![Bayside Council - Serving Our Community]

The **Ordinary Meeting** of
Bayside Council
will be held in the Council Chambers, Rockdale Town Hall
Level 1, 448 Princes Highway, Rockdale
on Wednesday, 14 February 2018 at 7.00 pm

ATTACHMENTS UNDER SEPARATE COVER

8   REPORTS

Bayside Council
Serving Our Community

2016-2017 ANNUAL REPORT

Bayside Council

Eastgardens Customer Service Centre
152 Bunnerong Road
Eastgardens NSW 2036

Rockdale Customer Service Centre
444-446 Princes Highway
Rockdale NSW 2216

Tel   **1300 581 299 | 9562 1666**
Email   **council@bayside.nsw.gov.au**
Web   **www.bayside.nsw.gov.au**

Ref F17/1272

Telephone Interpreter Services - 131 450   Τηλεφωνικές Υπηρεσίες Διερμηνέων   بخدمة الترجمة الهاتفية   電話傳譯服務處   Служба за преведување по телефон

CONTENT

Introduction

Progress Reporting

Statutory Reporting

MAYOR'S MESSAGE

As the inaugural Mayor of Bayside Council I am very pleased to present this first annual report.

I have been in local government for over 30 years and I am very aware of the great responsibility that has been given to me.

I would like to thank all staff for the work they have done on the amalgamation so far. There is still much more to do. I will continue to work for all our residents and ensure that we are indeed one community.

One of my first acts as Mayor was to call for a full review of the cost of this amalgamation. I intend to ask the state Government to fully fund all costs associated with the amalgamation.

I am also aware of the importance of open space and sporting fields. I live in the area and, like all residents, I am concerned about the increasing high rise development across our city. It is important that we maintain the right balance between development and services and facilities that satisfy the recreational needs of our growing community.

This Annual Report highlights Council's major projects being undertaken to provide quality and appropriate facilities which support community life in Bayside.

Council is here to serve the community and I am committed to ensuring Council remains focused on residents and their concerns.

To ensure we remain accountable to our community, all Council meetings are live streamed on social media and I will work to ensure levels of transparency and openness are maintained in all Council's decisions.

I would like to thank my fellow Councillors for their support as we continue to make Bayside a better place.

Cr Bill Saravinovski
Mayor

GENERAL MANAGER'S MESSAGE

I am pleased to present the 2016/17 Annual Report, in which you will read about Bayside Council's achievements over the past year. The Annual Report outlines Council's activities, outcomes and financial position for the year ending 30 June 2017. It is an assessment of Council's sound performance in the past financial year.

It is important to ensure Council is achieving its organisational goals and performing in line with the 2016/17 Operational Plan. The Annual Report allows us to demonstrate to the community what has been achieved throughout the past financial year, and how we are delivering Bayside's strategies and plans.

A Time of Change

In September 2017, Bayside welcomed the return to elected representation with 15 Councillors, including a Mayor and Deputy Mayor being sworn in at the first Extraordinary Meeting of Bayside Council. From an organisational perspective, the stability and retention of knowledge due to the return of 11 elected representatives from the former councils, as well as the welcome addition of our four new Councillors, will be extremely beneficial as we continue to work together to improve services, infrastructure and community facilities for Bayside, now and into the future.

Organisationally, Council staff have been co-located across the Bayside local government area, to ensure consistent and responsive service delivery, which has continued to expand in a planned manner through a strategic approach to understanding community needs.

Capital Works

As promised, we have delivered several major infrastructure projects for the community. Among these are the Angelo Anestis Aquatic Centre and the Mascot Childcare Centre. These key projects continue to demonstrate Council's commitment to the early delivery of quality infrastructure that meets the needs of our diverse and unique community.

In Closing

As always, I am most grateful for the ongoing support I receive in my role from all staff and my Executive Team. It is a team effort and we all strive to make improvements for the well-being and advancement of the Bayside community. Much has been achieved, yet of course, there remains much to be done in the year ahead.

Meredith Wallace
General Manager

ABOUT BAYSIDE

On 9 September 2016, the Minister for Local Government issued the Governor's Proclamation that created Bayside Council by amalgamating the former local government areas of the Rockdale City Council and the City of Botany Bay.

