbrick who both diligently got up-to-speed with the responsibilities and activities of the Audit Committee and made a significant contribution within the first nine months.

The level of discussion on matters brought before the Committee has been of a very high standard, which I believe has resulted in tangible benefits to the community, the Council and Council Officers. The Committee has also greatly benefited from the contributions of the Councillor committee members who bring significant local knowledge and local community experience, stability and commonsense to the table.

Organisation

I also wish to record my appreciation of the work undertaken by Council staff in supporting the work of the Committee, particularly the commitment and involvement of Mr Adrian Robb, Chief Executive Officer.

I would also like to record my appreciation of the support provided to the Audit Committee by Mr Mick Cummins, Director Corporate Services, Mr Bill Shanahan, Chief Financial Officer, Mr Jason Stubbs, Manager of Commercial Services, and Terry Callant Manager Governance and Performance Reporting, all who have made a significant contribution to assist the Audit Committee in discharging its duties in accordance with the Charter.

Mr Brian Keane Chairman – Audit Committee

This Annual Report of the Audit Committee for the year ending 30 June 2016 was presented to the Audit Committee for endorsement at its meeting held on 18 August 2016.

Risk management

Risks are everyday occurrences that have the potential to impact on Bayside City Council's ability to meet its objectives. While many risks cannot be eliminated, they can be identified, controlled and managed.

Council has developed a Risk Management Framework to provide a policy platform and guide the management of risk across the organisation. Based on the ISO 31000:2009 Risk Management Standards, the framework is supported by risk management software, policies and procedures. Each year, Council reviews components of the framework to ensure it continues to provide strong direction for risk management and remains consistent with the ISO 31000:2009.

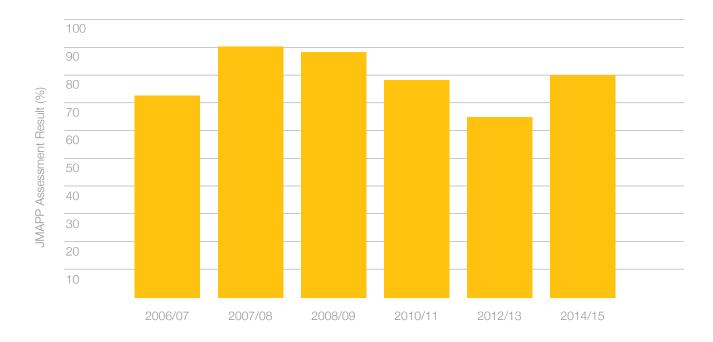
As part of the ongoing review of the framework, this year Council completed a review of its Risk Management Policy and Risk Assessment Procedure. This review involved key staff with knowledge and understanding of risk exposure and was supported by Council's Risk Management Coordinator. Council manages and reports on its risks through the Risk Module of the Interplan© Management System. This module enables the integration of risk reporting with other organisational performance reporting, and provides system users with the ability to proactively review and improve their approach to the management of risk.

Council's Audit Committee reviews quarterly status reports against Council's strategic risks. In addition, the Executive Team undertakes a monthly risk management meeting to review trends, achievements and areas where greater controls may be required. Internal audits focus on critical operational areas to determine weaknesses or opportunities for improvement. As part of the annual business planning cycle, departments are required to review operational risks to ensure the adequacy of controls.

Public liability insurance protects Council against financial risk associated with public claims. Council's public liability insurer now undertakes targeted risk assessment audits based on highrisk areas. In 2015/2016, Council's insurer MAV Insurance undertook a further risk assessments and reviewed processed relating to footpath and tree claims. These independent assessments provided opportunities for continuous improvement of our risk management systems in these areas. Council also undertook a tender process to market test insurance products and appoint an insurance broker in 2015/2016. The outcome will be significant savings and improved coverage for the 2016/2017 insurance renewal. Claims management is a significant component of managing risk and Council thoroughly investigates all claims. An external claims manager is employed to lead investigations and recommend settlement or otherwise. There has been a steady increase in the number of claims Bayside receives each year, which is similar to many other Victorian local governments.

Council is a member of JMAPP which is a discretionary trust that provides cover for Council's property assets. Bayside utilises JMAPP to undertake a bi-annual audit on the alternative vear to the MAV Insurance assessment. Prior to 2008 the JMAPP audit was undertaken annually. The following table shows JMAPP assessment results since 2006. Over the previous six years there has been a steady decline in our assessment rating, which is a direct result of changes to the methodology of the audit, particularly in removal or partial scores which are increasing the difficulty of achieving high scores. The result in 2014/2015 was a significant improvement on the previous year with improved results from site inspections.

Council is progressively improving its approach to root cause analysis related to incidents. This supports continuous improvement in mitigating risk-causing issues as it ensures incidents are investigated to determine root causes and introduce improvements to reduce the chance of a similar incident occurring in future.



Freedom of information

The Freedom of Information Amendment Act 2012 provides the opportunity for public access to Council documents. The Act establishes a legally enforceable right for the community to access information in document form held by Council. There is an application procedure, and rights of access are limited by exemptions prescribed in the legislation. Applications must be accompanied with the appropriate application fee and specific details of the information requested. The application form can be accessed via **www.bayside.vic.gov.au/freedom-of-information**

The Act now provides for the Freedom of Information Commissioner to undertake a review of a decision made by Council in relation to access to information. The Freedom of Information Commissioner is responsible for the following functions:

- conduct reviews of decisions made by agencies
- receive and handle complaints about agencies
- provide advice, education and guidance to agencies of the Act
- monitor compliance by agencies with prescribed professional standards
- provide advice, education and guidance to the public on the role of the Commissioner.

The Freedom of Information Commissioner can deal with complaints regarding the performance of the agency's functions and obligations under the Act. Further information pertaining to the Freedom of Information can be accessed via **www.foicommissioner.vic.gov.au**

The following table outlines the number of requests during 2015/2016 and trend data over a five-year period.

In accordance with Part II of the *Freedom of Information Act 1982*, certain documents or parts of documents kept by Council are exempt from disclosure under Part IV of the FOI Act when they fit into one of the following exemption categories:

- some internal working documents
- law enforcement documents
- documents considered by the Council at a closed meeting including any deliberations or decisions (Section 38a)
- documents covered by legal professional privilege, such as legal advice
- documents containing personal information about other people
- documents containing information provided to an agency in confidence
- documents containing information provided to an agency by a business where disclosure would cause unreasonable disadvantage
- documents covered by secrecy provisions in other legislation.

Categories of documents

Bayside holds information relating to the management and delivery of a wide range of services to the community including:

- strategic planning and monitoring performance targets
- investigations, correspondence, complaints and consultations with communities or groups, businesses and other government agencies
- adherence to policy, legislation and industry standards
- internal administrative and operational documents
- internal policy and procedural documents. financial records
- personnel documents

Certain documents, depending on their content, are regularly destroyed or transferred to the Public Records Office of Victoria in accordance with the *Public Records Act 1973*.

Publicly available documents

A range of documents and publications may be downloaded from Council's website **www.bayside.vic.gov.au**. These documents include newsletters, policies, strategies and plans. If there are other documents currently not available via Council's website that members of the public would like to inspect, they should contact Customer Services on (03) 9599 4444. A full list of documents that are available for public inspection can be found on page 214.

	2015/ 2016	2014/ 2015	2013/ 2014	2012/ 2013	2011/ 2012
Total number of new applications received for the period	31	49	36	64	68
Number requests where access was granted in full	22	25	27	60	55
Number of requests where access was granted in part	2	4	1	3	3
Number of requests where access was denied in full	0	0	0	1	0
Number of requests where information was unable to be provided	3	11	3	0	0
Number of requests not yet finalised	2	5	2	0	6
Number of requests not processed	2	4	1	0	0

Information available for public inspection

In accordance with the *Local Government Act 1989* and Section 11 of the Local Government (General) Regulations 2004 the following information is made available for public inspection on request at the Corporate Centre, 76 Royal Avenue Sandringham, during normal office hours from 8.30am to 5pm, weekdays.

Details of current allowances fixed for the Mayor and Councillors under Section 74 of the *Local Government Act 1989*:

- details of Senior Officers' total salary packages for the current financial year and the previous financial year
- details of overseas or interstate travel undertaken in an official capacity by Councillors or any member of Council staff in the previous 12 months
- names of Council Officers who were required to submit a return of interest during the financial year and the dates the returns were submitted
- names of Councillors who submitted returns of interest during the financial year and the dates the returns were submitted
- agendas and minutes for Ordinary and Special Meetings held in the previous 12 months kept under Section 93 of the Act, except where such minutes relate to parts of meetings which have been closed to members of the public under Section 89 of the Act
- a list of all Special Committees established by Council and the purpose for which each committee was established
- a list of all Special Committees established by the Council, which were abolished or ceased to function during the financial year
- minutes of meetings of Special Committees established under Section 86 of the *Local Government Act 1989* and held in the previous 12 months, except where such minutes relate to meetings which have been closed to members of the public under Section 89 of the Act

- register of delegations kept under Section 87 and 98 of the *Local Government Act 1989*
- submissions received under Section 223 of the Local Government Act 1989 during the previous 12 months
- agreements to establish regional libraries under Section 196 of the *Local Government Act 1989*
- details of all property, finance and operating leases involving land, buildings, plant, computer equipment and vehicles entered into by Council as lessor or lease
- register of authorised officers appointed under Section 224 of the *Local Government Act 1989*
- a list of donations and grants made by the Council during the financial year, including the names or persona or bodies which have received a donation or grant and the amount of each donation or grant
- a list of the names of the organisations of which the Council was a member during the financial year and details of all membership fees and other amounts and services provided during that year to each organisation by the Council
- a list of contracts valued at \$100,000 or more than Bayside City Council entered into during the financial year which the Council entered into without first engaging in a competitive process and are not contracts referred to in Section 186(5) of the Local Government Act 1989
- copies of election campaign donations returns that are given under Section 62 of the *Local Government Act 1989*. A summary of the election campaign donations is also available on Council's website
- Councillor Support and Reimbursement of Expenses Policy as prescribed by Section 75B of the *Local Government Act 1989*. A copy is also available on Council's website.

Inspection of these documents can be arranged by contacting Council's Governance and Performance Reporting Department on (03) 9599 4444.

Information privacy

Council's Information Privacy Policy is based on the principles outlined in the *Information Privacy Act 2000* and *Health Records Act 2001* and governs Council's approach to managing personal information. Both Acts include privacy principles that relate to the collection, use and disclosure of information.

Relevant Council forms and information systems include a privacy statement that advises the community why the personal information is being collected, how it will be used and how it can be accessed by the person providing it. Bayside staff undertake information privacy training annually.

During 2015/2016, there were no complaints regarding breaches of customer privacy. For further information on Council's Privacy Policy, please contact Council's Privacy Officer, Bayside City Council, PO Box 27, Sandringham 3191.

Report against the *Protected Disclosure Act 2012*

The *Protected Disclosure Act 2012,* part of the new statutory regime for Victoria's integrity reforms commenced operation on 10 February 2013, replacing the former *Whistleblowers Protection Act 2001* and amending the *Ombudsman Act 1973*.

The reform includes the creation of the Independent Broad-based Anti-corruption Commission (IBAC), a body established to promote integrity and accountability across the Victorian public sector, the Victorian Inspectorate, whose role is to oversee both the IBAC and the Ombudsman, and the new Accountability and Oversight Parliamentary Committee which has oversight over the Ombudsman.

The *Protected Disclosures Act 2012* is designed to encourage and facilitate the disclosure of information about improper conduct by Council Officers and Councillors. The legislation protects those who disclose information and provides a framework for investigating and rectifying action. Council has implemented Protected Disclosure Procedures to establish a system to facilitate the making of disclosures of improper conduct or detrimental action by Council or its employees.

Bayside acknowledges the value of transparent and accountable administration and management practices and support disclosures that reveal corruption, mismanagement or conduct involving a substantial risk to public health and safety or the environment. Such inappropriate conduct should be reported to Council's Protected Disclosure Coordinator on (03) 9599 4444 or by email to **protecteddisclosure@bayside.vic.gov.au**

Alternatively disclosures may be made direct to IBAC on 1300 735 135. Under this Act, all disclosures about Councillors should be directed to the IBAC.

In accordance with Section 105 of the Act, reports by councils concerning disclosures relating to officers and employees of councils, the following information is supplied for the period 1 July 2015 to 30 June 2016.

Requirement of the Protected Disclosures Act 2012	Report (1 July 2015 to 30 June 2016)		
Procedures established by Council	Procedures are available on Council's website www.bayside.vic.gov.au and available at the Corporate Centre during normal business hours.		
The number and types of protected disclosures made to the Council during the year.	Nil		
The number and types of protected disclosures notified to the Independent Broad-based Anti-corruption (IBAC) during the year by the Council.	Nil		
The number and types of protected disclosure complaints investigated by an investigating entity.	Nil		
The number and types of protected disclosure complaints dismissed by the investigating entity.	Nil		
The number of applications for an injunction made by the investigating entity.	Nil		

Report against the Road Management Act 2004

The intent of the Road Management Act 2004 is to:

- establish a new statutory framework for the management of the road network which facilitates the coordination of the various uses of road reserves for roadways, pathways, infrastructure and similar purposes
- set out certain rights and duties of road users
- establish the general principles which apply to road management
- provide for the role, functions and powers of a road authority
- provide for the making of Codes of Practice to provide practical guidance in relation to road management
- facilitate the making of road management plans as part of the management system to be implemented by a road authority in the performance of road management functions
- enable the declaration and discontinuance of roads
- provide a new process for the declaration and classification of roads and the reallocation of management responsibility for roads
- provide for a road authority to keep a register of public roads in respect of which the road authority is the coordinating road authority
- provide for the construction, inspection, maintenance and repair of public roads
- set out the road management functions of road authorities
- set out the road management functions of infrastructure managers and works managers in providing infrastructure or conducting works
- provide for issues relating to civil liability arising out of road management
- provide for mechanisms to enforce and administer provisions of the Act
- make related amendments to the *Transport* Act 1983, the Road Safety Act 1986, the Local Government Act 1989 and certain other Acts.

The Bayside Road Management Plan sets out Council's methodology for inspection, maintenance and repair of its roads and road-related assets. Furthermore, the Road Management Plan forms the basis of Council's policy position with regard to its road and road related assets in accordance with the *Road Management Act 2004*. In accordance with the Act, the current version of the Bayside Road Management Plan (Version 4.0) was reviewed and adopted by Council in June 2013.

As per Section 22 of the *Road Management Act* 2004, Council is required to publish a summary of any Ministerial Directions received within the respective financial year. Within the 2015/2016 financial year, Bayside received no Ministerial Directions associated with the Act.

Report against the Food Act 1984 7E(6)

As per Section 7E(6) of the *Food Act 1984*, Council is required to publish a summary of any Ministerial Directions received within the respective financial year. In the 2015/2016 financial year, Bayside received no Ministerial Directions associated with the Act.

Report against the Domestic Animal Management Plan

The *Domestic Animals Act 1994* requires all Victorian councils to have a four-year plan in place for the management of dogs and cats within their municipality.

The Bayside Domestic Animal Management Plan (2012–2016) caters for the needs of companion animals and their owners and addresses the concerns of the general public. Input into the plan was from a wide audience involving pet interest groups, residents, vets and other industry professionals. The plan contains a wide-ranging set of recommendations to help Council to assist residents in the ongoing management of domestic pets within Bayside and also aims to promote responsible pet ownership within the community. As per the *Domestic Animals Act 1994*, Council is required to review the plan annually and report to the community on achievements.

Key achievements included:

- developed a new DL flyer Bayside Pets – A Guide for Owners
- Café Coaster developed and distributed to business owners with street trading permits
- pets activity book educational book aimed at children
- updating and refreshing the Walking your Dog in Bayside map
- pet expo held in November was attended by approximately 2,000 pet owners
- pet microchipping and registration event held on a weekend in March 2015
- pound contract awarded to the Lost Dogs' Home to improve adoption and return rates of pets
- after-hours animal contract awarded to the Lost Dogs' Home.

Report against the *Carers Recognition Act 2012*

Within the *Carers Recognition Act 2012*, Council is required to report annually on its care measurement obligations under Section 11 of the Act. Council has taken all practicable measures to comply with its responsibilities outlined in the *Carers Recognition Act 2012*.

Council has promoted the principles of the Act to people in care relationships who receive Council services; to people in care relationships; and to the wider community by:

- distributing printed material through relevant Council services
- providing information to organisations represented in Council/community networks.

Council has taken all practicable measures to ensure staff, Council agents and volunteers working for Council are informed about the principles and obligations of the Act by including information on the care relationship in:

- Council induction and training programs for staff working in Aged and Disability Services
- Council induction and training programs for staff working in front-line positions with the general community
- induction and training programs for volunteers working directly with the community.

Council has taken all practicable measure to review and modify policies, procedures and supports to include recognition of the carers relationship and has provided the following additional activities and resources to recognise the care relationship:

• recognising carers during National Carers Week in October 2015 at a ceremony held at the Brighton International and the provision of respite services for carers.

Charter of Human Rights

The Victorian Charter of Human Rights and Responsibilities Act 2006 ('Charter') came into force in 2008 and is law that protects the fundamental human rights of all people in Victoria.

The Charter contains 20 rights that reflect the four basic principles of freedom, respect, equality and dignity.

The Charter requires all public authorities and their employees to act compatibly with human rights in the delivery of services and when making decisions.

Bayside City Council recognises and respects that everyone has the same human rights entitlements to allow them to participate in, and contribute to, society and our community. We recognise that all persons have equal rights in the provision of, and access to, Council services and facilities. We also recognise that, at times, such rights may be limited, insofar as to strike a balance between individual rights and the protection of public interest. The Charter also complements other laws such as equal opportunity legislation and protects basic rights such as freedom of speech, freedom from forced work and freedom from regarding treatment which previously had no legal protection.

An initiative in relation to the Charter of Human Rights implemented in 2015/2016 included:

 provision of an online learning module to train educate and staff in regards to equal opportunity and human rights.

During 2015/2016, no Charter-related complaints were made to Bayside.

Annually, the Victorian Equal Opportunity and Human Rights Commission produces a report on the Charter of Human Rights and Responsibilities and local government. The report details how local councils are meeting their human rights obligations and provides examples of good human rights outcomes in our local communities. This report can be viewed via **www.humanrightscommission.vic.gov.au**



Legislation that impacts on Council

Council undertakes a broad range of activities and services and conducts its activities under a highly regulated environment.

Many Acts and regulations including those listed below have a direct impact on Council and require compliance, contain specific provisions relevant to Council, have some form of indirect influence or require specific knowledge by staff carrying out their duties.

- Aged Care Act 1997 (Commonwealth)
- Australian Accounting Standards
- Building Act 1993
- Building Regulations 2006
- Carers Recognition Act 2012
- Children, Youth and Families Act 2005
- Children's Services Act 1996
- Crown Land (Reserves) Act 1978
- Cultural and Recreational Lands Act 1963
- Disability Act 2006
- Domestic Animals Act 1994
- Drugs, Poisons and Controlled Substances Act 1981
- Education and Care Services National Law Act 2010
- Education and Care Services National Regulations 2011

- Emergency Management Act 1986
- Environment Protection Act 1970
- Food Act 1984
- Freedom of Information Act 1982
- Geographical Place Names Act 1998
- Health (Immunisation) Regulations 1999
- Health (Prescribed Accommodation) Regulations 2010
- Health Records Act 2001
- Heritage Act 1995
- Information Privacy Act 2000
- Land Acquisition and Compensation Act 1986
- Local Government Act 1989
- Local Government (General) Regulations 2004
- Local Government (Electoral) Regulations 2005
- Local Government (Planning and Reporting) Regulations 2014
- Occupational Health and Safety Act 2004
- Planning and Environment Act 1987
- Protected Disclosures Act 2012
- Public Health and Wellbeing Act 2008
- Public Health and Wellbeing Regulations 2009
- Public Records Act 1973
- Road Management Act 2004
- Road Safety (Road Rules) Regulations 1999
- Road Safety Act 1986
- Tobacco Act 1987

National Competition Policy compliance

The National Competition Policy (NCP) was introduced in 1995, and the objective of the NCP is to promote a more efficient public resource allocation decisions by all levels of government.

The NCP requires compliance in three areas namely:

- Trade Practices (Competition Code, Competition Policy Reform) Act 1995
- local laws
- competitive neutrality.

Bayside continues to acknowledge its obligations to comply with the *Trade Practices Act Part IV*. During 2015/2016 there were no complaints regarding trade practices matters.

Bayside continues to recognise its obligations toward competitive neutrality in accordance with the requirements of the statement of Victorian Government Policy, National Competition Policy and local government.

In summary, Bayside City Council has complied with the requirements of the National Competition Policy for the period 1 July 2015 to 30 June 2016.