Snapshot

The Bayside local government area now comprises 29 suburbs covering a combined land area of 5,538 hectares (55 square kilometres). At 30 June 2016 the estimated resident population of Bayside local government area was 160,944. This is forecast to grow to 213,291 by the year 2036 – an increase of 25.7%.

Bayside has a high residential population with an approximate population density of 32.24 persons per hectare. 54% of Bayside's housing is comprised of medium and high density as compared to 40% in Greater Sydney. Whereas only 45.4% of housing is a separate dwelling as compared to 58.9% in Greater Sydney.

The Bayside local government area is a culturally diverse community with 38% of residents coming from a culturally and linguistically diverse background and 8.2% of residents do not speak English fluently compared to the Greater Sydney average of 5.8%.

The Bayside Council has significant NSW infrastructure within our boundaries and key transport corridors between Port Botany, Sydney Airport and greater Sydney, change is everywhere and so are the opportunities.

More information on Bayside Council's Profile may be found at **www.bayside.nsw.gov.au**

Infrastructure Assets

8 km	Lady Robinsons Beach
721 km	Kerb & Gutter
684 km	Paved Footpaths
358 km	Sealed Roads
44	Bridges
15 km	Retaining Walls & Sea Walls
10 km	Creeks & Channels
8063	Drainage Pits
207 km	Pipes, Culverts & Channels
80	Pollutant Traps & Quality Devices
227	Parks & Reserves
124	Playgrounds
23	Reserves with Sport Facilities
3	Depots
2	Administration Buildings
3	Town Halls
2	Aquatic Centres
8	Library Buildings
8	Child Care & Kindergarten Buildings
4	Baby Health Centre Buildings
62	Public Amenity Buildings
80	Recreation & Community Buildings
5	Grandstands

Ro, Rosebery

Daceyville

Turrella

Wolli Creek

Bardwell Park

Arncliffe

Mascot

Eastlakes

Bexley North

Bardwell Valley

Banksia

Pagewood

Kingsgrove

Botany

Eastgardens

Bexley

Rockdale

Kyeemagh

Hillsdale

Kogarah

Banksmeadow

Brighton Le Sands

Carlton

Monterey

Ramsgate

Ramsgate Beach

Dolls Point

Sans Souci

Sandringham

ABOUT COUNCIL

Council's Role

The Local Government Act requires Council to:

- ▶ Properly manage appropriate services and facilities for the local community.
- ▶ Exercise community leadership.
- ▶ Exercise its functions taking into account the principles of multiculturalism and social justice.
- ▶ Look after the environment, taking into account the long-term and cumulative effects of its decisions.
- ▶ Effectively account for and manage local assets.
- ▶ Plan for future and current communities.
- ▶ Aid the involvement of Councillors, the public and Council staff for the benefit of local government.
- ▶ Raise money for local purposes by such means as levying rates, charges and fees in a fair way.
- ▶ Keep our community and the State Government informed about its activities.
- ▶ Exercise its regulatory functions consistently and without bias.

Our Values

VISIONARY LEADERSHIP

We are all leaders – decisive, outward focused and forward thinking, setting the vision for Bayside Council today and into the future.

MEANINGFUL RELATIONSHIPS

We support and invest in each other – creating a strong collaborative culture.

EMPOWERED PEOPLE

We are courageous and innovative – committed to making a difference in our work.

EXCEPTIONAL SERVICE

We go above and beyond – delivering an outstanding customer experience every time.

At Bayside Council, we believe that to achieve sustainable success, we need to grow in a responsible way and meet the expectations of our customers, regulators, employees and the wider community. This belief is reflected in the values that are at the heart of our culture and guide us in our day-to-day operations.

We aim to be dependable, open and connected in everything we do. We want to ensure that our employees feel able to stand up for what is right, highlight potential risks and act with integrity, even when faced with pressure to act otherwise.