Best value

During the 2015/2016 financial year, Bayside City Council complied with the *Local Government (Best Value Principles) Act 1999* (*Vic*) by ensuring that each of Council's departments continued to review its services through consultation, benchmarking and performance monitoring, in addition to the program of strategic service reviews. The opportunities identified for service improvement were implemented through the annual departmental planning process.

Best Value overview

Best Value at Bayside		
Quality and cost standards	Accessible services	 Responsive to community needs
Continuous improvement	Report regularly to the community	Community consultation

Best Value Principle	Description
Quality and cost standards	This principle refers to the extent to which services are achieving or exceeding relevant key performance indicators of service quality and the service can demonstrate value for money. Bayside City Council measures the standard of service through a range of quality and cost measures including industry standards, the strategic indicators of our Council Plan and indicators within Department plans.
Responsive to community needs	This principle refers to the extent to which the community feels that we not only understand what it is seeking from our services but also the extent that current services reflect that understanding. Community needs are established through the analysis of customer requests, community feedback and survey results. During 2015/2016, Bayside City Council sought feedback on its performance from resident and business groups. Survey results help the organisation set targets for continuous improvement in service delivery and provide data to support Best Value Principles in our planning, decision-making and actions.
Accessible services	This principle refers to the extent to which services are able to be readily accessed by those for whom the services are intended. Annual service plans are developed for each department of the organisation and barriers to accessibility are addressed through these plans.
Continuous improvement	This principle refers to the extent to which our work is continuously improved. Bayside City Council has implemented the Business Excellence Framework© as a model to promote continuous improvement within our organisation. Annual capability assessments commenced in 2015/2016 and are conducted at a department level to identify the key areas of capability for departments to focus on, within the business excellence model.
Community consultation	Community engagement is any process that involves the public in problem solving or decision-making and uses public input to make decisions. Our Community and Stakeholder Engagement Policy 2014 is built on the IAP2 core values and spectrum for public participation.
Report regularly to the community	Bayside City Council reports regularly to the community through advisory committees, publications such as <i>Let's Talk Bayside</i> , our website, Facebook, Twitter, newsletters and fact sheets and the Annual Report.

Strategic service reviews

Bayside undertook a program of strategic service reviews underpinned by Best Value Principles and the Better Place Approach, to ensure services are relevant to community needs, are financially sustainable and are being delivered efficiently and effectively to provide public value.

This year we undertook four strategic service reviews, providing us with an opportunity to examine how we work to improve liveability for our community. Reviews were conducted into Arts and Cultural Services, Library Services, Transport Planning and Traffic Management, and Building Services with a number of recommendations developed. Reviews into Arts and Culture and Library Services have been reported to Council. The purpose of the service reviews is to ask what we do, why we do it and how we might be able to do it better. The reviews form part of our commitment to continuous improvement and they are an opportunity to ensure we are delivering the right services for our community, in the right way and at the right cost.

Recommendations arising from service reviews previously conducted into Home and Community Care, Statutory Planning, Family and Children's Service and Youth Services have been implemented though 2015/2016 and have delivered significant improvements in cost effectiveness and service quality.

The recommendations arising from service reviews conduced in 2015/2016 will be implemented throughout 2016/2017 financial year, and have been built into departmental plans to monitor progress and report back to Council regularly.

Business Excellence at Bayside

Since 2009, Bayside City Council has implemented Business Excellence at Bayside as a model to promote a strong internal focus on capability building and continuous improvement to achieve our organisational goals. This program is based on the Business Excellence Framework©.

The Business Excellence Framework© focuses on the common features of successful organisations across the private, for profit, not-for-profit and public sectors. It demonstrates that ongoing sustainable performance and success are not accidents; it comes from knowing what is important and how to achieve it. Ongoing success also comes from continuous review and improvement.

The seven categories of the Business Excellence Framework© are:

- leadership
- strategy and planning
- information and knowledge
- people
- customers and other stakeholders
- process management, improvement and innovation
- results and sustainable performance.

In 2015/2016 capability assessments were undertaken at the department level using the Business Excellence Framework©. Through undertaking these assessments, teams were able to understand their capability relative to the practices of successful organisations and define what success looks like for their services. Each department has developed an action plan for improving their capability, which will result in improved service performance over the 2016/2017 year. Each department will now assess their capability annually as part of business planning cycles, with a focus on increasingly improving performance and results.

Improvements included:

- development of a system (A–Z information guide) enabling all staff to access information for customer service enquiries about the organisation
- introducing new processes for delivering traffic and transport services with an approach to sourcing customer and stakeholder feedback built into the processes.

We are committed to working on the improvement opportunities identified in the assessments to ensure we can continue to focus on the key factors that will make a difference to our performance, enabling us to work together to make Bayside a better place.

Victorian Local Government Indicators

The Victorian Government requires all Victorian councils to measure and annually report against 11 Victorian Local Government Indicators. These indicators provide information regarding expenditure, cost of services and infrastructure provision, customer satisfaction and governance. Figures from the previous two years are also included as a comparison.

Indica	ator	Calculation	2015– 2016	2014– 2015	2013– 2014
1.	Average rates and charges per assessment	Total rates and charges receivable at beginning of year/number of assessments in the adopted budget	\$1,906	\$1,834	\$1,766
2.	Average residential rates and charges per assessment	Rates and charges declared for residential assessments receivable at beginning of year/ number of assessments in the adopted budget	\$1,908	\$1,829	\$1,776
3.	Average liabilities per assessment	Total liabilities/number of assessments in the adopted budget	\$709	\$791	\$822
4.	Operating result per assessment (Note 1)	Net surplus/number of assessments in the adopted budget	\$619	\$462	\$362
5.	Average operating expenditure per assessment	Operating expenditure/number of assessments in the adopted budget	\$2,211	\$2,232	\$2,220
6.	Community satisfaction rating for overall performance generally of Council	Result from the Annual Local Government Community Satisfaction Survey	65	63	65
7.	Average capital expenditure per assessment	Capital expenditure/number of assessments in the adopted budget	\$540	\$448	\$449
8.	Renewal gap	Capital renewal /average annual asset consumption	95%	83%	82%
9.	Renewal and maintenance gap	Capital renewal and maintenance /average annual asset consumption plus planned maintenance	97%	87%	85%
10.	Community satisfaction rating for Council's advocacy and community representation on key local issues	Result from the Annual Local Government Community Satisfaction Survey	53	52	53
11.	Community satisfaction rating for Council's engagement in decision-making on key local issues	Result from the Annual Local Government Community Satisfaction Survey	57	52	53

Note 1: The 2015/2016 operating result per assessment of \$619 (\$462 in 2014/2015) includes capital grants and contributions received \$2.312 million (\$1.015 million in 2014/2015) and developer contributions received \$5.010 million (\$2.551 million in 2014/2015) and net gain from sale of Sandringham Child Care Centre \$1.216M. Excluding these factors, the 2014/2015 operating result per assessment would be \$422 (\$317 in 2014/2015).



Victorian Auditor-General's Office (VAGO) financial performance indicators

The Victorian Auditor-General's Office assesses the financial sustainability of councils from an analysis of four core indicators and two sectorspecific indicators. To be financially sustainable, councils should have the capacity to meet current and future expenditure as it falls due. They should also be able to absorb foreseeable changes and risks materialising, without significantly changing their revenue and expenditure policies. The indicators reflect the sustainability of local government funding and expenditure policies, and the way in which we manage debt and maintain assets to sustain current service levels.

Note: Underlying Result

VAGO underlying result ratio excludes contributions of nonmonetary assets and written down value of assets disposed.

LGPRF underlying result ratio excludes non-recurring capital grants, capital contributions, and contributions of non-monetary assets

		Description	VAGO Target	Calcula	ations	2015/ 2016	2014/ 2015
	Underlying result	 A positive result indicators a surplus and the larger per centage the stronger the result. A negative result indicates a deficit. Operating deficits cannot be sustainable in the long-term. 	Greater	Underlying surplus/ deficit	26,749	21.34%	16.0%
	Underly	 Net result and total underlying revenue is obtained from the comprehensive operating statement and is adjusted to take into account large one-off (non- recurring) transactions. 	zero	Underlying revenue	125,356	21.3470	10.9%
	>	 This measures Council's ability to pay existing liabilities in the next 12 months. 	Graatar	Current assets	82,099		
	Liquidity	 A ratio of one or more means that there are more cash and liquid assets than short-term liabilities. Current liabilities have been adjusted to exclude those liabilities not expected to be settled within the next 12 months including employee provisions. 	Greater than 1:1.5	Current liabilities	27,512	2.98 to 1	2.59 to 1
	SSS	 Comparison of non-current liabilities (mainly comprised of borrowings) to own-source revenue. The higher the per centage, the less able councils 		Non-current liabilities	3,109		
D	Indebtedness	 are to cover non-current liabilities from the revenues they generate themselves. Own-source revenue is used (rather than total revenue) because it does not include capital grants, which are usually tied to specific projects. 	Less than 40.0	Own-source revenue	105,528	2.95%	8.3%
Indicator	cing	 Measures the ability to replace assets using cash generated by operations. 	Greater	Net operating cash flow	43,276		
	Self-financing	The higher the per centage the more effectively this can be done.Net operating cash flows are obtained from the cash flow statement.	than 20.0	Underlying revenue	125,356	34.52%	29.7%
	nent	 Comparison of the rate of spending on infrastructure, property, plant and equipment and intangibles with depreciation. This is a long-term indicator, as capital expenditure 		Capital spend	23,332		
	Capital replacement	 can be deferred in the short term if there are insufficient funds available from operations, and borrowing is not an option. Cash outflows for property, plant, equipment, infrastructure and intangibles are taken from the cash flow statement. Depreciation and amortisation is taken from the comprehensive operating statement. 	Greater than 1.5	Depreciation	14,757	1.58	1.34
		 Comparison of the rate of spending on existing infrastructure, property, plant and equipment through renewing, restoring and replacing existing 		Renewal and upgrade	13,952		
	Renewal gap	 assets with depreciation. Ratios higher than 1:1 indicate that spending on existing assets is greater than the depreciation rate. Similar to capital replacement, this is a long-term indicator, as capital expenditure can be deferred in the short term if there are insufficient funds available from operations, and borrowing is not an option. 	Greater than 1.0	Depreciation	14,757	0.95	1.17

Part 4 Performance Statement and Annual Financial Report

Performance Statement for the year ended 30 June 2016

Description of municipality

Bayside City Council (the Council) is situated on the coastline of Port Phillip Bay and has an estimated residential population of 101,321, which has been steadily increasing for over a decade.

The City of Bayside covers an area of 37 square kilometres, with its northern boundary eight kilometres from Melbourne's central business district. The coastline of Port Phillip forms the western boundary of Bayside, while the Nepean Highway and the Melbourne to Frankston railway line form most of the eastern boundary.

The City of Bayside is adjoined by the cities of Port Phillip, Glen Eira and Kingston. Bayside encompasses all or part of the Suburbs of Beaumaris, Black Rock, Brighton, Brighton East, Cheltenham, Hampton, Hampton East, Highett and Sandringham. Bayside is characterised by quality residential areas and is also home to a variety of businesses. Residents and visitors alike enjoy Bayside's numerous parks, reserves, foreshore, local retail centres, excellent sporting and recreational grounds and buildings, heritage buildings and sites, art galleries and festivals.

Bayside's coastline stretches for 17 kilometres from Head Street, Brighton, in the north to Charman Road, Beaumaris, in the south. It features many attractions such as Ricketts Point Marine Sanctuary, the Artists' Walking Trail, Red Bluff Cliffs, the bathing boxes at Dendy Street beach and Middle Brighton Sea Baths.



Sustainable capacity indicators For the year ended 30 June 2016

le d'a staufus a source	Res	ults	
Indicator/measure	2015	2016	Commentary (as appropriate)
Population			
Expenses per head of municipal population [Total expenses / Municipal population]	\$950.82	\$942.46	Council has achieved savings in the operating budget which has resulted in increased efficiency of service delivery.
Infrastructure per head of municipal population [Value of infrastructure / Municipal population]	\$4,166.50	\$4,234.35	Council will continue to increase its investment in property, plant and equipment in the coming years in order to meet the community's demands for a more liveable city.
Population density per length of road [Municipal population / Kilometres of local roads]	270.13	273.84	A high proportion of private dwellings in Bayside are separate houses, with only 15 per cent of dwellings being flats or apartments. This measure reflects the population density within the municipality.
Own-source revenue			
Own-source revenue per head of municipal population [Own-source revenue / Municipal population]	\$996.12	\$1,041.52	Council revenue for planning application fees and permits has increased during 2015/2016 reflecting an increase in development activity during the year. Infringement income has also increased during 2015/2016 due to increased patrols along the foreshore and activity centres in response to resident requests.
Recurrent grants			
Recurrent grants per head of population [Recurrent grants / Municipal population]	\$114.09	\$93.53	The Victorian Grants Commission paid 50 per cent of the 2015/2016 funding allocation during 2014/2015.
Disadvantage			
Relative socio-economic disadvantage [Index of Relative Socio-economic Disadvantage by decile]	10	10	The score indicates that, overall, Bayside had a relative lack of disadvantage when compared to most other local government areas in Victoria, and to metropolitan Melbourne. However Bayside does have scattered pockets or neighbourhoods experiencing disadvantage, which are masked by the affluence across the municipality.

Definitions

"adjusted underlying revenue" means total income other than:

(a) non-recurrent grants used to fund capital expenditure

(b) non-monetary asset contributions

(c) contributions to fund capital expenditure from sources other than those referred to above

"infrastructure" means non-current property, plant and equipment excluding land "local road" means a sealed or unsealed road for which the Council is the responsible road authority under the *Road Management Act 2004* "population" means the resident population estimated by Council "own-source revenue" means adjusted underlying revenue other than revenue that is not under the control of Council (including government grants)

"relative socio-economic disadvantage, "in relation to a municipality, means the relative socio-economic disadvantage, expressed as a decile for the relevant financial year, of the area in which the municipality is located according to the Index of Relative Socio-Economic Disadvantage (Catalogue Number 2033.0.55.001) of SEIFA

"SEIFA" means the Socio-Economic Indexes for Areas published from time to time by the Australian Bureau of Statistics on its website

"unrestricted cash" means all cash and cash equivalents other than restricted cash.

Service performance indicators For the year ended 30 June 2016

		Results	
	Service/indicator/measure	2015 2016	Commentary (as appropriate)
Aquatic facilities			
Utilisation	Utilisation of aquatic facilities [Number of visits to aquatic facilities / Municipal population]	0	Council owns two aquatic facilities within the Bayside area: Sandringham Family Leisure Aquatic Centre and Middle Brighton Sea Baths. Both these facilities are operated and managed under private commercial lease agreements. Council is not responsible for the operation or management of the Sandringham Family Leisure Aquatic Centre and Middle Brighton Sea Baths is not technically defined as an aquatic facility.
Animal management	lent		
Health and safety	Animal management prosecutions [Number of successful animal management prosecutions]	ന *ഗ	Council educates the community about responsible pet ownership to minimise breaches of the <i>Domestic Animals Act</i> . Council has successfully prosecuted nine animal matters this year.
Food safety			
Health and safety	Critical and major non-compliance notifications [Number of critical non-compliance notifications and major non-compliance notifications about a food premises followed up / Number of critical non-compliance notifications and major non-compliance notifications about food premises] x100	100% 100%	Council places a high importance on food safety and all critical and major non-compliance outcome notifications are followed up.
Governance			
Satisfaction	Satisfaction with Council decisions [Community satisfaction rating out of 100 with how Council has performed in making decisions in the interest of the community]	56 56	Bayside prides itself on making evidence-based decisions in the best interest of the community. The community satisfaction rating with Council decisions remains stable over the reporting period. Council's results are seven points higher than the state-wide average and three points higher than the metropolitan group average.
Home and comm	Home and community care (HACC)		
Participation	Participation in HACC service Number of people that received an HACC service / Municipal target population for HACC services] x100	44.00% 43.46%	⁶ Bayside City Council has an ageing population and a high participation rate in HACC services. The majority of service users are aged 80+ years. Evidence indicates this age cohort are the most prolific users of services to allow people in this age group to remain independent and living at home in the community. Participation rate is consistent with the 2014/2015 year.
	Participation in HACC service by CALD people Number of CALD people who receive an HACC service / Municipal target population in relation to CALD people for HACC services] x100	37.89% 38.01%	⁶ Bayside City Council has an ageing population and a high participation rate by the CALD community in HACC services. The majority of service users are aged 80+ years. Evidence indicates this age cohort are the most prolific users of services to allow people in this age group to remain independent and living at home in the community. Each year Council provides information sessions with interpreters to CALD Seniors' Groups to increase their knowledge about available services. The participation rate of CALD seniors is consistent with the 2014/2015 year.

Libraries				
Participation	Active library members [Number of active library members / Municipal population] x100	22.10%	23.56%	Active library membership includes e-book borrowers for 2015/2016, in line with new reporting guidance. Council uses external e-book suppliers which results in an inability to report on all unique e-book borrowers in this measure. Total e-book loans make up 3.87 per cent of total library collection item loans.
Maternal and child health (MCH)	ild health (MCH)			
Participation	Participation in the MCH service [Number of children who attend the MCH service at least once (in the year) / Number of children enrolled in the MCH service] x100	81.50%	82.26%	Participation rate is consistent with the 2014/2015 financial year figure of 82 per cent. Council Maternal and Child Health Nurses are proactive in contacting families who have missed key ages and stages visits.
	Participation in the MCH service by Indigenous Australian children [Number of Indigenous Australian children who attend the MCH service at least once (in the year) / Number of Indigenous Australian children enrolled in the MCH service] x100	89.19%	80.00%	Participation rate of 80 per cent is lower than the 2014/2015 figure of 89 per cent. There is a small number of known Indigenous Australian families who reside in the Bayside area. Two children did not engage in the service in 2015/2016.
Roads				
Satisfaction	Satisfaction with sealed local roads [Community satisfaction rating out of 100 with how Council has performed on the condition of sealed local roads]	67	02	Council has shown an overall increase in community satisfaction which resulted in a three points higher than average score above the metro councils and 16 points above the state average.
Statutory planning	ßu			
Decision making	Council planning decisions upheld at VCAT Number of VCAT decisions that did not set aside Council's decision in relation to a planning application / Number of VCAT decisions in relation to planning applications] x100	40.91%	44.05%	The decision-making result has seen a slight improvement on the previous year. The type of appeals against Council's decision has also changed from a high proportion of appeals due to Council's failure to make a decision within 60 statutory days, toward appeals against the correctness and defensibility of the decision.
Waste collection				
Waste diversion	Kerbside collection waste diverted from landfill [Weight of recyclables and green organics collected from kerbside bins / Weight of garbage, recyclables and green organics collected from kerbside bins] x100	50.92%	49.45%	The Bayside community continues to divert approximately 50 per cent of the waste from landfill that is collected through Council's kerbside collection services. During the 2015/2016 year there was a slight decrease in recyclables, resulting in a slight increase in waste to landfill. Waste diversion rates are consistent with previous years.
*This figure has been u	pdated from the 2014/2015 Performance Statement to reflect cha	inges to the r	eporting me	*This figure has been updated from the 2014/2015 Performance Statement to reflect changes to the reporting methodology and allow accurate comparison of results. The 2015 result was originally reported as 7.
Definitions Indigenous Australian child" means a child Australian Indigenous Australian" has the same mea Indigenous Australian Harlage Act 2006 "active library member" means a member (borrowed a book from the library "Annual Report" means an Annual Report under sections 131, 132 and 133 of the Act Under sections tom outside Australia in a cour tanguage is not English	Definitions Class 1 food premises, means food premises, within the meaning dustralian "Indigenous Australian" has the same meaning as in the food Act 1984, that have been declared as class 1 food premises, means food premises, within the meaning of the <i>Food Act 1984</i> , that have been declared as class 1 food premises under Section 19C of that Act "active library with a meaning of the <i>Food Act 1984</i> , that have been declared as class 2 food premises, means and premises under Section 19C of that Act "active library member" means an member of a library who has a book from the library of the <i>Food Act 1984</i> , that have been declared as class 2 food premises, means food premises, within the meaning of the <i>Food Act 1984</i> , that have been declared as class 2 food premises, means and premises under Section 19C of that Act "active library under sections 131, 132 and 133 of the Act "Community Care Common Standards" means a therean outside Australia in a country whose national and the food the food the food to premises.	is food premise the been declare of that Act is tood premise to bod premise to bod act of that Act tandards "mea the delivery off, the Commoniv or Indiffication commoniv clinder Sectio	s, within the n d as class 1 fi s, within the n s, within the n as the Comm ACC service- vealth veath n 19N(3) or (4)	 aning Food Act 1984, or advice given to council by an authorised officer under that Act. 7004 aning Food Act 1984, or advice given to council by an authorised officer under that Act. 7004 aning "food premises" has the same meaning as in the Food Act 1984, or advice given to council under Section 19N(3) or (4) of the Food Act 1984 "major non-compliance outcome notification" means a notification threat to public health "hock premises" has the same meaning as in the Food Act 1984, or advice given to council by an authorised officer under the Act contex and Community Care Act 1985 of the Commonwealth "HACC program" means home help, personal care or community the Home and Community Care or community the municipality from birth until school age to reside by a council bate and common the action is taken that the act 1985 of the Commonwealth "HACC service" means a seeled or unsealed row which the Council is the resident population" means the resident population stimated by Council state and control the Review the Act 1985 of the Commonwealth "Coal noad" means a seeled or unsealed row which the Council is the resonsible road authority under the Review the resident population stimated by Council state action to the Review the Review the Review that the Review the Review that the Review the Review that the R

Financial performance indicators For the year ended 30 June 2016

	Results	ults		Forecasts	asts		
Dimension/indicator/measure	2015	2016	2017	2018	2019	2020	commentary (as appropriate)
Efficiency							
Revenue level Average residential rate per residential property assessment [Residential rate revenue / Number of residential property assessments]	\$1,829.22	\$1,896.97	\$1,927.00	\$2,001.44 \$2,048.64	\$2,048.64	\$2,112.11	To maintain a sound financial position, Council will increase investment in the capital program to ensure asset renewal targets are met, continue to increase repayment of debt, while maintaining service levels expected by the community. To achieve this, general rates and the municipal charge for 2016/2017 have increased by 2.5 per cent in accordance with the new rate capping framework for 2016/2017. The waste charge has decreased by 0.9 per cent for 2016/2017, which reflects a 6 per cent increase in waste services offset by a one-off carbon tax rebate.
Expenditure level Expenses per property assessment [Total expenses / Number of property assessments]	\$2,190.54	\$2,181.16	\$2,287.22 \$2.363.37		\$2,424.10	\$2,482.50	Council is expected to continue to increase investment in the capital program which will increase depreciation expense. Excluding depreciation expense, Council expenses per property assessment are expected to increase modestly impacted by Consumer Price Index on materials and services and Enterprise Bargaining Agreement on employee costs.
Workforce turnover Resignations and terminations compared to average staff [Number of permanent staff resignations and terminations / Average number of permanent staff for the financial year] x100	12.05%	12.75%	12.94%	12.94%	12.94%	12.94%	The workforce turnover figure has seen a marginal increase over the past year. As part of Council's responsibilities in relation to providing Best Value, a number of strategic service reviews are conducted each year to help align Council services to the needs and expectations of the community. The implementation of recommendations from the strategic service review of family services resulted in some redundancies during 2015/2016.
Liquidity							
Working capital Current assets compared to current liabilities [Current assets / Current liabilities] x100		298.41%	254.48%	266.01%	261.82%	257.21%	The expected increase of investment in the capital program will result in the reduction of cash, therefore resulting in a declining trend.
Unrestricted cash Unrestricted cash compared to current liabilities [Unrestricted cash / Current liabilities] x100		185.90%	126.60%	129.03%	128.32%	126.59%	The expected increase of investment in the capital program will result in the reduction of cash, therefore resulting in a declining trend.

Obligations							
Asset renewal Asset renewal compared to depreciation [Asset renewal expenses / Asset depreciation] x100	84.25%	96.87%	147.07%	112.11%	99.19%	112.37%	To ensure assets are maintained and meet community expectations, Council is expected to increase investment in the capital program greater than depreciation over the next four years.
Loans and borrowings Loans and borrowings compared to rates [Interest bearing loans and borrowings / Rate revenue] x100	14.58%	8.85%	2.50%	0.00%	0.00%	0.00%	The accelerated debt reduction strategy to be applied over the next two years will see Council debt-free by June 2018.
Loans and borrowings repayments compared to rates [Interest and principal repayments on interest bearing loans and borrowings / Rate revenue] x100	3.92%	5.95%	6.58%	2.53%	0.00%	0.00%	The accelerated debt reduction strategy to be applied over the next two years will see Council debt-free by June 2018.
Indebtedness Non-current liabilities compared to own- source revenue [Non-current liabilities / Own-source revenue] x100	8.28%	2.95%	1.26%	1.40%	1.56%	1.66%	This declining trend is due to the Council's accelerated debt reduction strategy which will see \$7.3 million of debt paid off by June 2018.
Operating position							
Adjusted underlying result Adjusted underlying surplus (or deficit) [Adjusted underlying surplus (deficit) / Adjusted underlying revenue] x100	14.69%	17.42%	13.31%	12.61%	11.63%	13.25%	The strong adjusted underlying surplus is required to fund the increase in Council's capital program over the coming years as well as the debt reduction strategy which will see debt of \$7.3 million paid off by June 2018.
Stability							
Rates concentration Rates compared to adjusted underlying revenue [Rate revenue / Adjusted underlying revenue] x100	70.82%	71.51%	73.10%	74.09%	74.83%	73.93%	The shifting of costs from federal and state governments by way of freezing operational grants and low or nil increase in statutory fees means Council will continue to rely heavily on rate income to fund operational services and capital works.
Rates effort Rates compared to property values [Rate revenue / Capital improved value of rateable properties in the municipality] x100	0.17%	0.17%	0.15%	0.16%	0.16%	0.16%	Council has achieved operational savings to keep rate increases at a modest level.

Definitions "adjusted underlying revenue" means total income other than: (a) non-recurrent grants used to fund capital expenditure (b) non-montary asset contributions (c) contributions to fund capital expenditure from sources other than those referred to above

"adjusted underlying surplus (or deficit)" means adjusted underlying revenue less total expenditure

"asset renewal expenditure" means expenditure on an existing asset or on replacing an existing asset that returns the service capability of the asset to its original capability

"non-current liabilities" means all liabilities other than current liabilities "current assets" has the same meaning as in the AAS "current liabilities" has the same meaning as in the AAS "non-current assets" means all assets other than current assets

"non-recurrent grant" means a grant obtained on the condition that the sexpended in a specified manner and is not expected to be received again during the period covered by a council's Strategic Resource Plan

Other information for the year ended 30 June 2016

Basis of preparation

Council is required to prepare and include a Performance Statement within its Annual Report. The Performance Statement includes the results of the prescribed sustainable capacity, service performance and financial performance indicators and measures together with a description of the municipal district and an explanation of material variations in the results. This statement has been prepared to meet the requirements of the *Local Government Act 1989* and Local Government (Planning and Reporting) Regulations 2014.

Where applicable the results in the Performance Statement have been prepared on accounting bases consistent with those reported in the Financial Statements. The other results are based on information drawn from council information systems or from third parties (for example, Australian Bureau of Statistics).

The Performance Statement presents the actual results for the current year and for the prescribed financial performance indicators and measures, the results forecast by the Council's Strategic Resource Plan. The Local Government (Planning and Reporting) Regulations 2014 requires explanation of any material variations in the results contained in the Performance Statement. Council has adopted materiality thresholds relevant to each indicator and measure and explanations have not been provided for variations below the materiality thresholds unless the variance is considered to be material because of its nature.

The forecast figures included in the Performance Statement are those adopted by Council in its Strategic Resource Plan on 21 June 2016 and which forms part of the Council Plan. The Strategic Resource Plan includes estimates based on key assumptions about the future that were relevant at the time of adoption and aimed at achieving sustainability over the long-term. Detailed information on the actual financial results is contained in the General Purpose Financial Statements. The Strategic Resource Plan can be obtained by contacting Council.

Certificate of the Performance Statement

In my opinion, the accompanying performance statement has been prepared in accordance with the Local Government Act 1989 and the Local Government (Planning and Reporting) Regulations 2014.

Bill Shanahan CPA Principal Accounting Officer Dated: 13 September 2016

In our opinion, the accompanying performance statement of the (council name) for the year ended 30 June 2016 presents fairly the results of council's performance in accordance with the Local Government Act 1989 and the Local Government (Planning and Reporting) Regulations 2014.

The performance statement contains the relevant performance indicators, measures and results in relation to service performance, financial performance and sustainable capacity.

At the date of signing, we are not aware of any circumstances that would render any particulars in the performance statement to be misleading or inaccurate.

We have been authorised by the council and by the Local Government (Planning and Reporting) Regulations 2014 to certify this performance statement in its final form.

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Laurence Evans ¹ Councillor Dated: 13 September 2015

Bruce Lowe Councillor Dated: 13 September 2016

Adrian Robb Chief Executive Officer Dated: 13 September 2016

Governance and management checklist year ended 30 June 2016

In accordance with the local government Performance Reporting Framework, Bayside undertook a governance and management checklist during 2015/2016 on the key fundamental documents, plans and policies that assist in delivering good, sound and transparent governance practices within the organisation. The purpose of the health check was to ensure that Council has in place the required documents and can review the currency of documents. The health check included the following documents:

Go	overnance and management items	Assessment	
1	Community Engagement Policy (policy outlining Council's commitment to engaging with the community on matters of public interest)	Policy Date of operation of current policy: 20 May 2014	~
2	Community engagement guidelines (guidelines to assist staff to determine when and how to engage with the community)	Internal guidelines Date of operation: 15 May 2015	~
3	Strategic Resource Plan (plan under Section 126 of the <i>Local Government</i> <i>Act 1989</i> outlining the financial and non-financial resources required for at least the next four financial years)	Adopted in accordance with Section 126 of the Act Date of adoption: 21 June 2016	~
4	Annual Budget (plan under Section 130 of the Act for setting out the services to be provided and initiatives to be undertaken over the next 12 months and the funding and other resources required)	Adopted in accordance with Section 130 of the Act Date of adoption: 21 June 2016	✓
5	Asset management plans (plans that set out the asset maintenance and renewal needed for key infrastructure asset classes for at least the next 10 years)	Plans Date of operation of current plans: Drainage Asset Management Plan – 25 August 2015 Road Asset Management Plan – 21 June 2016 Buildings Asset Management Plan – 21 June 2016 Recreation and Open Space Asset Management Plan – 21 June 2016	~
6	Rating strategy (strategy setting out the rating structure of Council to levy rates and charges	Strategy Date of operation of current strategy: 21 June 2016	~
7	Risk policy (policy outlining Council's commitment and approach to minimising the risks to Council's operations)	Policy Date of operation of current policy: 21 June 2016	~
8	Fraud policy (policy outlining Council's commitment and approach to minimising the risk of fraud)	Policy Date of operation of current policy: 24 June 2014	~

9	Municipal Emergency Management Plan (plan under Section 20 of the <i>Emergency</i> <i>Management Act 1986</i> for emergency prevention, response and recovery)	Prepared and maintained in accordance with Section 20 of the <i>Emergency Management Act 1986</i> Date of preparation: 27 November 2014	~
10	Procurement Policy (Policy under Section 186A of the <i>Local</i> <i>Government Act 1989</i> outlining the matters, practices and procedures that will apply to all purchases of goods, services and works)	Prepared and approved in accordance with Section 186A of the <i>Local Government Act 1989</i> Date of approval: 24 May 2016	~
11	Business Continuity Plan (plan setting out the actions that will be undertaken to ensure that key services continue to operate in the event of a disaster)	Plan Date of operation of current plan: 7 May 2013	~
12	Disaster Recovery Plan (plan setting out the actions that will be undertaken to recover and restore business capability in the event of a disaster)	Plan Date of operation of current plan: 7 May 2013	~
13	Risk Management Framework (framework outlining Council's approach to managing risks to the Council's operations)	Framework Date of operation of current framework: 28 January 2012	~
14	Audit Committee (advisory committee of Council under Section 139 of the Act whose role is to oversee the integrity of a Council's financial reporting, processes to manage risks to the Council's operations and for compliance with applicable legal, ethical, and regulatory requirements)	Established in accordance with Section 139 of the Act Date of establishment: 13 September 2011	~
15	Internal Audit (independent accounting professionals engaged by the Council to provide analyses and recommendations aimed at improving Council's governance, risk and management controls)	Engaged Date of Report: 24 June 2014	~
16	Performance Reporting Framework (a set of indicators measuring financial and non- financial performance, including the performance indicators referred to in Section 131 of the Act)	Framework Date of operation of current framework: 10 February 2014	~
17	Council Plan reporting (report reviewing the performance of the Council against the Council Plan, including the results in relation to the strategic indicators, for the first six months of the financial year)	Report Date of report: 21 June 2016	~

18	Financial reporting (quarterly statements to Council under Section 138 of the Act comparing budgeted revenue and expenditure with actual revenue and expenditure)	Statements presented to Council in accordance with Section 138(1) of the Act Date statements presented: 22 September 2015, 24 November 2015, 23 February 2016, 24 March 2015 and 24 May 2016	~
19	Risk reporting (six-monthly reports of strategic risks to Council's operations, their likelihood and consequences of occurring and risk minimisation strategies)	Reports Date of reports: 24 November 2015, 22 March 2016, and 21 June 2016 Comment: An additional report went to Council in March 2016	•
20	Performance reporting (six-monthly reports of indicators measuring the results against financial and non-financial performance, including performance indicators referred to in Section 131 of the Act)	Reports Date of reports: 22 September 2015 and 21 June 2016 Comments: The reports were the Annual Report on Operations 2014/2015 and the Council Plan Review 2016	•
21	Annual Report (Annual Report under Sections 131, 132 and 133 of the Act to the community containing a report of operations and audited financial and performance statements)	Considered at a meeting of Council in accordance with Section 134 of the Act Date statements presented: 22 September 2015	•
22	Councillor Code of Conduct (Code under Section 76C of the Act setting out the conduct principles and the dispute resolution processes to be followed by Councillors)	Reviewed in accordance with Section 76C of the Act Date reviewed: 30 April 2013	~
23	Delegations (a document setting out the powers, duties and functions of Council and the Chief Executive Officer that have been delegated to members of staff)	Reviewed in accordance with Section 98(6) of the Act Date of review: 29 March 2014	•
	Meeting procedures	Meeting procedures local law made in accordance	

24 (a local law governing the conduct of meetings of Council and special committees) with Section 91(1) of the Act Date local law made: 28 Novem

Meeting procedures local law made in accordance with Section 91(1) of the Act Date local law made: 28 November 2013

I certify that this information presents fairly the status of Council's governance and management arrangements.

Adrian Robb Chief Executive Officer Dated: 13 September 2016

Cr James Long Mayor Dated: 13 September 2016

Independent Auditor's Report

To the Councillors, Bayside City Council

The Performance Statement

I have audited the accompanying performance statement for the year ended 30 June 2016 of the Bayside City Council which comprises the statement, the related notes and the certification of the performance statement has been audited.

The Councillors' Responsibility for the Performance Statement

The Councillors of the Bayside City Council are responsible for the preparation and fair presentation of the performance statement in accordance with the *Local Government Act 1989* and for such internal control as the Councillors determine is necessary to enable the preparation and fair presentation of the performance statement that is free from material misstatement, whether due to fraud or error.

Auditor's Responsibility

As required by the Local Government Act 1989, my responsibility is to express an opinion on the performance statement based on the audit, which has been conducted in accordance with Australian Auditing Standards. Those standards require compliance with relevant ethical requirements relating to audit engagements and that the audit be planned and performed to obtain reasonable assurance about whether the performance statement is free from material misstatement.

An audit involves performing procedures to obtain audit evidence about the amounts and disclosures in the performance statement. The audit procedures selected depend on judgement, including the assessment of the risks of material misstatement of the performance statement, whether due to fraud or error. In making those risk assessments, consideration is given to the internal control relevant to the entity's preparation and fair presentation of the performance statement in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the entity's internal control. An audit also includes evaluating the overall presentation of the performance statement.

I believe that the audit evidence I have obtained is sufficient and appropriate to provide a basis for my audit opinion.

Independence

The Auditor-General's independence is established by the *Constitution Act* 1975. The Auditor-General is not subject to direction by any person about the way in which his powers and responsibilities are to be exercised. In conducting the audit, I and my staff and delegates complied with all applicable independence requirements of the Australian accounting profession.

Auditor's Opinion

In my opinion, the performance statement of the Bayside City Council in respect of the 30 June 2016 financial year presents fairly, in all material respects, in accordance with the Local Government Act 1989.

F- Dr Peter Frost Acting Auditor-General

MELBOURNE 15 September 2016

Annual Financial Report

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Comprehensive Income Statement for the Year Ended 30 June 2016

	Nata	2016 Note	2015
	Note	\$'000	\$'000
Income			
Rates and charges	3	82,698	78,896
Statutory fees and fines	4	5,292	4,003
User fees	5	8,168	8,240
Grants – operating	6	9,262	11,463
Grants – capital	6	2,118	854
Contributions – monetary	7	5,332	2,833
Net gain on disposal of property, infrastructure, plant and equipment	8	309	588
Rental Income	9	4,010	3,876
Interest Income	10	2,425	2,133
Other income	11	2,626	1,823
Total income		122,240	114,709
Expenses			
Employee costs	12	(38,727)	(37,787)
Materials and services	13	(40,220)	(41,425)
Bad and doubtful debts	14	(649)	(333)
Depreciation and amortisation	15	(14,757)	(14,187)
Borrowing costs	16	(730)	(910)
Other expenses	17	(408)	(390)
Total expenses		(95,491)	(95,032)
Surplus for the year		26,749	19,677
Other comprehensive income			
Items that will not be reclassified to surplus or deficit in future periods			
Net asset revaluation increment	31(a)	320,593	279,852
Total comprehensive result		347,342	299,529

Balance Sheet as at 30 June 2016

		2016	2015
	Note	\$'000	\$'000
Assets			
Current assets			
Cash and cash equivalents	18	5,185	3,746
Trade and other receivables	19	6,070	5,822
Other financial assets	20	70,000	53,000
Inventories	21	76	124
Non-current assets classified as held for sale	22	_	2,194
Other assets	23	768	1,065
Total current assets		82,099	65,951
Non-current assets			
Trade and other receivables	19	154	184
Other financial assets	20	230	230
Property, infrastructure, plant and equipment	24	2,888,678	2,560,913
Intangible assets	25	1,751	1,358
Other assets	23	55	69
Total non-current assets		2,890,868	2,562,754
Total assets		2,972,967	2,628,705
Liabilities			
Current liabilities			
Trade and other payables	26	9,699	9,572
Trust funds and deposits	27	4,321	3,517
Provisions	28	7,785	7,751
Interest-bearing loans and borrowings	29	5,193	4,183
Income in advance	30	514	438
Total current liabilities		27,512	25,461
Non-current liabilities			
Provisions	28	983	920
Interest-bearing loans and borrowings	29	2,126	7,320
Total non-current liabilities		3,109	8,240
Total liabilities		30,621	33,701
Net assets		2,942,346	2,595,004
Equity			
Accumulated surplus		828,466	814,359
Reserves	31	2,113,880	1,780,645
Total Equity		2,942,346	2,595,004

The above Balance Sheet should be read in conjunction with the accompanying notes.

Statement of Changes in Equity for the Year Ended 30 June 2016

	Note	Total	Accumulated surplus	Revaluation reserve	Other reserves
		\$'000	\$'000	\$'000	\$'000
2016					
Balance at beginning of the financial year		2,595,004	814,359	1,757,485	23,160
Surplus for the year		26,749	26,749	_	_
Net asset revaluation increment	31(a)	320,593	_	320,593	_
Transfers to other reserves	31(b)	_	(17,976)	_	17,976
Transfers from other reserves	31(b)	_	5,334	_	(5,334)
Balance at end of the financial year		2,942,346	828,466	2,078,078	35,802

	Note	Total	Accumulated surplus	Revaluation reserve	Other reserves
		\$'000	\$'000	\$'000	\$'000
2015					
Balance at beginning of the financial year		2,293,046	804,029	1,477,633	11,384
Recognition of found assets		2,430	2,430	_	_
Surplus for the year		19,677	19,677	-	_
Net asset revaluation increment	31(a)	279,852	-	279,852	-
Transfers to other reserves	31(b)	_	(14,598)	_	14,598
Transfers from other reserves	31(b)	_	2,822	_	(2,822)
Balance at end of the financial year		2,595,004	814,359	1,757,485	23,160

Statement of Cash Flows for the Year Ended 30 June 2016

	Note	2016 Inflows/ (Outflows)	2015 /Inflows (Outflows)
		\$'000	\$'000
Cash flows from operating activities			
Rates and charges		82,692	79,011
Statutory fees and fines		6,243	4,384
User fees		7,561	8,289
Rental income		4,010	3,876
Grants – operating		9,370	11,534
Grants – capital		2,118	854
Contributions – monetary		5,332	2,833
Interest received		2,177	1,968
Trust funds and deposits taken		1,733	1,733
Other receipts		2,702	1,714
Net GST refund		4,851	5,367
Employee costs		(38,356)	(37,945)
Materials and services		(45,820)	(47,243)
Trust funds and deposits repaid		(929)	(1,305)
Other payments		(408)	(390)
Net cash provided by operating activities	32	43,276	34,680
Cash flows from investing activities			
Payments for property, infrastructure, plant and equipment	24	(23,343)	(19,075)
Proceeds from sale of property, infrastructure, plant and equipment		3,425	2,560
Payments for investments		(17,000)	(15,000)
Net cash used in investing activities		(36,918)	(31,515)
Cash flows from financing activities			
Finance costs		(735)	(920)
Repayment of borrowings		(4,184)	(2,174)
Net cash used in financing activities		(4,919)	(3,094)
Net increase (decrease) in cash and cash equivalents		1,439	71
Cash and cash equivalents at the beginning of the financial year		3,746	3,675
Cash and cash equivalents at the end of the financial year	18	5,185	3,746
Eineneing errengemente	00		
Financing arrangements	33		
Restrictions on cash assets	34		

The above Statement of Cash Flows should be read in conjunction with the accompanying notes.