To make sure everybody at Council lives up to these values, they form part of everyone's annual performance review. The values include identifying statements and signature behaviours to demonstrate what working at Bayside means.
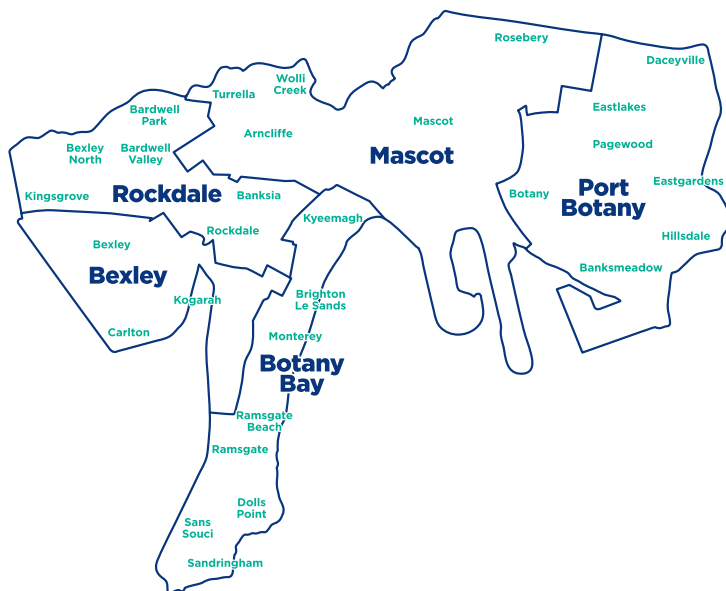
Decision-Making

This report is for the period 9 September 2016 to 30 June 2017. It includes the achievements of Council in implementing the former City of Botany Bay and Rockdale City Council's Operational Plan based on composite Delivery Programs as well as the statutory information required by clause 217 of the Local Government (General Election) Regulation 2005.

Bayside Planning Panel

Council has established an Independent Hearing and Assessment Panel, referred to as the 'Bayside Planning Panel'. It comprises appropriately qualified people independent of Council and community representatives.

The Bayside Planning Panel is charged with determining a range of development applications on behalf of Council and reviewing and making recommendations to the Council about planning proposals. Panel determinations are made as independent assessments consistent with the Local Environment Plan and Development Control Plans, adopted by Council.

BEXLEY WARD	BOTANY BAY WARD	MASCOT WARD	PORT BOTANY WARD	ROCKDALE WARD
Councillor **Joe Awada** ALP	Councillor **James Macdonald** IND	Councillor **Tarek Ibrahim** ALP	Councillor **Christina Curry** ALP	Councillor **Petros Kalligas** LIB
Councillor **Liz Barlow** IND	Councillor **Ed McDougall** ALP	Councillor **Michael Nagi** LIB	Councillor **Scott Morrissey** ALP	Councillor **Bill Saravinovski** ALP
Councillor **Ron Bezic** LIB	Councillor **Vicki Poulos** LIB	Councillor **Dorothy Rapisardi** ALP	Councillor **Paul Sedrak** LIB	Councillor **Andrew Tsounis** IND

Councillors

Mayor:
Councillor Bill Saravinovski
September 2017 to September 2019

Deputy Mayor:
Councillor Joe Awada
September 2017 to September 2019

Executive and Services

Meredith Wallace
General Manager

▶ Executive Services
▶ Communications & Events
▶ Major Projects Delivery
▶ People & Organisational Culture

Michael McCabe
Director City Futures

▶ Strategic Planning
▶ Development Services
▶ Certification
▶ City Infrastructure
▶ Property

Debra Dawson
Director City Life

▶ Community Capacity Building
▶ Recreation & Community Services
▶ Compliance
▶ Libraries & Customer Service

Daniel Fabri
Director City Performance

▶ Finance
▶ Governance & Risk
▶ Information Technology
▶ Procurement

Colin Clissold
Director City Presentation

▶ City Works
▶ Parks & Open Space
▶ Airport Business Unit
▶ Waste & Cleansing Services

PROGRESS REPORTING

Major Projects

Council is committed to progressing major community projects to provide quality and appropriate facilities which support community life in the City of Bayside.