Statement of Capital Works for the Year Ended 30 June 2016

	Note	2016	2015
	Note	\$'000	\$'000
Property			
Buildings		5,115	846
Heritage buildings		165	8
Building improvements		1,519	1,884
Total buildings		6,799	2,738
Total property		6,799	2,738
Plant and equipment			
Arts and Culture Collection		10	28
Fixtures, fittings and furniture		269	122
Computers and telecommunications		865	716
Library books		373	422
Total plant and equipment		1,517	1,288
Infrastructure			
Roads		3,423	3,347
Footpaths and cycleways		1,990	1,802
Drainage		926	1,582
Parks, open space and streetscapes		6,121	4,313
Foreshore and Conservation		1,065	2,047
Off-street car parks		442	1,243
Road management, traffic signals and street furniture		1,049	715
Total infrastructure		15,016	15,049
Total capital works expenditure		23,332	19,075
Represented by:			
New asset expenditure		3,986	2,484
Asset renewal expenditure		13,952	11,735
Asset expansion expenditure		458	592
Asset upgrade expenditure		4,936	4,264
Total capital works expenditure		23,332	19,075

Notes to the Financial Report for the Year Ended 30 June 2016

Introduction

The Bayside City Council was established by an Order of the Governor in Council on 15 December 1994 and is a body corporate.

The Council's main office is located at 76 Royal Avenue Sandringham 3191.

Statement of compliance

These financial statements are a general purpose financial report that consists of a Comprehensive Income Statement, Balance Sheet, Statement of Changes in Equity, Statement of Cash Flows, Statement of Capital Works and notes accompanying these financial statements. The general purpose financial report complies with Australian Accounting Standards, other authoritative pronouncements of the Australian Accounting Standards Board, *the Local Government Act 1989*, and the Local Government (Planning and Reporting) Regulations 2014.

Note 1 Significant accounting policies

(a) Basis of accounting

The accrual basis of accounting has been used in the preparation of these financial statements, whereby assets, liabilities, equity, income and expenses are recognised in the reporting period to which they relate, regardless of when cash is received or paid.

Judgements, estimates and assumptions are required to be made about the carrying values of assets and liabilities that are not readily apparent from other sources. The estimates and associated judgements are based on professional judgement derived from historical experience and various other factors that are believed to be reasonable under the circumstances. Actual results may differ from these estimates.

Revisions to accounting estimates are recognised in the period in which the estimate is revised and also in future periods that are affected by the revision. Judgements and assumptions made by management in the application of AAAs that have significant effects on the financial statements and estimates relate to:

- the fair value of land, buildings, infrastructure, plant and equipment (refer to Note 1 (k))
- the determination of depreciation for buildings, infrastructure, plant and equipment (refer to Note 1 (I))
- the determination of employee provisions (refer to Note 1 (q)).

Unless otherwise stated, all accounting policies are consistent with those applied in the prior year. Where appropriate, comparative figures have been amended to accord with current presentation, and disclosure has been made of any material changes to comparatives.

(b) Changes in accounting policies

There have been no changes in accounting policies from the previous period.

(c) Committees of management

All entities controlled by Council that have material revenues, expenses, assets or liabilities, such as committees of management, have been included in this Financial Report. Any transactions between these entities and Council have been eliminated in full.

Notes to the Financial Report for the Year Ended 30 June 2016

Note 1	Significant accounting policies (cont.)
(d)	Revenue recognition
	Income is recognised when Council obtains control of the contribution or the right to receive the contribution, it is probable that the economic benefits comprising the contribution will flow to Council and the amount of the contribution can be measured reliably.

Rates and charges

Annual rates and charges are recognised as revenues when Council issues annual rates notices. Supplementary rates are recognised when a valuation and reassessment is completed and a supplementary rates notice issued.

A provision for doubtful debts on rates has not been established as unpaid rates represents a charge against the rateable property that will be recovered when the property is next sold.

Statutory fees and fines

Statutory fees and fines (including parking fees and fines) are recognised as revenue when the service has been provided, the payment is received, or when the penalty has been applied, whichever first occurs.

A provision for doubtful debts is recognised when collection in full is no longer probable.

User fees

User fees are recognised as revenue when the service has been provided or the payment is received, whichever first occurs.

Grants

Grant income is recognised when Council obtains control of the contribution. This is normally obtained upon their receipt (or acquittal) or upon earlier notification that a grant has been secured, and are valued at their fair value at the date of transfer.

Where grants recognised as revenue during the financial year were obtained on condition that they be expended in a particular manner or used over a particular period and those conditions were undischarged at balance date, the unused grant is disclosed in Note 6. The note also discloses the amount of unused grant from prior years that was expended on Council's operations during the current year.

Contributions

Monetary and non-monetary contributions are recognised as revenue when Council obtains control over the contributed asset.

Sale of property, infrastructure, plant and equipment

The profit or loss on sale of an asset is determined when control of the asset has irrevocably passed to the buyer.

Rental

Rents are recognised as revenue when the payment is due or the payment is received, whichever first occurs. Rental payments received in advance are recognised as a prepayment until they are due.

Interest

Interest is recognised as it is earned.

Other Income

Other income is measured at the fair value of the consideration received or receivable and is recognised when Council gains control over the right to receive the income.

Note 1 Significant accounting policies (cont.)

(e) Fair value measurement

Council measures certain assets and liabilities at fair value where required or permitted by Australian Accounting Standards AASB 13 *Fair Value Measurement*, aims to improve consistency and reduce complexity by providing a definition of fair value and a single source of fair value measurement and disclosure requirements for use across Australian Accounting Standards.

AASB 13 defines fair value as the price that would be received to sell an asset or paid to transfer a liability in an orderly transaction between market participants at the measurement date. Fair value under AASB 13 is an exit price regardless of whether that price is directly observable or estimated using another valuation technique.

All assets and liabilities for which fair value is measured or disclosed in the financial statements are categorised within a fair value hierarchy, described as follows, based on the lowest level input that is significant to the fair value measurement as a whole:

- Level 1 Quoted (unadjusted) market prices in active markets for identical assets or liabilities;
- Level 2 Valuation techniques for which the lowest level input that is significant to the fair value measurement is directly or indirectly observable; and
- Level 3 Valuation techniques for which the lowest level input that is significant to the fair value measurement is unobservable.

For the purpose of fair value disclosures, Council has determined classes of assets and liabilities on the basis of the nature, characteristics and risks of the asset or liability and the level of the fair value hierarchy as explained above.

In addition, Council determines whether transfers have occurred between levels in the hierarchy by reassessing categorisation (based on the lowest level input that is significant to the fair value measurement as a whole) at the end of each reporting period.

(f) Cash and cash equivalents

Cash and cash equivalents include cash on hand, deposits at call, and other highly liquid investments with original maturities of 90 days or less.

(g) Trade and other receivables

Receivables are carried at nominal amounts less any provision for doubtful debts. A provision for doubtful debts is recognised when collection of the full nominal amount is no longer probable.

(h) Other financial assets

Other financial assets are valued at fair value, being market value, at balance date. Term deposits are measured at amortised cost. Any unrealised gains and losses on holdings at balance date are recognised as either a revenue or expense.

(i) Inventories

Inventories held for distribution are measured at cost adjusted when applicable for any loss of service potential. Inventories are measured at the lower of cost and net realisable value.

Note 1 Significant accounting policies (cont.)

(j) Non-current assets classified as held for sale

A non-current asset classified as held for sale (including disposal groups) is measured at the lower of its carrying amount and fair value less costs to sell, and are not subject to depreciation. Non-current assets, disposal groups and related liabilities and assets are treated as current and classified as held for sale if their carrying amount will be recovered through a sale transaction rather than through continuing use. This condition is regarded as met only when the sale is highly probable and the asset's sale (or disposal group sale) is expected to be completed within 12 months from the date of classification.

(k) Recognition and measurement of property, plant and equipment, infrastructure, intangibles

Acquisition

The purchase method of accounting is used for all acquisitions of assets, being the fair value of assets provided as consideration at the date of acquisition plus any incidental costs attributable to the acquisition. Fair value is the amount for which the asset could be exchanged between knowledgeable willing parties in an arm's length transaction.

Where assets are constructed by Council, cost includes all materials used in construction, direct labour, borrowing costs incurred during construction, and an appropriate share of directly attributable variable and fixed overheads.

In accordance with Council's policy, the threshold limits detailed in Note 1(I) have applied when recognising assets within an applicable asset class and unless otherwise stated are consistent with the prior year.

Revaluation

Subsequent to the initial recognition of assets, non-current physical assets, other than plant and equipment, furniture and fittings, library books and intangible assets are measured at their fair value, being the price that would be received to sell an asset or paid to transfer a liability in an orderly transaction between market participants at the measurement date.

At balance date, the Council reviewed the carrying value of the individual classes of assets measured at fair value to ensure that each asset materially approximated its fair value. Where the carrying value materially differed from the fair value at balance date the class of asset was revalued.

Fair value valuations are determined in accordance with a valuation hierarchy. Changes to the valuation hierarchy will only occur if an external change in the restrictions or limitations of use on an asset result in changes to the permissible or practical highest and best use of the asset. Further details regarding the fair value hierarchy are disclosed at Note 24, Property, plant and equipment, and infrastructure.

In addition, Council undertakes a formal revaluation of land, buildings, and infrastructure assets on a regular basis ranging from three to five years. The valuation is performed by independent experts.

Where the assets are revalued, the revaluation increments are credited directly to the asset revaluation reserve except to the extent that an increment reverses a prior year decrement for that class of asset that had been recognised as an expense in which case the increment is recognised as revenue up to the amount of the expense. Revaluation decrements are recognised as an expense except where prior increments are included in the asset revaluation reserve for that class of asset in which case the decrement is taken to the reserve to the extent of the remaining increments. Within the same class of assets, revaluation increments and decrements within the year are offset.

Land under roads

Council recognises land under roads it controls at fair value.

Note 1 Significant accounting policies (cont.)

() Depreciation and amortisation of property, infrastructure, plant and equipment and intangibles

Buildings, plant and equipment, infrastructure, and other assets having limited useful lives (excluding heritage buildings, arts and culture assets and works in progress) are systematically depreciated over their useful lives to Council in a manner which reflects the consumption of the service potential embodied in those assets. Estimates of remaining useful lives are made on a regular basis with major asset classes reassessed annually. Depreciation rates are reviewed annually. Land, road earthworks and heritage and cultural assets are not depreciated as they are considered not to have limited useful lives. Works in progress are depreciated from the date the asset is first put into use or held ready for use.

Where assets have separate identifiable components that are subject to regular replacement, these components are assigned distinct useful lives and residual values and a separate depreciation rate is determined for each component.

Straight line depreciation is charged based on the residual useful life as determined each year.

Depreciation periods used are listed below and are consistent with the prior year unless otherwise stated.

Asset recognition thresholds and depreciation periods	Depreciation Period	Threshold Limit
		\$'000
Property		
building improvements	25–100 years	10
heritage building	50–250 years	Nil
Plant and Equipment		
plant, machinery and equipment	7–10 years	2
arts and culture collection	Nil	Nil
fixtures, fittings and furniture	3–9 years	2
computers and telecommunications	3–5 years	2
library books	6 years	Nil
Infrastructure		
roads		
pavement	125–255 years	25
surfacing	25–60 years	25
footpaths and cycleways	25–55 years	20
drainage	75–100 years	10
parks, open space and streetscapes	15–40 years	10
foreshore and conservation	15–30 years	10
bridges	100 years	20
off-street car parks	10–50 years	10
road management, traffic signals and street furniture	10–35 years	2
Intangible assets		
intangible assets	3–5 years	5

Note 1	Significant accounting policies (cont.)
(m)	Repairs and maintenance
	Routine maintenance, repair costs, and minor renewal costs are expensed as incurred. Where the repair relates to the replacement of a component of an asset and the cost exceeds the capitalisation threshold the cost is capitalised and depreciated. The carrying value of the replaced asset is expensed.
(n)	Impairment of assets
	At each reporting date, the Council reviews the carrying value of its assets to determine whether there is any indication that these assets have been impaired. If such an indication exists, the recoverable amount of the asset, being the higher of the asset's fair value less costs to sell and value in use, is compared to the assets carrying value. Any excess of the assets carrying value over its recoverable amount is expensed to the Comprehensive Income Statement, unless the asset is carried at the revalued amount in which case, the impairment loss is recognised directly against the revaluation surplus in respect of the same class of asset to the extent that the impairment loss does not exceed the amount in the revaluation surplus for that same class of asset.
0)	Trust funds and deposits
	Amounts received as tender deposits and retention amounts controlled by Council are recognised as Trust funds until they are returned, transferred in accordance with the purpose of the receipt, or forfeited (refer to Note 27).
p)	Borrowings
	Borrowings
	Borrowings are initially measured at fair value, being the cost of the interest bearing liabilities, net of transaction costs. The measurement basis subsequent to initial recognition depends on whether the Council has categorised its interest-bearing liabilities as either financial liabilities designated at fair value through the profit and loss, or financial liabilities at amortised cost. Any difference between the initial recognised amount and the redemption value is recognised in net result over the period of the borrowing using the effective interest method.
	The classification depends on the nature and purpose of the interest bearing liabilities. Council determines the classification of its interest bearing liabilities at initial recognition.
	Borrowing costs

Borrowing costs are recognised as an expense in the period in which they are incurred and include interest on borrowings.

Note 1 Significant accounting policies (cont.)

(q) Employee costs and benefits

The calculation of employee costs and benefits includes all relevant on-costs and are calculated as follows at reporting date.

Wages and salaries and annual leave

Liabilities for wages and salaries, including non-monetary benefits, annual leave and accumulated sick leave expected to be wholly settled within 12 months of the reporting date are recognised in the provision for employee benefits in respect of employee services up to the reporting date, classified as current liabilities and measured at their nominal values.

Liabilities that are not expected to be wholly settled within 12 months of the reporting date are recognised in the provision for employee benefits as current liabilities, measured at present value of the amounts expected to be paid when the liabilities are settled using the remuneration rate expected to apply at the time of settlement.

Long service leave

Liability for long service leave (LSL) is recognised in the provision for employee benefits.

Current Liability – unconditional LSL representing seven years is disclosed as a current liability even when the Council does not expect to settle the liability within 12 months because it will not have the unconditional right to defer settlement of the entitlement should an employee take leave within 12 months.

The components of this current liability are measured at :

- present value component that is not expected to be wholly settled within 12 months.
- nominal value component that is expected to be wholly settled within 12 months.

Classification of employee costs

Non-current liability – conditional LSL representing less than seven years is disclosed as a non-current liability. There is an unconditional right to defer settlement of the entitlement until the employee has completed the requisite years of service.

This non-current LSL liability expected to be paid later than one year has been measured at the present value of the estimated future cash outflows to be made for these accrued entitlements. Commonwealth bond rates are used for discounting future cash flows.

Retirement Gratuities

The staff gratuity scheme entitlement of \$25,903 (2014/2015 – \$26,402) is recognised at 31 January 1996 values (frozen in accordance with the Bayside Enterprise Bargaining Agreement) and is adjusted by Consumer Price Index less any leave taken.

Termination benefits

Termination benefits are payable when employment is terminated before the normal retirement date, or when an employee accepts voluntary redundancy in exchange for these benefits. The Council recognises termination benefits when it is demonstrably committed to either terminating the employment of current employees according to a detailed formal plan without possibility of withdrawal or providing termination benefits as a result of an offer made to encourage voluntary redundancy. Benefits falling due more than 12 months after Balance Sheet date are discounted to present value.

Note 1 Significant accounting policies (cont.)

Superannuation

The amount charged to the Comprehensive Income Statement in respect of superannuation represents contributions made or due by Bayside City Council to the relevant superannuation plans in respect to the services of Bayside City Council's staff (both past and present). Superannuation contributions are made to the plans based on the relevant rules of each plan and any relevant compulsory superannuation requirements that Bayside City Council is required to comply with. In addition Council may, periodically be required to contribute to the defined benefits schemes for current and former employees. Details of these arrangements are recorded in Note 37.

(r) Leases

Operating leases

Lease payments for operating leases are required by the accounting standard to be recognised on a straightline basis, rather than expensed in the years in which they are incurred.

Finance leases

Council does not have any finance leases.

(s) Goods and Services Tax (GST)

Revenue, expenses and assets are recognised net of the amount of GST, except where the amount of GST incurred is not recoverable from the Australian Tax Office. In these circumstances the GST is recognised as part of the cost of acquisition of the asset or as part of an item of the expense. Receivables and payables in the Balance Sheet are shown inclusive of GST.

Cash flows are presented in the Statement of Cash Flows on a gross basis, except for the GST component of investing and financing activities, which are disclosed as operating cash flows.

(t) Financial guarantees

Financial guarantee contracts are not recognised as a liability in the Balance Sheet unless the lender has exercised their right to call on the guarantee or Council has other reasons to believe that it is probable that the right will be exercised. Details of guarantees that Council has provided, that are not recognised in the Balance Sheet are disclosed at Note 38 Contingent Liabilities and Contingent Assets.

(u) Contingent assets and contingent liabilities and commitments

Contingent assets and contingent liabilities are not recognised in the Balance Sheet, but are disclosed by way of a note and, if quantifiable, are measured at nominal value. Contingent assets and liabilities are presented inclusive of GST receivable or payable respectively.

Commitments are not recognised in the Balance Sheet. Commitments are disclosed at their nominal value by way of note and presented inclusive of the GST payable.

(v) Pending accounting standards

Certain new AAAs have been issued that are not mandatory for the 30 June 2016 reporting period. Council has assessed these pending standards and has identified that no material impact will flow from the application of these standards in future reporting periods.

Note 1	Significant accounting policies (cont.)
(vv)	Rounding
	Unless otherwise stated, amounts in the Financial Report have been rounded to the nearest thousand dollars. Figures in the financial statement may not equate due to rounding.
(X)	Category reclassification
	Commencing in the financial year ended 30 June 2015, Council must comply with the Local Government (Planning and Reporting) Regulations 2014 which prescribes the Annual Financial Report format Bayside City Council must adhere to.
	For consistency and comparative purposes, Council has reclassified reporting categories in the following financial statements for the 2014–2015 financial year – Comprehensive Income Statement, Balance Sheet, Statement of Cash Flows and Notes to the Financial Report. The category reclassification has nil impact to the net financial result.

Note 2 Budget comparison

The budget comparison notes compare Council's financial plan, expressed through its Annual Budget, with actual performance. The Local Government (Planning and Reporting) Regulations 2014 requires explanation of any material variances. Council has adopted a materiality threshold of the lower of 5 per cent or \$1 million where further explanation is warranted. Explanations have not been provided for variations below the materiality threshold unless the variance is considered to be material because of its nature.

The budget figures detailed below are those adopted by Council on 23 June 2015. The budget was based on assumptions that were relevant at the time of adoption of the budget. Council sets guidelines and parameters for revenue and expense targets in this budget in order to meet Council's planning and financial performance targets for both the short and long-term. The budget did not reflect any changes to equity resulting from asset revaluations, as their impacts were not considered predictable.

These notes are prepared to meet the requirements of *the Local Government Act 1989* and the Local Government (Planning and Reporting) Regulations 2014.

a) Income and expenditure

	Budget 2016	Actual 2016	Variance 2016	Variance	
	\$'000	\$'000	\$'000	%	Ref
Income					
Rates and charges	82,350	82,698	348	0	
Statutory fees and fines	3,990	5,292	1,302	33	1
User fees	7,462	8,168	706	9	2
Grants – operating	10,075	9,262	(813)	(8)	3
Grants – capital	1,979	2,118	139	7	4
Contributions – monetary	2,024	5,332	3,308	163	5
Net gain/(loss) on disposal of property, infrastructure, plant and equipment	_	309	309	N/A	6
Rental income	3,970	4,010	40	1	
Interest income	1,460	2,425	965	66	7
Other income	1,694	2,626	932	55	8
Total income	115,004	122,240	7,236	6	
Expenses					
Employee costs	(38,840)	(38,727)	113	0	
Materials and services	(42,503)	(40,220)	2,283	5	9
Bad and doubtful debts	(172)	(649)	(477)	(277)	10
Depreciation and amortisation	(15,206)	(14,757)	449	3	
Borrowing costs	(730)	(730)	-	0	
Other expenses	(519)	(408)	111	21	
Total expenses	(97,970)	(95,491)	2,479	3	
Surplus/(deficit) for the year	17,034	26,749	9.715	57	

Note 2 Budget comparison (cont.)

Explanation of material variations

Ref	Item	Explanation
1	Statutory fees and fines	A 43 per cent increase in the number of parking fines issued compared to last year as well as an increase in statutory building and planning application fees and permits, which reflects an increase in development within the municipality.
2	User fees	An increase in non-statutory planning application fees and permits related to increased development. Parking fees also increased reflecting increased traffic on the foreshore with improved weather conditions, particularly over summer. Animal registration fees increased as well as recycling income with an increase in tonnage compared to last year.
3	Operating grants	The Victorian Grants Commission paid 50 per cent of the 2015/2016 funding allocation in 2014/2015 \$1.3m. This was offset by Aged and Disability regional project funding for 2016/2017 received in advance \$222,000.
4	Capital grants	Capital grants were favourable to budget due to an increase in Roads to Recovery funding, the receipt of unbudgeted funding for storm damage to jetty infrastructure as well as black spot funding for traffic signals. This was offset by the delay of receipt of funding for the Banksia Reserve pavilion which is due to be completed in 2016/2017.
5	Contributions monetary	Resort and Recreation Levy income was \$4 million favourable to budget for 2015/2016 offset by a delay in the receipt of club funding of \$998,000 for the Banksia Reserve pavilion redevelopment and Brighton Beach Bowls Club synthetic green project. These projects are expected to be completed in 2016/2017.
6	Net gain/(loss) on disposal of property, infrastructure, plant and equipment	Net proceeds from the sale of the Sandringham Child Care Centre. The proceeds are to be quarantined in reserves for early childhood facilities enhancements. This has been offset by the non-cash accounting entry for the write-off of the written down value of infrastructure assets disposed of during the year.
7	Interest income	The favourable operating and capital results compared to budget during the year as well as the timing of cash flows in relation to the delivery of capital projects has resulted in greater cash reserves than expected. Interest on late rate payments was also greater than budgeted.
8	Other income	Includes the one-off carbon tax rebate from our waste provider for carbon tax paid in prior years, the unbudgeted sale of laneways, and better than expected auction results from the sale of two bathing boxes

Note 2	Bud	get comparison (cont.)	
	Ref	Item	Explanation
	9	Materials and services	A number of savings initiatives have been achieved during the year in administrative expenditure including a reduction in insurance premiums, savings in Fleet due to a reduction in the number of leased vehicles, and reduced ICT equipment contracts. Departments have also reduced expenditure in other administrative categories including training and printing and advertising. Savings against budgeted services contracts were also achieved during the year, particularly in waste management with lower contract CPI increases than predicted, contracts subject to a favourable fall in fuel prices, and reduced tipping fees. Favourable tender results for the building maintenance contract has also resulted in savings as well as savings achieved on completion of the final stage of the installation of the public lighting project.
	10	Bad and doubtful debts	At balance date, one other debtor representing a financial asset with a nominal value of \$895,000 (2015: \$0) was impaired. The amount of the provision raised against the debtor was \$406,572 (2015: \$0). It has individually been impaired as a result of doubtful collection. Council has engaged legal representation regarding further action against the debtor.

Note 2 Budget comparison (cont.)

b) Capital works

	Budget 2016	Actual 2016	Variance 2016	Variance	
—	\$'000	\$'000	\$'000	%	Re
Property					
Buildings	10,463	5,115	(5,348)	(51)	1
Heritage buildings	317	165	(152)	(48)	2
Building improvements	2,306	1,519	(787)	(34)	3
Total buildings	13,086	6,799	(6,287)	(48)	
Total property	13,086	6,799	(6,287)	(48)	
Plant and equipment					
Arts and culture collection	30	10	(20)	(67)	
Fixtures, fittings and furniture	221	269	48	22	
Computers and telecommunications	1,444	865	(579)	(40)	
Library books	395	373	(22)	(6)	
Total plant and equipment	2,090	1,517	(573)	(27)	
Infrastructure					
Roads	2,907	3,423	516	18	;
Footpaths and cycleways	2,527	1,990	(537)	(21)	
Drainage	2,452	926	(1,526)	(62)	
Parks, open space and streetscapes	6,501	6,121	(380)	(6)	
Foreshore and conservation	1,254	1,065	(189)	(15)	
Off-street car parks	418	442	24	6	
Road management, traffic signals and street furniture	1,145	1,049	(96)	(8)	
Total infrastructure	17,204	15,016	(2,188)	(13)	
Total capital works expenditure	32,380	23,332	(9,048)	(28)	
Penropented by					
Represented by:	1 651	2 006	(665)	(4.4)	
New asset expenditure	4,651	3,986	(665)	(14)	
	16,478	13,952	(2,526)	(15)	
Asset expansion expenditure	3,655	458	(3,197)	(87)	
Asset upgrade expenditure Total capital works expenditure	7,596 32,380	4,936 23,332	(2,660) (9,048)	(35) (28)	

Note 2	Bud	get comparison (cont.)	
	Expl	anation of material variatio	ns
	Ref	Item	Explanation
	1	Buildings	The \$5.4 million favourable variance to budget relates to delays to a number of large projects including Banksia Reserve pavilion, Dendy St Beach pavilion, and the Jetty Road foreshore public toilet. A total budget of \$5.3 million will be carried forward to 2016/2017 for the completion of these projects.
	2	Heritage buildings	Favourable variance due to project savings as well as the carry forward of the Brighton Town Hall climate control system to 2016/2017.
	3	Building Improvements	Favourable variance due to favourable tender results for a number of projects as well as the carry forward to 2016/2017 of \$275,000to complete works on the Server Room and the Air Handling System for the corporate centre.
	4	Computers and telecommunications	There are six ICT projects that have commenced during 2015/2016 which will be completed during 2016/2017. The total carry forward budget for 2016/2017 is \$517,000.
	5	Roads	Council received an increase in the Roads to Recovery grant which funded an increase in the Road Reseal and Re-sheet Program.
	6	Footpaths and cycleways	The Elster Creek Trail project and the Shared Path Stability works project which commenced in 2015/2016 will be completed in 2016/2017. \$389,000will be carried forward to complete these projects.
	7	Drainage	Favourable tender results for a number of drainage projects resulted in savings during 2015/2016 of \$803,000. The Bilson Street Brighton East Drain was not completed due to access issues \$196k, and the Kinane Street Brighton drainage works did not proceed \$485,000.
	8	Parks, open space and streetscapes	The favourable result relates mainly to the delay in the completion of three projects which will be carried forward to 2016/2017 \$317,000including the Beaumaris Concourse Activity Centre Master Plan, Dendy Park Brighton East Master Plan, and the Martin Street Activity Centre Streetscaping.
	9	Foreshore and conservation	Unbudgeted works to reconstruct the Half Moon Bay Boat Ramp and the North Road Jetty due to storm damage were completed during 2015/2016 \$350 and funded from State Government Storm Damage grants. A number of projects were also required to be carried forward to 2016/2017 due to ongoing community consultation and the revision of project scope \$307,000.

Note 3 Rates and charges

Council uses Capital Improved Value (C.I.V.) as the basis of valuation of all properties within the municipal district. The C.I.V. of a property is the market value of land and improvements. The valuation base used to calculate general rates for 2015/2016 was \$47,239 million (2014/2015 \$46,898 million). The 2015/2016 rate in the C.I.V. dollar was 0.00145019 cents (2014/2015, 0.00139710 cents).

	2016	2015
	\$'000	\$'000
General rates	66,856	63,499
Municipal charge	6,130	5,795
Waste management charge	9,000	8,407
Supplementary rates and rate adjustments	401	893
Cultural and recreational	311	302
Total rates and charges	82,698	78,896

The date of the latest general revaluation of land for rating purposes within the municipal district was 01/01/2016, and the valuation was first applied in the rating year commencing 01/07/2016.

Note 4 Statutory fees and fines

	2016	2015
	\$'000	\$'000
Infringements and costs		
– Parking	2,911	2,009
– Animal management	56	54
– Other	4	63
Court recoveries	752	536
Town planning fees	833	760
Land information certificates	104	92
Building permits	532	451
Other	100	38
Total statutory fees and fines	5,292	4,003

Note 5 User fees

	2016	2015
	\$'000	\$'000
Aged and Health Services	1,286	1,292
Open Space and Recreation	601	801
Planning and Infrastructure	1,019	872
Children's Services	179	519
Parking	1,400	1,194
Animal Registration Permits	1,117	1,032
Amenity Protection	1,135	1,089
Waste Management Services	1,010	924
Other fees and charges	421	517
Total user fees	8,168	8,240

	2016	201
	\$'000	\$'00
Grants were received in respect of the following :		
Summary of grants		
Commonwealth-funded grants	2,669	4,54
State-funded grants	8,558	7,73
Other	153	3
Total grants	11,380	12,31
Operating grants		
Recurrent – Commonwealth Government		
Victorian Grants Commission	1,275	3,82
General home care	355	38
Other	14	2
Recurrent – State Government		
Aged care	5,361	5,19
School crossing supervisors	189	1
Child Care Services	_	
Libraries	590	5
Maternal and child health	594	5
Recreation	199	19
Community safety	145	1-
Other	1	
Recurrent – Other		
Environmental health	18	:
Organisational improvement	3	
Youth services planning and development	11	
Total recurrent operating grants	8,755	11,1
Non-recurrent – Commonwealth Government		
Environmental planning	36	:
Respite and home care	17	
Non-recurrent – State Government		
Aged and Disability Services	314	16
Library	47	
Youth and Recreation	23	
Other	30	
Non-recurrent – Other		
Environmental sustainability	35	
Policy and Planning	5	
Total non-recurrent operating grants	507	3
Total operating grants	9,262	11,4

Note 6 Grants (cont.)

	2016	2015
	\$'000	\$'000
Capital grants		
Recurrent – Commonwealth Government		
Roads to recovery	722	253
Total recurrent capital grants	722	253
Non-recurrent – Commonwealth Government		
Nation Building Blackspot Program	212	-
Infrastructure	39	-
Non-recurrent – State Government		
Buildings	1,065	601
Non-recurrent – Other		
Living Rivers Program	80	-
Total non-recurrent capital grants	1,396	601
Total capital grants	2,118	854
Total operating and capital grants	11,380	12,317

Unspent grants received on condition that they be spent in a specific manner		
Balance at start of year	345	514
Received during the financial year and remained unspent at balance date	934	345
Received in prior years and spent during the financial year	345	514
Balance at year end	934	345

Note 7 Contributions – monetary

	2016	2015
	\$'000	\$'000
Contributions – monetary – operating		
Fire services property levy administration	_	60
VicRoads road maintenance	26	51
Other	102	10
Total contributions – monetary – operating	128	121

Contributions – monetary – capital		
Open space contributions	5,010	2,551
Building	169	5
Parks	7	105
Roads	18	51
Total contributions – monetary – capital	5,204	2,712
Total contributions – monetary	5,332	2,833

Note 8 Net gain/(loss) on disposal of property, infrastructure, plant and equipment

	2016	2015
	\$'000	\$'000
Asset held for sale		
Proceeds of sale	3,425	2,560
Written down value of assets disposed	(2,209)	(1,200)
Net gain from disposal of asset held for sale	1,216	1,360
Written down value of asset disposed		
Roads	(509)	(758)
Drains	(33)	(14)
Buldings	(365)	-
Total loss on disposal of assets	(907)	(772)
Total net gain/(loss) on disposal of property,	309	588
infrastructure, plant and equipment		

Note 9 Rental income

	2016	2015
	\$'000	\$'000
Golf courses	1,194	1,166
Other recreation facilities	1,254	1,184
Mobile phone facilities	729	717
Food premises	591	576
Other rentals	242	233
Total rental income	4,010	3,876

Note 10 Interest income

	2016	2015
	\$'000	\$'000
Interest – Cash and cash equivalents	2,148	1,807
Interest – Rates late payment	277	326
Total interest income	2,425	2,133

Note 11 Other income

	2016	2015
	\$'000	\$'000
Cost recovery	803	754
Sale of roads and laneways	277	-
Sale of bathing boxes	565	664
Employee contributions	303	326
Carbon tax refund	598	-
Other	80	79
Total other income	2,626	1,823

Note 12 Employee costs

	2016	2015
	\$'000	\$'000
Wages and salaries	32,472	31,548
WorkCover	350	515
Casual staff	605	265
Superannuation	2,885	2,856
Fringe benefits tax	402	396
Agency staff	2,013	2,207
Total employee costs	38,727	37,787

b) Superannuation

Contributions by Bayside City Council (excluding any unfunded liability payments) to superannuation plans for the financial year ended 30 June 2016 are detailed below:

Scheme Ty	Type of scheme	Rate	2016	2015
	Type of scheme		\$'000	\$'000
Vision Super	Defined benefits	9.50%	\$288	\$264
Vision Super	Accumulation	9.50%	\$1,597	\$1,575
Other funds	Accumulation	9.50%	\$1,000	\$1,017

There were no contributions outstanding and no loans issued from or to the above schemes as at 30 June 2016. The expected contributions to be paid to the defined benefit category of Vision Super for the year ending 30 June 2017 is \$268,000. Refer to Note 37 for further information relating to Council's superannuation obligations.

Note 13 Materials and services

	2016	2015 \$'000
	\$'000	
Contracts		
- Environmental sustainability and open space services	16,001	15,880
– City Works Services	2,818	3,009
– Other services	1,746	2,154
– General maintenance	3,598	4,102
– Building maintenance	1,768	1,927
Services and purchases	7,195	7,146
Motor vehicle costs	1,028	1,087
Rental/Leases	656	788
Office administration	790	712
Insurance	1,030	1,139
Community grants and sponsorship	742	729
Utilities and taxes	2,149	2,180
Other	699	572
Total materials and services	40,220	41,425

Note 14 Bad and doubtful debts

	2016	2015
	\$'000	\$'000
Parking fine debtors	280	101
Other debtors	369	232
Total bad and doubtful debts	649	333

Note 15 Depreciation and amortisation

	2016	2015
	\$'000	\$'000
Buildings	3,917	3,800
Plant and equipment	934	816
Infrastructure	9,552	9,312
Intangible assets	354	259
Total depreciation and amortisation	14,757	14,187

Refer to Note 24 and 25 for a more detailed breakdown of depreciation and amortisation charges

Note 16 Borrowing costs

	2016	2015
	\$'000	\$'000
est – borrowings	730	910
owing costs	730	910

Note 17 Other expenses

	2016	2015
	\$'000	\$'000
Auditor's remuneration – VAGO – audit of the financial statements, performance statement and grant acquittals	74	55
Auditor's remuneration – Internal audit	102	100
Councillors' allowances	232	235
Total other expenses	408	390

Note 18 Cash and cash equivalents

	2016	2015
	\$'000	\$'000
Cash at bank	5,185	2,746
Term deposits (90 days or less)	_	1,000
Total Cash and cash equivalents	5,185	3,746

Refer to Note 34 for disclosure of restrictions on cash assets

Note 19 Trade and other receivables

	2016	2015
	\$'000	\$'000
Current		
Rates debtors	1,818	1,782
Parking infringement debtors	2,059	1,716
Provision for doubtful debts – parking infringements	(1,133)	(871)
Aged and Disability	136	142
Other infringemnet debtors	253	285
Provision for doubtful debts – other infringements	(140)	(146)
Domestic waste	895	513
Rental debtors	300	154
Net GST receivables	926	1,302
Other debtors	1,592	1,233
Provision for doubtful debts – other debtors	(636)	(288)
Total current trade and other receivables	6,070	5,822
Non-current		
Rates debtors	154	184
Total non-current trade and other receivables	154	184
Total trade and other receivables	6,224	6,006

Note 19	Trade and other receivables (cont.)		
(a)	Ageing of receivables		
	At balance date other debtors representing financial assets were past relate to a number of independent customers for whom there is no rec Council's trade and other receivables (excluding statutory receivables)	cent history of default. The age	
		2016	201
		\$'000	\$'00
	Current (not yet over due)	1,781	97
	Past due by up to 30 days	277	42
	Past due between 31 and 60 days	106	13
	Past due by more than 60 days	759	50
	Total trade and other receivables	2,923	2,03
(b)	Movement in provisions for doubtful debts		
	Balance at the beginning of the year	1,305	1,00
	New provisions recognised during the year	649	33
	Amounts already provided for and written off as uncollectible	(45)	(33
	Balance at end of year	1,909	1,30
(C)	Ageing of individually impaired receivables		
	At balance date, one other debtor representing a financial asset with a n impaired. The amount of the provision raised against the debtor was \$4 impaired as a result of doubtful collection. Council has engaged legal re against the debtor. The ageing of the receivable includes monthly invoice	06,572 (2015: \$0). It has individe presentation regarding further	dually beer
Note 20	Other financial assets		
Note 20	Other financial assets	2016	201
Note 20		2016 \$'000	
Note 20	Current	\$'000	\$'00
Note 20		\$'000 70,000	\$'00 53,00
Note 20	Current Term deposits (greater than 90 days)	\$'000	\$'00
Note 20	Current Term deposits (greater than 90 days) Non-current	\$'000 70,000 70,000	\$'00 53,00 53,00
Note 20	Current Term deposits (greater than 90 days)	\$'000 70,000 70,000 230	\$'00 53,00 53,00 23
Note 20	Current Term deposits (greater than 90 days) Non-current	\$'000 70,000 70,000	\$'00 53,00

Note 21	Inventories		
		2016	2015
		\$'000	\$'000
	Inventories held for sale	76	124
	Total inventories	76	124
Note 22	Non-current assets classified as held for sale		
		2016	2015
		\$'000	\$'000
	Asset held for sale – property	-	2,194
	Total non-current assets classifed as held for resale	_	2,194
			_,
Note 23	Other assets		_,
Note 23	Other assets	2016	2015
Note 23	Other assets	2016 \$'000	2015
Note 23	Other assets Current		2015
Note 23			2015 \$'000
Note 23	Current	\$'000	2015 \$'000 447
Note 23	Current Prepayments	\$'000 514	2015 \$'000 447 618
Note 23	Current Prepayments	\$'000 514 254	
Note 23	Current Prepayments Accrued income	\$'000 514 254	201 \$'000 447 618 1,065
Note 23	Current Prepayments Accrued income Non-current	\$'000 514 254 768	2015 \$'000 447 618

Note 24 Property, infrastructure, plant and equipment	oment					
Summary of property, infrastructure, plant and equipment	At fair value 30 june 2016	Accumulated depreciation	WDV 30 June 2016	At fair value 30 june 2015	Accumulated depreciation	WDV 30 June 2015
	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
Land	2,461,400	I	2,461,400	2,145,843	I	2,145,843
Buildings	251,147	106,943	144,204	244,719	104,745	139,974
Plant and equipment	14,733	6,535	8,198	13,858	5,602	8,256
Infrastructure	574,273	309,942	264,331	563,828	301,196	262,632
Work in progress	10,545	I	10,545	4,208	Ι	4,208
Total	3,312,098	423,420	2,888,678	2,972,456	411,543	2,560,913

Summary of work in progress	Opening WIP	Additions	Transfers	Write offs	Closing WIP
	\$'000	\$'000	\$'000	000,\$	\$'000
Buildings	819	3,482	(251)	I	4,050
Plant and equipment	I	11	I	I	Ŧ
Infrastructure	3,389	5,203	(2,063)	(45)	6,484
Total	4,208	8,696	(2,314)	(45)	10,545

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Note 24 Property, infrastructure plant and equipment (cont.)	equipn	nent (cont	(
Land and buildings	Note sp	Land – specialised _s	Land - non- specialised	Land under roads	Total land	Buildings – specialised	Buildings - non- specialised	Heritage buildings	Total buildings	Work in progress	Total property
		\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
At fair value 1 July 2015	Ţ,	1,423,919	216,598	505,326	2,145,843	217,194	1,487	26,038	244,719	819	2,391,381
Accumulated depreciation at 1 July 2015		I	I	I	I	(98,709)	I	(6,036)	(104,745)	I	(104,745)
Fair value as at 1 July 2015	÷	1,423,919	216,598	505,326	2,145,843	118,485	1,487	20,002	139,974	819	2,286,636
Movements in fair value											
Acquisition of assets at fair value		I	I	I	I	3,106	I	165	3,271	3,482	6,753
Revaluation increments/decrements		192,328	47,406	75,823	315,557	4,887	I	I	4,887	I	320,444
Fair value of assets disposed		I	I	I	I	(1,935)	I	I	(1,935)	I	(1,935)
Impairment losses recognised in operating result		I	I	I	I	(46)	I	I	(46)	I	(46)
Transfers		I	I	I	I	251	Ι	I	251	(251)	I
Total		192,328	47,406	75,823	315,557	6,263	I	165	6,428	3,231	325,216
Movements in accumulated depreciation											
Depreciation and amortisation		I	I	I	I	(3,917)	I	I	(3,917)	I	(3,917)
Accumulated depreciation of disposals		I	I	I	I	1,570	I	I	1,570	I	1,570
Accumulated depreciation revaluation reversal		I	I	I	I	149	I	I	149	I	149
Transfers		I	I	I	I	I	I	I	I	I	I
Total		I	T	I	I	(2,198)	I	I	(2,198)	I	(2,198)
At fair value 30 June 2016	+	1,616,247	264,004	581,149	2,461,400	223,457	1,487	26,203	251,147	4,050	2,716,597
Accumulated depreciation at 30 June 2016		I	I	I	I	(100,907)	I	(6,036)	(106,943)	I	(106,943)
Fair value as at 30 June 2016	-,-	1,616,247	264,004	581,149	2,461,400	122,550	1,487	20,167	144,204	4,050	2,609,654

Note 24 Property, infrastructure plant and equipment (cont.)