The following projects were completed in the 2016-2017 year:
- ▶ Angelo Anestis Aquatic Centre
- ▶ Mascot Childcare Centre

The following projects are currently underway:
- ▶ Ramsgate Beach Thriving Town Centre (Construction)
- ▶ Cook Park Amenities opposite Emmaline Street (Construction)
- ▶ Cahill Park playground (Construction)
- ▶ Booralee Amenities (Design)
- ▶ Jellicoe Park Amenities (Design)
- ▶ Bicentennial Park Synthetic Turf (Design)
- ▶ Bexley Oval Amenities (Design)
- ▶ Scarborough Park Amenities (Production Ave) (Design)
- ▶ Tonbridge Reserve Amenities (Design)
- ▶ Eastgardens Library (Design)
- ▶ Wentworth Avenue – two intersections (Design)
- ▶ Depena Reserve Amenities (Design)
- ▶ Kyeemagh Reserve Amenities (Design)
- ▶ Scott Park Amenities (Design)
- ▶ Mutch Park Skatepark (Design)
- ▶ Exell Street Drainage (Design)
- ▶ Arncliffe Youth Centre (Planning)

Angelo Anestis Aquatic Centre

The Angelo Anestic Aquatic Centre was officially opened by Council on 26 January 2017. The centre provides the community with a state-of-the art aquatic and leisure centre.

Facilities include:

▶ 50 metre outdoor pool capable of hosting water polo, with a covered grandstand adjacent;

▶ 25 metre indoor pool functioning as a combined learn-to-swim and competition pool (8 lanes);

▶ Children's club / creche combined with community space;

▶ Gymnasium and fitness area;

▶ Café;

▶ Changerooms and amenities;

▶ Administrative rooms;

▶ Car parking for approximately 109 cars.

Total Project Cost: $24 million

Funding sources:

▶ Developer (Section 94) contributions: $13.2 million

▶ Asset renewal funds: $5 million

▶ Asset sales: $5.8 million

Mascot Childcare Centre

The works at the Mascot Childcare Centre include improved security and entry to the centre with new fencing, and an administration centre created. Rooms and playgrounds were created to provide new care service for 0-2 year old children.

Construction started in December 2016 and was completed to meet the February 2017 new term.
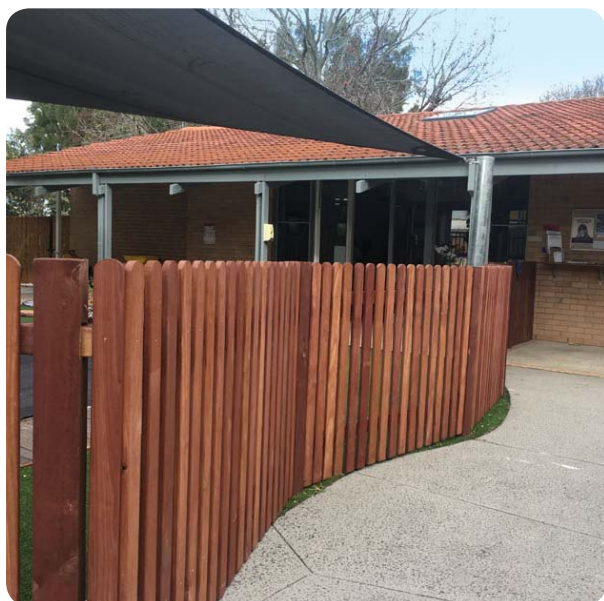
Ramsgate Beach Thriving Town Centre

The former Rockdale City Council created the Thriving Town Centres Program as a means to establish sustained public investment in areas which function as focal points for economic activity and the community as a whole.

Planning for the upgrade of the Ramsgate Beach Thriving Town Centre commenced in late 2012 with the engagement of a multi-disciplinary design team to develop master plan options and detailed design documentation. Construction commenced in 2016.

The key improvements of the reconfigured town centre are:

▶ Improved circulation and parking, including additional disabled parking;

▶ Creation of public plaza;

▶ Improved lighting;

▶ Additional seating;

▶ New public amenities;

▶ Wider paved footpaths suitable for outdoor dining and improved access and safety for pedestrians;

▶ Street trees and landscaping.

Artist impression

Cook Park Amenities opposite Emmaline Street, Ramsgate

Council is undertaking upgrades to the Cook Park Amenities opposite Emmaline Street to provide the community with high quality facilities that are accessible to everyone and to replace the existing facilities.