Plant and equipment	Note	Plant machinery and equipment	Fixtures fittings and furniture	Library books	Arts and culture assets	Work in progress	Total plant and equipment
		000,\$	\$'000	000,\$	\$'000	\$'000	\$'000
At fair value 1 July 2015		1,899	2,523	4,621	4,815	I	13,858
Accumulated depreciation at 1 July 2015		(839)	(1,556)	(3,206)	I	I	(5,602)
Fair value as at 1 July 2015		1,060	967	1,415	4,815	I	8,256
Movements in fair value							
Acquisition of assets at fair value		26	395	373	10	11	886
Revaluation increments/decrements		I	I	I	I	I	I
Fair value of assets disposed		I	I	Ι	I	I	I
Impairment losses recognised in operating result		I	I	Ι	I	I	I
Transfers		I	I	Ι	I	Ι	I
Total		67	395	373	10	4	886
Movements in accumulated depreciation							
Depreciation and amortisation		(218)	(214)	(202)	I	I	(934)
Accumulated depreciation of disposals		I	I	Ι	I	I	I
Accumulated depreciation revaluation reversal		I	I	I	I	I	I
Transfers		I	I	Ι	I	I	I
Total		(218)	(214)	(202)	I	I	(934)
At fair value 30 June 2016		1,996	2,918	4,994	4,825	11	14,744
Accumulated depreciation at 30 June 2016		(1,057)	(1,770)	(3,708)	I	I	(6,535)
Fair value as at 30 June 2016		939	1,148	1,286	4,825	7	8,209

Note 24 Property, infrastructure plant and equipment (cont.)	lant and e	quipment (c	cont.)								
Infrastructure	e Roads	Bridges	Footpaths and cycleways	Drainage	Parks open spaces and streetscapes	Foreshore and conservation	Off-street car parks	Road mgmt, traffic signals and street furnitures	Work in progress	Total infrastructure	Total property, infrastructure plant and equipment
	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	000,\$	\$'000	\$'000	\$'000	\$'000
At fair value 1 July 2015	194,026	5,837	140,956	153,128	43,458	10,064	4,991	11,368	3,389	567,217	2,972,456
Accumulated depreciation at 1 July 2015	(77,610)	(3,036)	(88,176)	(104,393)	(17,157)	(3,700)	(874)	(6,250)	I	(301,196)	(411,543)
Fair value as at 1 July 2015	116,416	2,801	52,780	48,735	26,301	6,364	4,117	5,118	3,389	266,021	2,560,913
Movements in fair value											
Acquisition of assets at fair value	2,688	I	2,727	645	1,999	611	47	1,026	5,203	14,946	22,585
Revaluation increments/decrements	I	I	I	I	I	I	I	I	I	I	320,444
Fair value of assets disposed	(881)	I	(380)	(87)	1	I	I	I	I	(1,348)	(3,283)
Impairment losses recognised in operating result	ı result –	I	I	(13)	I	I	Ι	I	(45)	(58)	(104)
Transfers	423	I	(342)	44	1,433	459	Ι	46	(2,063)	I	1
Total	2,230	I	2,005	589	3,432	1,070	47	1,072	3,095	13,540	339,642
Movements in accumulated depreciation	ation										
Depreciation and amortisation	(1,745)	(09)	(2,233)	(1,801)	(2,433)	(629)	(300)	(321)	I	(9,552)	(14,403)
Accumulated depreciation of disposals	462	I	290	54	I	I	I	I	I	806	2,376
Accumulated depreciation revaluation reversal	versal –	I	I	I	I	I	I	I	I	I	149
Transfers	(300)	I	300	I	I	I	I	I	T	I	I
Total	(1,583)	(09)	(1,643)	(1,747)	(2,433)	(629)	(300)	(321)	I	(8,746)	(11,878)
At fair value 30 June 2016	196,256	5,837	142,961	153,717	46,890	11,134	5,038	12,440	6,484	580,757	3,312,098
Accumulated depreciation at 30 June 2016	(79,193)	(3,096)	(89,819)	(106,140)	(19,590)	(4,359)	(1,174)	(6,571)	I	(309,942)	(423,420)
Fair value as at 30 June 2016	117,063	2,741	53,142	47,577	27,300	6,775	3,864	5,869	6,484	270,815	2,888,678

Note 24 Property, infrastructure, plant and equipment (cont.)

Valuation of land and buildings

Valuation of land and buildings was undertaken by a qualified independent valuer Matheson Stephen Valuer Registration number 62718 dated 30 June 2016. The valuation of land and buildings is at fair value, being market value based on highest and best use permitted by relevant land planning provisions. Where land use is restricted through existing planning provisions, the valuation is reduced to reflect this limitation. This adjustment is an unobservable input in the valuation. The adjustment has no impact on the Comprehensive Income Statement.

Specialised land is valued at fair value using site values adjusted for englobo (undeveloped and/or unserviced) characteristics, access rights and private interests of other parties and entitlements of infrastructure assets and services. This adjustment is an unobservable input in the valuation. The adjustment has no impact on the Comprehensive Income Statement.

Any significant movements in the unobservable inputs for land and land under roads will have a significant impact on the fair value of these assets.

Details of the Council's land and buildings and information about the fair value hierarchy as at 30 June 2016 are as follows:

	Level 1	Level 2	Level 3
Land specialised	_	_	1,616,247
Land non-specialised	_	264,004	_
Land under roads	_	_	581,149
Heritage buildings	_	7,238	12,929
Building specialised	_	-	122,550
Building non-specialised	_	1,487	_
Total	-	272,729	2,332,875

Valuation of infrastructure

Valuation of infrastructure assets has been determined in accordance with a valuation undertaken by Mr. K Bott Manager Infrastructure Assets B.Eng. (Env. Eng).

The valuation is at fair value based on replacement cost less accumulated depreciation as at the date of valuation.

Details of the Council's infrastructure and information about the fair value hierarchy as at 30 June 2016 are as follows:

	Level 1	Level 2	Level 3
Roads	-	_	117,063
Bridges	_	_	2,741
Footpaths and cycleways	_	_	53,142
Drainage	_	_	47,577
Parks, open space and streetscapes	_	_	27,300
Foreshore and conservation	_	_	6,775
Off-street car parks	_	_	3,864
Road management, traffic signals, street furniture	-	_	5,869
Total	-	-	264,331

Note 24 Property, infrastructure, plant and equipment (cont.)

Description of significant unobservable inputs into Level 3 valuations

Specialised land and land under roads is valued using a market-based direct comparison technique. Significant unobservable inputs include the extent and impact of restriction of use and the market cost of land per square metre. The extent and impact of restrictions on use varies and results in a reduction to surrounding land values between 5 per cent and 95 per cent. The market value of land varies significantly depending on the location of the land and the current market conditions. Currently, land values range between \$360 and \$1,140 per square metre.

Specialised buildings are valued using a depreciated replacement cost technique. Significant unobservable inputs include the current replacement cost and remaining useful lives of buildings. Current replacement costs is calculated on a square metre basis and ranges from \$500 to \$8,000 per square metre. The remaining useful lives of buildings are determined on the basis of the current condition of buildings and vary from five years to 52 years. Replacement cost is sensitive to changes in market conditions, with any increase or decrease in cost flowing through to the valuation. Useful lives of buildings are sensitive to changes in expectations or requirements that could either shorten or extend the useful lives of buildings.

Infrastructure assets are valued based on the depreciated replacement cost. Significant unobservable inputs include the current replacement cost and remaining useful lives of infrastructure. The remaining useful lives of infrastructure assets are determined on the basis of the current condition of the asset and vary from five years to 150 years. Replacement cost is sensitive to changes in market conditions, with any increase or decrease in cost flowing through to the valuation. Useful lives of infrastructure are sensitive to changes in use, expectations or requirements that could either shorten or extend the useful lives of infrastructure assets.

	2016	6 2015
	\$'000) \$'000
Reconciliation of specialised land		
Land under roads	581,149	505,326
Parks and reserves	1,616,247	7 1,423,919
Total specialised land	2,197,396	6 1,929,245

	2016	2015
	\$'000	\$'000
Software	1,751	1,358
Total intangible assets	1,751	1,358
	5	Software
		\$'000
Gross carrying amount		
Balance at 1 July 2014		2,832
Additions – other		513
Work in progress		23
Balance at 1 July 2015		3,368
Additions – other		374
Work in progress		373
Balance at 30 June 2016		4,115
Accumulated amortisation and impairment		
Balance at 1 July 2014		(1,751)
Amortisation expense		(259)
Balance at 1 July 2015		(2,010)
Amortisation expense		(354)
Balance at 30 June 2016		(2,364)
Net book value at 30 June 2015		1,358
Net book value at 30 June 2016		1,751

Note 26 Trade and other payables

	2016	2015
	\$'000	\$'000
Trade payables	4,744	6,011
Accrued expenses		
– Capital	2,350	1,329
- Materials and services	1,293	1,189
– Employee cost	1,297	1,023
- Loan interest	15	20
Total trade and other payables	9,699	9,572

Note 27 Trust funds and deposits

	2016	2015
	\$'000	\$'000
Building and Infrastructure refundable deposits	2,954	2,469
Fire services levy	552	329
Retention amounts	68	76
Other refundable deposits	747	643
Total trust funds and deposits	4,321	3,517

Purpose and nature of items

Building and Infrastructure refundable deposits – Deposits are taken by Council as a form of surety in relation to building and infrastructure works. Amount will be refunded if Council's assets are maintained in their original condition.

Fire Service Levy – Council is the collection agent for the fire services levy on behalf of the state government. Council remits amounts received on a quarterly basis. Amounts disclosed here will be remitted to the state government in line with that process.

Retention Amounts – Council has a contractual right to retain certain amounts until a contractor has met certain requirements or a related warrant or defect period has elapsed. Subject to the satisfactory completion of the contractual obligations, or the elapsing of time, these amounts will be paid to the relevant contractor in line with Council's contractual obligations.

Note 28 Provisions

	Annual leave	Long service leave	Staff gratuity scheme	Staff redundan- cies	Total
2016	\$'000	\$'000	\$'000	\$'000	\$'000
Balance at beginning of the financial year	2,831	5,814	26	_	8,671
Additional provisions	2,384	865	-	_	3,249
Amounts used	(2,421)	(724)	-	_	(3,145)
Decrease in the discounted amount arising because of time and the effect of any change in the discount rate	_	(7)	-	_	(7)
Balance at the end of the financial year	2,794	5,948	26	-	8,768
2015					
Balance at beginning of the financial year	2,816	5,654	26	496	8,992
Additional provisions	2,493	720	_	_	3,213
Amounts used	(2,478)	(628)	_	(496)	(3,602)
Increase in the discounted amount arising because of time and the effect of any change in the discount rate	_	68	_	_	68
Balance at the end of the financial year	2,831	5,814	26	-	8,671

(a) Employee provisions

	2016	2015
	\$'000	\$'000
Current provisions expected to be wholly settled within 12 months		
Annual leave	1,853	1,882
Long service leave	618	648
Staff gratuity scheme	26	26
	2,497	2,556
Current provisions expected to be wholly settled after 12 months		
Annual leave	941	949
Long service leave	4,347	4,246
	5,288	5,195
Total current provisions	7,785	7,751
Non-current		
Long service leave	983	920
Total non-current provisions	983	920
Aggregate carrying amount of employee provisions:		
Current	7,785	7,751
Non-current	983	920
Total aggregate carrying amount of employee provisions	8,768	8,671

Note 29 Interest-bearing loans and borrowings

		2016	2015
		\$'000	\$'000
	Current		
	Loans – secured*	5,193	4,183
		5,193	4,183
	Non-current		
	Loans – secured*	2,126	7,320
		2,126	7,320
	Total	7,319	11,503
	*All loans are secured against Council's rates and charges.		
a)	The maturity profile for Council's borrowings is:		
	Not later than one year	5,193	4,183
	Later than one year and not later than five years	2,126	7,320
		7,319	11,503
b)	Aggregate carrying amount of interest-bearing loans and borrowings:		
	Current	5,193	4,183
	Non-current	2,126	7,320
		7,319	11,503
Note 30	Income in advance		
		2016	2015
		\$'000	\$'000
	Income received in advance	514	438

514

438

81	Reserves			
(a) As 20 Pr La La Bu Inf Ro Dra Pla Ari 20 Pr La La La Dra 20 Pr La La	Asset revaluation reserves			
		Balance at beginning of reporting period	Increment	Balance at end o reporting perio
		\$'000	\$'000	\$'00
	2016			
	Property			
	Land	1,445,280	239,734	1,685,01
	Land under roads	65,912	75,823	141,73
	Buildings	83,516	5,036	88,55
		1,594,708	320,593	1,915,30
	Infrastructure			
	Roads	134,890	_	134,89
	Drainage	25,518	_	25,51
		160,408	-	160,40
	Plant and equipment			
	Arts and culture	2,369	_	2,36
		2,369	-	2,36
	Total asset revaluation reserves	1,757,485	320,593	2,078,07
	2015			
	Property			
	Land	1,231,340	213,940	1,445,28
	Land under roads	-	65,912	65,91
	Buildings	83,516		83,51
		1,314,856	279,852	1,594,70
	Infrastructure			
	Roads	134,890	_	134,89
	Drainage	25,518	_	25,51
		160,408	-	160,40
	Plant and equipment			
	Arts and culture	2,369	_	2,36
		2,369	-	2,36

The asset revaluation reserve is used to record the increased (net) value of Council's assets over time.

Note 31 Reserves (cont.)

(b) Other reserves

	Balance at beginning of reporting period	Transfer from accumulated surplus	Transfer to accumulated surplus	Balance at end of reporting period
	\$'000	\$'000	\$'000	\$'000
2016				
Statutory reserves				
Car parking reserve	381	7	_	388
Recreational land reserve	8,926	5,161	(788)	13,299
Total statutory reserves	9,307	5,168	(788)	13,687
Discretionary reserves				
Infrastructure reserve	4,990	3,390	(1,556)	6,824
Dendy Street Beach improvement reserve	764	480	_	1,244
Community facilities enhancement reserve	908	16	_	
Defined superannuation shortfall	1,000	500	_	1,500
Unspent conditional grants reserve	345	934	(345)	934
Capital works carried forward reserve	3,286	4,033	(2,220)	5,099
Early Childhood Facilities Reserve	2,560	3,455	(425)	5,590
Total discretionary reserves	13,853	12,808	(4,546)	22,115
Total other reserves	23,160	17,976	(5,334)	35,802
Total reserves				2,113,880
2015				
Statutory reserves				
Car parking reserve	377	4	-	381
Recreational land reserve	6,311	2,615	-	8,926
Total statutory reserves	6,688	2,619	-	9,307
Discretionary reserves				
Infrastructure reserve	1,601	4,647	(1,258)	4,990
	100	632	_	764
Dendy Street Beach improvement reserve	132			
Dendy Street Beach improvement reserve Community facilities enhancement reserve	899	9	-	908
		9 500	_	
Community facilities enhancement reserve	899		- - (514)	1,000
Community facilities enhancement reserve Defined superannuation shortfall	899 500	500	_ (514) (1,050)	1,000 345
Community facilities enhancement reserve Defined superannuation shortfall Unspent conditional grants reserve	899 500 514	500 345		1,000 345 3,286
Community facilities enhancement reserve Defined superannuation shortfall Unspent conditional grants reserve Capital works carried forward reserve	899 500 514	500 345 3,286		908 1,000 345 3,286 2,560 13,853

Total reserves

1,780,645

Note 31	Reserves (cont.)					
(b)	Other reserves (cont.)					
	The car parking reserve is a statutory reserve designed to hold funds for allocation to car park projects works.					
	The recreational land reserve is a statutory reserve that contains contributions received as public open space levies and is used to fund future recreational land facilities.					
	The infrastructure reserve is to quarantine identified savings from the operating budget to fund 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 to be refinanced.					
	The Dendy Street beach improvement reserve receives the net proceeds from the sale of bathing boxes and is used to fund future works in the Dendy Street Beach precinct.					
	The community facilities enhancement reserve holds the proceeds from the sale of the independent living units to fund new or improvements to community facilities that provide direct benefit to the Bayside community.					
	The defined superannuation shortfall reserve is to quarantine \$0.50 million annually to ensure Council sets aside sufficient cash to cover for future defined benefit superannuation shortfall calls, which are one-off and material in nature.					
	The unspent conditional grants reserve is to quarantine grants received during the financial year which are not fully spent at 30 June 16. Council is obligated to expedite the funded programs in the next financial year.					
	The capital works carried forward reserve is to quarantine budgeted capital projects which were in progress at 30 June 16 and will require the funds in order to complete the projects.					
		projects which were in	rprogress			
Note 32	at 30 June 16 and will require the funds in order to complete the projects. Early childhood facilities reserve holds the proceeds from the sale of former	child care centres to f				
Note 32	at 30 June 16 and will require the funds in order to complete the projects. Early childhood facilities reserve holds the proceeds from the sale of former redevelopment of early childhood facilities.	child care centres to f	und the			
Note 32	at 30 June 16 and will require the funds in order to complete the projects. Early childhood facilities reserve holds the proceeds from the sale of former redevelopment of early childhood facilities.	child care centres to f	und the 2015			
Note 32	at 30 June 16 and will require the funds in order to complete the projects. Early childhood facilities reserve holds the proceeds from the sale of former redevelopment of early childhood facilities.	child care centres to f (deficit) 2016	und the 2015 \$'000			
Note 32	at 30 June 16 and will require the funds in order to complete the projects. Early childhood facilities reserve holds the proceeds from the sale of former redevelopment of early childhood facilities. Reconciliation of cash flows from operating activities to surplus/	child care centres to f (deficit) 2016 \$'000	und the 2015 \$'000 19,677			
Note 32	at 30 June 16 and will require the funds in order to complete the projects. Early childhood facilities reserve holds the proceeds from the sale of former redevelopment of early childhood facilities. Reconciliation of cash flows from operating activities to surplus/ Surplus/(deficit) for the year	child care centres to f (deficit) 2016 \$'000 26,749	und the 2015 \$'000 19,677 14,187			
Note 32	at 30 June 16 and will require the funds in order to complete the projects. Early childhood facilities reserve holds the proceeds from the sale of former redevelopment of early childhood facilities. Reconciliation of cash flows from operating activities to surplus/ Surplus/(deficit) for the year Depreciation/amortisation	child care centres to f (deficit) 2016 \$'000 26,749 14,757	und the 2015 \$'000 19,677 14,187 910			
Note 32	at 30 June 16 and will require the funds in order to complete the projects. Early childhood facilities reserve holds the proceeds from the sale of former redevelopment of early childhood facilities. Reconciliation of cash flows from operating activities to surplus/ Surplus/(deficit) for the year Depreciation/amortisation Finance costs	child care centres to f (deficit) 2016 \$'000 26,749 14,757 730				
Note 32	at 30 June 16 and will require the funds in order to complete the projects. Early childhood facilities reserve holds the proceeds from the sale of former redevelopment of early childhood facilities. Reconciliation of cash flows from operating activities to surplus/ Surplus/(deficit) for the year Depreciation/amortisation Finance costs Loss on disposal of property, infrastructure, plant and equipment	child care centres to f (deficit) 2016 \$'000 26,749 14,757 730 (309)	und the 2015 \$'000 19,677 14,187 910 (588)			
Note 32	at 30 June 16 and will require the funds in order to complete the projects. Early childhood facilities reserve holds the proceeds from the sale of former redevelopment of early childhood facilities. Reconciliation of cash flows from operating activities to surplus/ Surplus/(deficit) for the year Depreciation/amortisation Finance costs Loss on disposal of property, infrastructure, plant and equipment Work in progress transferred to comprehensive income	child care centres to f (deficit) 2016 \$'000 26,749 14,757 730 (309)	und the 2015 \$'000 19,677 14,187 910 (588)			
Note 32	at 30 June 16 and will require the funds in order to complete the projects. Early childhood facilities reserve holds the proceeds from the sale of former redevelopment of early childhood facilities. Reconciliation of cash flows from operating activities to surplus/ Surplus/(deficit) for the year Depreciation/amortisation Finance costs Loss on disposal of property, infrastructure, plant and equipment Work in progress transferred to comprehensive income Change in assets and liabilities:	child care centres to f (deficit) 2016 \$'000 26,749 14,757 730 (309) 103	und the 2015 \$'000 19,677 14,187 910 (588) 9			
Note 32	at 30 June 16 and will require the funds in order to complete the projects. Early childhood facilities reserve holds the proceeds from the sale of former redevelopment of early childhood facilities. Reconciliation of cash flows from operating activities to surplus/ Surplus/(deficit) for the year Depreciation/amortisation Finance costs Loss on disposal of property, infrastructure, plant and equipment Work in progress transferred to comprehensive income Change in assets and liabilities: (Increase)/decrease in trade and other receivables	child care centres to f (deficit) 2016 \$'000 26,749 14,757 730 (309) 103 (218)	und the 2015 \$'000 19,677 14,187 910 (588) 9 (588) 9			
Note 32	at 30 June 16 and will require the funds in order to complete the projects. Early childhood facilities reserve holds the proceeds from the sale of former redevelopment of early childhood facilities. Reconciliation of cash flows from operating activities to surplus/ Surplus/(deficit) for the year Depreciation/amortisation Finance costs Loss on disposal of property, infrastructure, plant and equipment Work in progress transferred to comprehensive income Change in assets and liabilities: (Increase)/decrease in trade and other receivables Decrease/(increase) in prepayments	child care centres to f (deficit) 2016 \$'000 26,749 14,757 730 (309) 103 (218) (67)	und the 2015 \$'000 19,677 14,187 910 (588) 9 (652) (652) (48)			
Note 32	at 30 June 16 and will require the funds in order to complete the projects. Early childhood facilities reserve holds the proceeds from the sale of former redevelopment of early childhood facilities. Reconciliation of cash flows from operating activities to surplus/ Surplus/(deficit) for the year Depreciation/amortisation Finance costs Loss on disposal of property, infrastructure, plant and equipment Work in progress transferred to comprehensive income Change in assets and liabilities: (Increase)/decrease in trade and other receivables Decrease/(increase) in prepayments Increase/(decrease) in accrued income	child care centres to f (deficit) 2016 \$'000 26,749 14,757 730 (309) 103 (309) 103 (218) (67) 364	und the 2015 \$'000 19,677 14,187 910 (588) 9 (652) (48) (158)			
Note 32	at 30 June 16 and will require the funds in order to complete the projects. Early childhood facilities reserve holds the proceeds from the sale of former redevelopment of early childhood facilities. Reconciliation of cash flows from operating activities to surplus/ Surplus/(deficit) for the year Depreciation/amortisation Finance costs Loss on disposal of property, infrastructure, plant and equipment Work in progress transferred to comprehensive income Change in assets and liabilities: (Increase)/decrease in trade and other receivables Decrease/(increase) in prepayments Increase/(decrease) in accrued income Increase/(decrease) in trade and other payables	child care centres to f (deficit) 2016 \$'000 26,749 14,757 730 (309) 103 (218) (67) 364 142	und the 2015 \$'000 19,677 14,187 910 (588) 9 (652) (48) (158) 1,390			
Note 32	at 30 June 16 and will require the funds in order to complete the projects. Early childhood facilities reserve holds the proceeds from the sale of former redevelopment of early childhood facilities. Reconciliation of cash flows from operating activities to surplus/ Surplus/(deficit) for the year Depreciation/amortisation Finance costs Loss on disposal of property, infrastructure, plant and equipment Work in progress transferred to comprehensive income Change in assets and liabilities: (Increase)/decrease in trade and other receivables Decrease/(increase) in prepayments Increase/(decrease) in accrued income Increase/(decrease) in trade and other payables (Decrease)/increase in income in advance	child care centres to f (deficit) 2016 \$'000 26,749 14,757 730 (309) 103 (309) 103 (218) (67) 364 142 76	und the 2015 \$'000 19,677 14,187 910 (588) 9 (652) (48) (158) 1,390 (103)			

Net cash provided by operating activities 43,276

34,680

Note 33 Financing arrangements

	2016	2015
	\$'000	\$'000
Credit card facilities	95	95
Total facilities	95	95
Used facilities	8	_
Unused facilities	87	95

Note 34 Restrictions on cash assets

	2016	2015
	\$'000	\$'000
Other restricted assets		
Total cash and cash equivalents (Note 18)	5,185	3,746
Term deposits (greater than 90 days) (Note 20)	70,000	53,000
Total cash and cash equivalents and term deposits	75,185	56,746
Council's cash and cash equivalents are subject to external restrictions that limit amounts available for discretionary use. These included:		
Total statutory reserves (Note 31)	13,687	9,307
Trust funds and deposits (Note 27)	4,321	3,517
Total restricted funds	18,008	12,824
Unrestricted financial assets	57,177	43,922
Intended allocations		
Although not externally restricted, the following amounts have been allocated for speciifc future purposes by Council:		
– Total discretionary reserves (Note 31)	22,115	13,853
Total funds subject to intended allocations	22,115	13,853
Total unallocated unrestricted financial assets	35,062	30,069

Note 35 Commitments

The Council has entered into the following commitments:

2016	Not later than 1 year	Later than 1 year and not later than 2 years	Later than 2 years and not later than 5 years	Later than 5 years	Total
	\$'000	\$'000	\$'000	\$'000	\$'000
Operating					
Waste collection and disposal	6,243	4,615	4,730	_	15,588
Cleaning	860	-	_	_	860
Parks and gardens	7,045	7,222	7,402	_	21,669
Building maintenance	1,047	1,073	_	_	2,120
City works	3,408	-	_	_	3,408
Other	1,452	505	4	_	1,961
Total	20,055	13,415	12,136	-	45,606
Capital					
Buildings	554	-	_	_	554
Road management, traffic signals and street furniture	154	-	_	_	154
Drainage	363	-	_	_	363
Footpaths and cycleways	96	-	_	_	96
Foreshore and conservation	349	-	_	_	349
Off-street car parks	301	-	_	_	301
Parks, open space and streetscapes	1,443	_	-	_	1,443
Total	3,260	-	-	-	3,260

Not later than 1 year	Later than 1 year and not later than 2 years	Later than 2 years and not later than 5 years	Later than 5 years	Total
\$'000	\$'000	\$'000	\$'000	\$'000
7,232	6,243	9,345	_	22,820
1,352	860	_	_	2,212
6,874	7,045	14,624	-	28,543
928	952	975	_	2,855
4,057	3,098	_	-	7,155
1,147	524	_	_	1,671
21,590	18,722	24,944	-	65,256
6,236	262	_	_	6,498
6,236	262	-	_	6,498
	than 1 year \$'000 7,232 1,352 6,874 928 4,057 1,147 21,590 6,236	Not later than 1 year and not later than 2 years \$'000 \$'000 \$'02 \$'000 7,232 6,243 1,352 860 6,874 7,045 928 952 4,057 3,098 1,147 524 21,590 18,722 6,236 262	Not later than 1 year and not later than 2 years years and not later than 5 years \$'000 \$'000 \$'000 \$'000 \$'000 \$'000 \$'000 \$'000 \$'000 7,232 6,243 9,345 1,352 860 - 6,874 7,045 14,624 928 952 975 4,057 3,098 - 1,147 524 - 21,590 18,722 24,944	Not later than 1 year and not later than 2 years years and not later than 5 years than 5 years \$'000 \$'000 \$'000 \$'000 \$'000 \$'000 \$'000 \$'000 7,232 6,243 9,345 - 1,352 860 - - 6,874 7,045 14,624 - 928 952 975 - 4,057 3,098 - - 1,147 524 - - 21,590 18,722 24,944 - 6,236 262 - -

Note 36 Operating leases

(a) Operating lease commitments

At the reporting date, the Council had the following obligations under non-cancellable operating leases for the lease of equipment and land and buildings for use within Council's activities (these obligations are not recognised as liabilities):

	2016	2015
	\$'000	\$'000
Not later than one year	689	792
Later than one year and not later than five years	645	461
Total	1,334	1,253

(b) Operating lease receivables

The Council has entered into commercial property leases on its property. These properties held under operating leases have remaining non-cancellable lease terms of between one and 20 years. All leases include a CPI-based revision of the rental charge annually.

Future minimum rentals receivable under non-cancellable operating leases are as follows:

	2016	2015
	\$'000	\$'000
Not later than one year	3,206	3,178
Later than one year and not later than five years	11,059	10,578
Later than five years	8,326	6,857
Total	22,591	20,613

Note 37 Superannuation

Bayside City Council makes the majority of its employer superannuation contributions in respect of its employees to the Local Authorities Superannuation Fund (the Fund). This Fund has two categories of membership, accumulation and defined benefit, each of which is funded differently. Obligations for contributions to the Fund are recognised as an expense in the Comprehensive Operating Statement when they are made or due.

Accumulation

The Fund's accumulation categories, Vision MySuper/Vision Super Saver, receives both employer and employee contributions on a progressive basis. Employer contributions are normally based on a fixed per centage of employee earnings (for the year ended 30 June 2016, this was 9.5 per cent as required under Superannuation Guarantee legislation).

Defined benefit

Bayside City Council does not use defined benefit accounting for its defined benefit obligations under the Fund's Defined Benefit category. This is because the Fund's Defined Benefit category is a pooled multi-employer sponsored plan.

There is no proportional split of the defined benefit liabilities, assets or costs between the participating employers as the defined benefit obligation is a floating obligation between the participating employers and the only time that the aggregate obligation is allocated to specific employers is when a call is made. As a result, the level of participation of Bayside City Council in the Fund cannot be measured as a per centage compared with other participating employers. Therefore, the Actuary is unable to allocate benefit liabilities, assets and costs between employers for the purposes of AASB 119.

Funding arrangement

Bayside City Council makes employer contributions to the defined benefit category of the Fund at rates determined by the Trustee on the advice of the Fund's Actuary.

As at 30 June 2015, an interim actuarial investigation was held as the Fund provides lifetime pensions in the Defined Benefit category. The vested benefit index (VBI) of the Defined Benefit category of which Council is a contributing employer was 105.8 per cent. To determine the VBI, the fund Actuary used the following long-term assumptions:

- net investment returns 7.0 per cent pa
- salary information 4.25 per cent pa
- price inflation (CPI) 2.5 per cent pa.

Vision Super has advised that the VBI as at 30 June 2016 was 102.0 per cent.

The VBI is to be used as the primary funding indicator. Because the VBI was above 100 per cent, the 2015 interim actuarial investigation determined the Defined Benefit category was in a satisfactory financial position and that no change was necessary to the Defined Benefit category's funding arrangements from prior years.

Note 37 Superannuation (cont.)

Employer contributions

Regular contribution

On the basis of the results of the 2015 interim actuarial investigation conducted by the Fund Actuary, Council makes employer contributions to the Fund's Defined Benefit category at rates determined by the Fund's Trustee. For the year ended 30 June 2016, this rate was 9.5 per cent of members' salaries (9.5 per cent in 2014/2015). This rate will increase in line with any increase to the contribution rate. In addition, Council reimburses the Fund to cover the excess of the benefits paid as a consequence of retrenchment above the funded resignation or retirement benefit.

Funding calls

If the Defined Benefit category is in an unsatisfactory financial position at an actuarial investigation or the Defined Benefit category's VBI is below its shortfall limit at any time other than the date of the actuarial investigation, the Defined Benefit category has a shortfall for the purposes of SPS 160 and the Fund is required to put a plan in place so that the shortfall is fully funded within three years of the shortfall occurring. The Fund monitors its VBI on a quarterly basis and the Fund has set its shortfall limit at 97 per cent.

In the event that the Fund Actuary determines that there is a shortfall based on the above requirement, the Fund's participating employers (including Bayside City Council) are required to make an employer contribution to cover the shortfall. Using the agreed methodology, the shortfall amount is apportioned between the participating employers based on the pre-1 July 1993 and post-30 June 1993 service liabilities of the Fund's defined benefit category, together with the employer's payroll at 30 June 1993 and at the date the shortfall has been calculated.

Due to the nature of the contractual obligations between the participating employers and the Fund, and that the Fund includes lifetime pensioners and their reversionary beneficiaries, it is unlikely that the Fund will be wound up.

If there is a surplus in the Fund, the surplus cannot be returned to the participating employers.

In the event that a participating employer is wound up, the defined benefit obligations of that employer will be transferred to that employer's successor.

2015 Interim actuarial investigation surplus amounts

The Fund's interim actuarial investigation as at 30 June 2015 identified the following in the defined benefit category of which Council is a contributing employer:

- a VBI surplus of \$130.8 million
- a total service liability surplus of \$239 million.

The VBI surplus means that the market value of the fund's assets supporting the defined benefit obligations exceed the vested benefits that the defined benefit members would have been entitled to if they had all exited on 30 June 2015.

The total service liability surplus means that the current value of the assets in the Fund's defined benefit category plus expected future contributions exceeds the value of expected future benefits and expenses.

Council was notified of the 30 June 2015 VBI during August 2015.

Future superannuation contributions

The expected contributions to be paid to the defined benefit category of Vision Super for the year ending 30 June 2017 is \$268,000.

Note 38 Contingent liabilities and contingent assets

Contingent liabilities

(a) Guarantees for loans to other entities

					Loan Ba	alance
	Entity	Bank	Guarantee (\$)	Project	2016 (\$)	2015 (\$)
(i)	Sandringham City Junior Soccer Club	Bendigo Bank	50,000	Upgrading of the Destructor pavilion at Tjilatjirrin Reserve, Tulip Street	Nil	11,285
(ii)	Beaumaris Yacht Club	Bendigo Bank	45,000	Repairs to the club's building	12,998	18,827
(iii)	Sandringham Football Club	Bendigo Bank	100,000	Refurbishment of the club's social club building	46,449	57,319
(i∨)	Highett Youth Club Inc.	Bendigo Bank	150,000	To assist with its commitment to the Highett Recreation Centre Community Hub	99,313	124,317
(v)	Basterfield Park Tennis Club Inc.	Bendigo Bank	40,000	Court renewal program	40,102	N/A
(∨i)	Hurlingham Park Tennis Club Inc.	Bank of Queensland	40,000	Court renewal program	38,232	N/A
Tota	al				237,094	200,463

The amount disclosed for financial guarantees in this note is the nominal amount of the underlying loan that is guaranteed by the Council, not the fair value of the financial guarantee.

(b) Contingent liability – contaminated sites

The Bayside Planning scheme review (2011) identified a number of Council sites that, based on their prior use, may be at risk of contamination. At balance date Council is unable to accurately assess the financial implications of this risk.

Note 39 Financial instruments

(a) Objectives and policies

The Council's principal financial instruments comprise cash assets, term deposits, receivables (excluding statutory receivables), payables (excluding statutory payables) and bank borrowings. Details of the significant accounting policies and methods adopted, including the criteria for recognition, the basis of measurement and the basis on which income and expenses are recognised, in respect of each class of financial asset, financial liability and equity instrument is disclosed in Note 1 of the financial statements. Risk management is carried out by senior management under policies approved by the Council. These policies include identification and analysis of the risk exposure to Council and appropriate procedures, controls and risk minimisation.

Note 39 Financial instruments (cont.) (b) Market risk Market risk is the risk that the fair value or future cash flows of our financial instruments will fluctuate because of changes in market prices. Council's exposures to market risk is primarily through interest rate risk with only insignificant exposure to other price risks and no exposure to foreign currency risk. (c) Interest rate risk Interest rate risk refers to the risk that the value of a financial instrument or cash flows associated with the instrument will fluctuate due to changes in market interest rates. Our interest rate liability risk arises primarily from long-term loans and borrowings at fixed rates which exposes us to fair value interest rate risk. Cash flow interest rate risk is the risk that the future cash flows of a financial instrument will fluctuate because of changes in market interest rate risk. Council has minimal exposure to cash flow interest rate risk through its cash and deposits that are at floating rate.

Investment of surplus funds is made with approved financial institutions under *the Local Government Act* 1989. We manage interest rate risk by adopting an investment guideline that ensures:

- diversification of investment product
- monitoring of return on investment
- benchmarking of returns and comparison with budget.

There has been no significant change in Council's exposure, or its objectives, policies and processes for managing interest rate risk or the methods used to measure this risk from the previous reporting period.

Interest rate movements have not been sufficiently significant during the year to have an impact on the Council's year-end result.

(d) Credit risk

Credit risk is the risk that a contracting entity will not complete its obligations under a financial instrument and cause us to make a financial loss. We have exposure to credit risk on some financial assets included in our Balance Sheet. To help manage this risk, Council:

- has a policy for establishing credit limits for the entities we deal with
- may require collateral where appropriate
- only invests surplus funds with financial institutions which have a recognised credit rating specified in our investment policy.

Receivables consist of a large number of customers, spread across the ratepayer, business and government sectors. Credit risk associated with the Council's financial assets is minimal because the main debtor is secured by a charge over the rateable property.

There is one single material financial asset which has been individually determined to be impaired.

We may also be subject to credit risk for transactions which are not included in the Balance Sheet, such as when we provide a guarantee for another party. Details of our contingent liabilities are disclosed in Note 38.

The maximum exposure to credit risk at the reporting date to recognised financial assets is the carrying amount, net of any provisions for impairment of those assets, as disclosed in the Balance Sheet and notes to the financial statements. Council does not hold any collateral.

Note 39	Financial instruments (cont.)
(e)	Liquidity risk
	Liquidity risk includes the risk that, as a result of our operational liquidity requirements or we will not have sufficient funds to settle a transaction when required, we will be forced to sell a financial asset at below value or may be unable to settle or recover a financial asset.
	To help reduce these risks Council:
	 have a liquidity policy which targets a minimum and average level of cash and cash equivalents to be maintained
	 have readily accessible standby facilities and other funding arrangements in place have a liquidity portfolio structure that requires surplus funds to be invested within various bands of liquid instruments
	 monitor budget to actual performance on a regular basis set limits on borrowings relating to the per centage of loans to rate revenue and per centage of loan principal repayments to rate revenue.
	The Council's maximum exposure to liquidity risk is the carrying amounts of financial liabilities as disclosed in the face of the Balance Sheet and the amounts related to financial guarantees disclosed in Note 38, and is deemed insignificant based on prior periods' data and current assessment of risk.
	There has been no significant change in Council's exposure, or its objectives, policies and processes for managing liquidity risk or the methods used to measure this risk from the previous reporting period.
	With the exception of borrowings, all financial liabilities are expected to be settled within normal terms of trade. Details of the maturity profile for borrowings are disclosed at Note 29.
	Unless otherwise stated, the carrying amount of financial instruments reflect their fair value.
(f)	Fair value
	Fair value hierarchy
	Council's financial assets and liabilities are not valued in accordance with the fair value hierarchy, Council's financial assets and liabilities are measured at amortised cost.
(g)	Sensitivity disclosure analysis
	Taking into account past performance, future expectations, economic forecasts, and management's knowledge and experience of the financial markets, Council believes the following movements are "reasonably possible" over the next 12 months:
	 A parallel shift of +0.5 per cent and -0.5 per cent in market interest rates (AUD) from year-end rates of 3.00 per cent.

These movements will not have a material impact on the valuation of Council's financial assets and liabilities, nor will they have a material impact on the results of Council's operations.

Note 40	Related party transaction	ns
(i) Responsible Persons		
	Names of persons holding th	e position of a Responsible Person at the Council at any time during the year are:
		James Long – (Mayor 5 November 2015 to 30 June 2016)
		Felicity Frederico – (Mayor 1 July 2015 to 4 November 2015)
		Laurence Evans
	Councillors	Michael Heffernan
	Chief Executive Officer	Bruce Lowe
		Alex del Porto
		Heather Stewart
		Adrian Robb
		Michael Cummins (Acting 9 May 2016 to 24 June 2016)

(ii) Remuneration of Responsible Persons

The numbers of Responsible Persons whose total remuneration from Council and any related entities, excluding retirement benefits, fall within the following bands:

	2016	2015
	No.	No.
\$20,000 - \$29,999	5	5
\$40,000 - \$49,999	-	1
\$50,000 - \$59,999	1	_
\$70,000 – \$79,999	1	1
\$360,000 - \$369,999	-	1
\$370,000 – \$379,999	1	-
	8	8
Total remuneration for the reporting year for responsible persons included above amounted to:	\$625,233	\$609,398

Note 40	Related party transactions (cont.)			
(iii)	Senior Officers' remuneration			
	A Senior Officer other than a Responsible Person, is an Officer of C a) has management responsibilities and reports directly to the Chie b) whose total annual remuneration exceeds \$139,000.			
	The number of Senior Officers other than the Responsible Persons, are	e shown below in their relevar	nt income bands:	
	Income Range:	2016	201	
	income nunge.	No.	No	
	<\$139,000	2	2	
	\$140,000 - \$149,999	3	2	
	\$150,000 – \$159,999	3	Ę	
	\$160,000 – \$169,999	4	Ę	
	\$170,000 – \$179,999	3	1	
	\$190,000 – \$199,999	1	-	
	\$210,000 – \$219,999	_	-	
	\$220,000 – \$229,999	1		
	\$230,000 – \$239,999	_	-	
	\$240,000 – \$249,999	1	-	
	\$250,000 – \$259,999	1	-	
		19	2	
	Total remuneration for the reporting year for Senior Officers included above, amounted to:	\$3,277,029	\$3,427,476	
(i∨)	Responsible Persons retirement benefits			
	No retirement benefits have been made by the Council to a Respor	nsible Person. (2014/2015: n	iil)	
(v)	Loans to Responsible Persons			
	No loans have been made, guaranteed or secured by the Council t reporting year. (2014/2015: nil)	o a Responsible Person du	ring the	
(∨i)	Transactions with Responsible Persons			
	No transactions other than remuneration payments or the reimburs entered into by Council with Responsible Persons, or Related Parti reporting year. (2014/2015: nil)			
Note 41	Events occurring after balance date			

No matters have occurred after balance date that require disclosure in the Financial Report.

Certificate of the Financial Statements

In my opinion the accompanying financial statements have been prepared in accordance with the Local Government Act 1989, the Local Government (Planning and Reporting) Regulations 2014, Australian Accounting Standards and other mandatory professional reporting requirements.

Bill Shanahan CPA Principal Accounting Officer

Date : 13 September 2016 Sandringham

In our opinion the accompanying financial statements present fairly the financial transactions of Bayside City Council for the year ended 30 June 2016 and the financial position of the Council as at that date.

As at the date of signing, we are not aware of any circumstances which would render any particulars in the financial statements to be misleading or inaccurate.

We have been authorised by the Council and by the Local Government (Planning and Reporting) Regulations 2014 to certify the financial statements in their final form.

Canon a Dang

Laurence Evans Councillor

Date : 13 September 2016 Sandringham

Bruce Lowe Councillor

Date : 13 September 2016 Sandringham

Adrian Robb Chief Executive Officer

Date : 13 September 2016 Sandringham

Independent Auditor's Report

To the Councillors, Bayside City Council

The Financial Report

I have audited the accompanying financial report for the year ended 30 June 2016 of the Bayside City Council which comprises the comprehensive income statement, balance sheet, statement of changes in equity, statement of cash flows, statement of capital works, notes comprising a summary of the significant accounting policies and other explanatory information, and the certification of the financial statements.

The Councillors' Responsibility for the Financial Report

The Councillors of the Bayside City Council are responsible for the preparation and the fair presentation of the financial report in accordance with Australian Accounting Standards, and the financial reporting requirements of the Local Government Act 1989.

The Councillors are responsible for such internal control as the Councillors determine is necessary to enable the preparation and fair presentation of the financial report that is free from material misstatement, whether due to fraud or error.

Auditor's Responsibility

As required by the Audit Act 1994 and the Local Government Act 1989, my responsibility is to express an opinion on the financial report based on the audit, which has been conducted in accordance with Australian Auditing Standards. Those standards require compliance with relevant ethical requirements relating to audit engagements and that the audit be planned and performed to obtain reasonable assurance about whether the financial report is free from material misstatement.

An audit involves performing procedures to obtain audit evidence about the amounts and disclosures in the financial report. The audit procedures selected depend on judgement, including the assessment of the risks of material misstatement of the financial report, whether due to fraud or error. In making those risk assessments, consideration is given to the internal control relevant to the entity's preparation and fair presentation of the financial report in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the entity's internal control.

An audit also includes evaluating the appropriateness of the accounting policies used and the reasonableness of accounting estimates made by the Councillors, as well as evaluating the overall presentation of the financial report.

I believe that the audit evidence I have obtained is sufficient and appropriate to provide a basis for my audit opinion.

Independence

The Auditor-General's independence is established by the Constitution Act 1975. The Auditor-General is not subject to direction by any person about the way in which his powers and responsibilities are to be exercised. In conducting the audit, I and my staff and delegates complied with the applicable independence requirements of the Australian Auditing Standards and relevant ethical pronouncements.

Opinion

In my opinion the financial report presents fairly, in all material respects, the financial position of the Bayside City Council as at 30 June 2016 and of its financial performance and its cash flows for the year then ended in accordance with applicable Australian Accounting Standards, and the financial reporting requirements of the Local Government Act 1989.

Dr Peter Frost Acting Auditor-General

MELBOURNE 15 September 2016

Part 5 Global Reporting Initiative

Global Reporting Initiative

Reading this index

The Global Reporting Initiative (GRI) appears in this Annual Report as a list of indicators that demonstrate Bayside City Council's sustainable practices. Indicators are listed in the following index with a page reference or comment.

Some GRI indicators are not relevant to our organisation and we are still developing data collection systems for others. To comply with GRI reporting, these indicators have not been included within this index. This is the sixth year Bayside City Council has reported against the GRI indicators. The G4 guidelines are reflective of recent changes in sustainability reporting, setting an accessible structure to the guidelines and a greater focus on materiality. This has enabled us to shift the focus of reporting onto issues that matter most to Council and are aligned with the strategic direction set out in the Council Plan 2013–2017. Bayside City Council's approach to sustainability reporting will be further developed in the 2016/2017 reporting year, following the introduction of Council's Environmental Sustainability Framework and associated annual action plan.

Global Reporting Initiative (GRI) content table

Profile Disclosure	Reported	Page Ref
Strategy and analysis		
G4–1: Provide a statement from the most senior decision maker of the organisation (such as CEO, Chairperson, or equivalent senior position) about the relevance of sustainability to the organisation and the organisation's strategy for addressing sustainability	Fully	
G4-2: Provide a description of key impacts, risks, and opportunities	Fully	
Organisational profile		
G4-3: Report the name of the organisation	Fully	
G4-4: Report the primary brands, products, and services	Fully	
G4-5: Report the location of the organisation's headquarters	Fully	
G4-6: Report the number of countries where the organisation operates	Fully	
G4-7: Report the nature of ownership and legal form	Fully	
G4–8: Report the markets served (including geographic breakdown, sectors served, and types of customers and beneficiaries)	Fully	
G4-9: Report the scale of the organisation	Fully	
G4-10: Workforce composition	Fully	
G4-11: Report the per centage of total employees covered by collective bargaining agreements	Fully	
G4–13: Report any significant changes during the reporting period regarding the organisation's size, structure, ownership, or its supply chain	Fully	
Commitments to external initiatives		
G4–14: Report whether and how the precautionary approach or principle is addressed by the organisation	Fully	
G4–15: List externally developed economic, environmental and social charters, principles, or other initiatives to which the organisation subscribes or which it endorses	Fully	
G4–16: List memberships of associations and national or international advocacy organisations	Fully	

Profile Disclosure	Reported	Page Ref
Identified material aspects and boundaries		
G4–17: Entities: a) List all entities included in the organisation's consolidated financial statements or equivalent documents; and b) Report whether any entity included in the organisation's consolidated financial statements or equivalent documents is not covered by the report	Fully	
G4–18: Process for defining report content and Aspect Boundaries, and how the organisation has implemented the Reporting Principles for Defining Report Content	Fully	
G4–19: List all the material Aspects identified in the process for defining report content	Fully	
G4-20: For each material Aspect, report the Aspect Boundary for the organisation	Fully	
G4-21: For each material Aspect, report the Aspect Boundary outside the organisation	Partial	
G4–23: Report significant changes from previous reporting periods in the Scope and Aspect Boundaries	Partial	
Stakeholder engagement		
G4-24: Provide a list of stakeholder groups engaged by the organisation	Fully	
G4-25: Report the basis for identification and selection of stakeholders with whom to engage	Fully	
G4–26: Report the organisation's approach to stakeholder engagement, including frequency of engagement by type and by stakeholder group, and an indication of whether any of the engagement was undertaken specifically as part of the report preparation process	Fully	
G4–27: Report key topics and concerns that have been raised through stakeholder engagement, and how the organisation has responded to those key topics and concerns, including through its reporting. Report the stakeholder groups that raised each of the key topics and concerns.	Partial	
Report profile		
G4-28: Reporting period for information provide	Fully	
G4-29: Date of most recent previous report	Fully	
G4-30: Reporting cycle	Fully	
G4-31: Provide the contact point for questions regarding the report or its contents	Fully	
GRI content index		
G4–32: Report the "In accordance" option; report the GRI Content Index for the chosen option; and report the reference to the External Assurance Report, if the report has been externally assured	Fully	
G4–33 : Assurance: report the organisation's policy and current practice with regard to seeking external assurance for the report	Partial	

Profile Disclosure	Reported	Page Ref
Governance structure and composition		
G4–34: Report the governance structure of the organisation, including committees of the highest governance body. Identify any committees responsible for decision making on economic, environmental and social impacts	Fully	
G4–35: Report the process for delegating authority for economic, environmental and social topics from the highest governance body to senior executives and other employees	Fully	
G4–36: Report whether the organisation has appointed an executive-level position or positions with responsibility for economic, environmental and social topics, and whether post holders report directly to the highest governance body	Fully	
G4–37: Report processes for consultation between stakeholders and the highest governance body on economic, environmental and social topics. If consultation is delegated, describe to whom and any feedback processes to the highest governance body	Fully	
G4–38: Report the composition of the highest governance body and committees (e.g. by role, gender, competencies etc)	Fully	
G4–39: Report whether the Chair of the highest governance body is also an executive officer (and, if so, his or her function within the organisation's management and the reasons for this arrangement)	Fully	
G4–40: Report the nomination and selection processes for the highest governance body and its committees, and the criteria used for nominating and selecting highest governance body members	Fully	
G4–41: Report processes for the highest governance body to ensure conflicts of interest are avoided and managed. Report whether conflicts of interest are disclosed	Fully	
Highest governance body's role in setting purpose, values, and strategy		
G4–42: Report the highest governance body's and senior executives' roles in the development, approval, and updating of the organisation's purpose, value or mission statements, strategies, policies, and goals related to economic, environmental and social impacts	Fully	
Highest governance body's competencies and performance evaluation		
G4–44: Report the processes for evaluation of the highest governance body's performance with respect to governance of economic, environmental, and social topics	Fully	
Highest governance body's role in risk management		
G4–45: Report the highest governance body's role in the identification and management of economic, environmental, and social impacts, risks and opportunities	Fully	
G4–46: Report the highest governance body's role in reviewing the effectiveness of the organisation's risk management processes for economic, environmental and social topics	Fully	
G4–47: Report the frequency of the highest governance body's review of economic, environmental, and social impacts, risks and opportunities	Fully	
Highest governance body's role in sustainability reporting		
G4–48: Report the highest committee or position that formally reviews and approves the organisation's sustainability report and ensures that all material Aspects are covered	Fully	

Profile Disclosure	Reported	Page Ref
Highest governance body's role in evaluating economic, environmental and social perform	ance	
G4-49: Report the process for communicating critical concerns to the highest governance body	Fully	
G4–50: Report the nature and total number of critical concerns that were communicated to the highest governance body and the mechanism(s) used to address and resolve them	Partial	
Remuneration and incentives		
G4-51: Report the remuneration policies for the highest governance body and senior executives	Fully	
G4-52: Report the processes for determining remuneration	Fully	
G4–53: Report how stakeholders' views are sought and taken into account regarding remuneration, including the results of votes on remuneration policies and proposals, if applicable	Partial	
Ethics and integrity		
G4–56: Describe the organisation's values, principles, standards and norms of behaviour such as codes of conduct and codes of ethics	Fully	
G4–58: Report the internal and external mechanisms for reporting concerns about unethical or unlawful behaviour, and matters related to organisational integrity	Fully	
 G4–DMA: a) Report why the Aspect is material. Report the impacts that make this Aspect material. b) Report how the organisation manages the material Aspect or its impacts. c) Report the evaluation of the management approach, including: The mechanisms for evaluating the effectiveness of the management approach; The results of the evaluation of the management approach; and Any related adjustments to the management approach. 	Through report	
G4-EC1: Direct economic value generated and distributed	Fully	
G4–EC2: Financial implications and other risks and opportunities for the organisation's activities due to climate change	Partial	
G4-EC3: Coverage of the organisation's defined benefit plan obligations	Fully	
G4–EC4: Financial assistance received from government	Fully	
Indirect economic impacts		
G4-EC7: Development and impact of infrastructure investments and services supported	Fully	
Environmental – energy		
G4-EN3: Energy consumption within the organisation	Fully	
G4-EN6: Reduction of energy consumption	Fully	
Environmental – water		
G4–EN8: Total water withdrawal by source	Fully	
G4-EN10: Percentage and total volume of water recycled and reused	Fully	

Profile Disclosure	Reported	Page Ref
Environmental – emissions		
G4-EN15: Direct greenhouse gas (GHG) emissions (Scope 1)	Partial	
G4-EN16: Energy indirect greenhouse gas (GHG) emissions (Scope 2)	Partial	
G4-EN19: Reduction of greenhouse gas (GHG) emissions	Partial	
Environmental – affluent and waste		
G4-EN23: Total weight of waste by type and disposal method	Fully	
Social – labour practices and decent work – employment		
G4–LA1: Total number and rates of new employee hires and employee turnover by age group, gender and region	Fully	
G4-LA3: Return to work and retention rates after parental leave, by gender	Partial	
Social – labour practices and decent work – occupational health and safety		
G4–LA5: Percentage of total workforce represented in formal joint management–worker health and safety committees that help monitor and advise on occupational health and safety programs	Partial	
G4–LA6: Types of injury and rates of injury, occupational diseases, lost days, and absenteeism, and number of work-related fatalities, by region and by gender	Fully	
Social – labour practices and decent work – training and education		
G4–LA9: Average hours of training per year per employee by gender, and by employee category	Partial	
G4–LA10: Programs for skills management and lifelong learning that support the continued employability of employees and assist them in managing career endings	Fully	
G4–LA11: Percentage of employees receiving regular performance and career development reviews, by gender and by employee category	Partial	
Social – labour practices and decent work – diversity and equal opportunity		
G4–LA12: Composition of governance bodies and breakdown of employees per employee category according to gender, age group, minority group membership, and other indicators of diversity	[/] Fully	
Social – labour practices and decent work – equal remuneration for women and men		
G4–LA13: Ratio of basic salary and remuneration of women to men by employee category, by significant locations of operation	Fully	
Social – human rights – non-discrimination		
G4 – HR3: Total number of incidents of discrimination and corrective actions taken	Fully	
Social – human rights – freedom of association and collective bargaining		
G4–HR4: Operations and suppliers identified in which the right to exercise freedom of association and collective bargaining may be violated or at significant risk, and measures taken to support these rights	Fully	

Profile Disclosure	Reported	Page Ref
Social – human rights – human rights grievance mechanisms		
G4–HR12: Number of grievances about human rights impacts filed, addressed, and resolved through formal grievance mechanisms	Fully	
Social – society – local communities		
G4–SO1: Percentage of operations with implemented local community engagement, impact assessments, and development programs	Partial	
Social – society – anti-corruption		
G4–SO3: Total number and per centage of operations assessed for risks related to corruption and the significant risks identified	Fully	
G4-SO4: Communication and training on anti-corruption policies and procedures	Fully	
G4-SO5: Confirmed incidents of corruption and actions taken	Fully	
Social – product responsibility – product and service labelling		
G4-PR5: Results of surveys measuring customer satisfaction	Fully	
Social – product responsibility – customer privacy		
G4–PR8: Total number of substantiated complaints regarding breaches of customer privacy and losses of customer data	Fully	

Glossary

Actual 2015/2016	Actual performance achieved where this measure was used in the 2015/2016 financial year.
Balance Sheet	Reports all assets owned by Council (including amounts owed to Council) and all liabilities owed by Council.
Best value	The continuous review of all services provided by Council to ensure they meet the required cost standards and needs of the community to deliver value for money.
Buildings and improvements	Includes all capital building improvements to any land owned or controlled by Council.
Cash flow statement	Reports all cash movements during the financial year. Cash movements consist of cash inflows (receipts/proceeds) less cash outflows (payments).
Council Plan	Council Plan 2013–2017 guides the development and strategic priorities for the City of Bayside and Council over a four-year period. This plan is reviewed annually.
FTE	Full Time Equivalent (FTE) – 1 FTE is equivalent to one person working 38 hours per week.
Financial year	This document reports on the financial year of 1 July 2015 to 30 June 2016.
Financial statements	Incorporates the Income Statement, Balance Sheet, Statement of Changes in Equity, Cash flow Statement plus the Notes to and forming part of the accounts that support these statements.
Furniture and fittings	Assets and capital acquisitions relating to computer equipment, electronic equipment, appliances, furniture, fixtures and fittings.
Goal	Goals represent the key issues for the Bayside community as identified by Council.
Heritage assets	Includes antiques, artifacts, artworks, photographs, mayoral chains, and heritage buildings owned by Council.
Income Statement	Identifies all revenues earned and expenses incurred during the financial year.
Indicators	Indicators define what will be measured to show we are meeting our objectives.

Internal Audit	An independent appraisal function which examines and evaluates Bayside's financial, management and internal control systems.
Land	All land owned or controlled by Council.
Land improvements	Includes all capital improvements, other than buildings, to any land owned or controlled by Council.
MSS	The Municipal Strategic Statement (MSS) is Council's long-range plan to guide the development of the city and its urban form. It forms part of the Bayside Planning Scheme.
Performance measures	Mechanisms such as unit costs or response times which can be used to measure Council's performance over time.
Plant and equipment	Assets owned by Council including ticket machines, garbage bins, caravans and trailers.
Roads	Includes road pavements, footpaths, kerb and channel, traffic signals and speed restriction devices.
Statement of Changes in Equity	Identifies Council's overall movement in equity consisting of the accumulated surplus, asset revaluation and statutory reserves. Equity is also represented by total assets less total liabilities.
Statement of Financial Position	Reports all assets owned by Council (including amounts owed to Council) and all liabilities owed by Council.
Strategic objectives	Establish where we want to be for each of the Council Plan Goals.
Strategies	Define how Council will endeavour to achieve the Strategic Objectives.
Strategy	A document that outlines an initiative, program or project that will contribute to achieving a longer- term goal or outcome.
Values	Values are beliefs that underpin behaviours and processes. The values of an organisation guide its culture.
Ward	Defined electoral area to which a representative is elected as Councillor.

Abbreviations

AAS	Australian Accounting Standards
AASB	Australian Accounting Standards Board
ALGWA	Australian Local Government Women's Association
ARA	Australasian Reporting Awards
AUD	Australian Dollars
BBN	Bayside Business Network
BBBA	Brighton Bathing Box Association
BEYCEC	Bayside Early Years Community Education and Care
BPSR	Bayside Planning Scheme Review
CEO	Chief Executive Officer
CO ₂ e	Carbon Dioxide equivalent
СРА	Certified Practising Accountants
CR	Councillor
CRMS	Customer Request Management System
DHS	Department of Human Services
DMA	Disclosure on Management Approach
FCPA	Fellow of the Society of Certified Practising Accountants
FINSIA	Financial Services Institute of Australasia
FTE	Full Time Equivalent
GIS	Geographic Information System
GJ	Gigajoule
Grad Dip	Graduate Diploma
GRI	Global Reporting Initiative
GST	Goods and Services Tax
HACC	Home and Community Care
IAP2	International Association for Public Participation
IBAC	Independent Broad-based Anti-corruption Commission
ІСТ	Information and Communication Technology
ΙΡΑΑ	Institute of Public Administration Australia
ІТ	Information Technology

JMAPP	JLT Municipal Asset Protection Plan
kL	kilolitre
KLU	Kids Like US
Km	kilometre
LGPRF	Local Government Victoria Performance Reporting Framework
LGPro	Local Government Professionals
MAICD	Member of the Australian Institute of Company Directors
MAV	Municipal Association of Victoria
MEMP	Municipal Emergency Management Plan
МЕМРС	Municipal Emergency Management Committee
MERO	Municipal Emergency Resource Officer
MERP	Municipal Emergency Recovery Plan
MESAC	Marine Environment Science and Community Centre
MFB	Metropolitan Fire Brigade
MNGV	Multicultural Nature Guides Victoria
MRM	Municipal Recovery Manager
MSS	Municipal Strategic Statement
OH&S	Occupational Health and Safety
RCA	Registered Company Auditor
SACA	Sandringham Aged Care Association
SECCCA	South East Councils Climate Change Alliance Inc.
SES	State Emergency Service
SFA	Sandringham Foreshore Association
SUP	Stand Up Paddle
VAGO	Victorian Auditor-General's Office
VCAT	Victorian Civil and Administrative Tribunal
VEC	Victorian Electoral Commission
VICSES	Victoria State Emergency Service
VPO	Vegetation Protection Overlay
WAAA	Wellbeing for All Ages and Abilities Strategy

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