The building includes new accessible unisex toilet with baby change, four new unisex toilets, operational lunch room, storage area and external hand wash and bubbler.

Artist impression

Cahill Park Playground, Wolli Creek

Council is constructing a new playground at Cahill Park, Wolli Creek. Construction started in April 2017 and opened to the public in September 2017.

Stage I of the Cahill Park Masterplan implementation works is a new playground designed for different ages and capabilities adopting new play concepts that encourages imaginative play.

Cahill Park (artist impression)

Booralee Amenities (artist impression)

Booralee Amenities

Council has approved the design and construction of an amenities building at Booralee Park.

Construction is commencing in August 2017.

Jellicoe Park Amenities

Council is building a new sports facilities and amenities at Jellicoe Park, Pagewood.

The proposal is to demolish the three existing buildings and consolidate the facilities into one building.

The building will include:

▶ 5 unisex toilets;

▶ 1 ambulant unisex toilet;

▶ 2 accessible toilets with shower and baby change;

▶ 4 change rooms;

▶ 1 referee change room;

▶ Canteen;

▶ Operational lunch room and storage;

▶ Meeting room;

▶ External hand wash.

Construction commenced October 2017.

Jellicoe Park (artist impression)

Bicentennial Park Synthetic Sporting Fields

Council has approved the design and construction of a Football synthetic playing surface, drainage and pavement at Ilinden Sports Centre, Bicentennial Park, Rockdale for use by local schools and clubs, as well as recreational use by the community for training and competitions.

The purpose of the synthetic playing surface is to allow for current usage as well as expectations for future growth in the area.

The project consists of the replacement of the existing turf playing field with a state of the art FIFA 1 Star accredited synthetic field and which meets the requirements of Football NSW.

Construction commenced in August 2017.

Bexley Oval Amenities

Council is building new public amenities at Bexley Oval. The project aims to provide safe facilities for the community and will include:

- ▶ 4 new unisex toilets;
- ▶ 1 accessible toilet with baby change;
- ▶ 1 x ambulant toilet;
- ▶ Canteen and storage area;
- ▶ External hand wash and bubblers.

Construction commenced in Spring 2017.

Artist impression

Scarborough Park Amenities (Production Ave) and Tonbridge Reserve Amenities

Council is proposing upgrades to the amenities buildings in Scarborough Park and Tonbridge Reserve.

The proposal is to demolish the existing amenities and build two new high quality facilities that provide accessible facilities for park users and the community.

The new buildings will provide:

▶ Six new unisex toilets;

▶ One unisex accessible toilet with baby change facilities;

▶ Canteen facilities;

▶ Storage;

▶ Showers and change rooms;

▶ Meeting room;

▶ External hand wash and bubbler;

▶ Covered areas.

Construction is anticipated to commence in Spring 2017.

Scarborough Park Amenities (artist impression)

Tonbridge Reserve Amenities (artist impression)

Eastgardens Library and Customer Service Centre

Council is refurbishing the existing Eastgardens Library which will include a new Customer Service Centre.

Construction started in June 2017 and it is anticipated to be open to the public by October 2017. The works include refurbishment of the existing council library foot print and an increase to the customer service area to offer a variety of services.

The open plan adopts new technologies and offers a welcoming spacious multipurpose centre for the community.

Wentworth Avenue – Two intersections

Due to increasing traffic congestions in the vicinity of Pagewood Public School during morning and afternoon peak times Council initiated traffic studies in mid-2015 to help control the problem by carrying out measures to increase the capacity of the roads, in this case, especially Page Street.

After undertaking traffic studies and performing traffic modelling, design plans have been prepared to undertake the necessary construction works for traffic improvements.

Council is improving traffic safety at the Wentworth Avenue and Baker Street intersection, Pagewood. Council proposes to have traffic lights installed at the intersection.

Design Plans have been prepared showing the extent of works as per following:

(a) Traffic light posts at the intersection;

(b) Widening the south-eastern corner kerb to allow trucks turning;

(c) Extend existing eastbound right turn lane turning into Baker Street from Wentworth Avenue;

(d) Construction of pram ramps providing pedestrian crossing at two points across Baker Street and Wentworth Avenue;

(e) Traffic islands at the Baker Street and Holloway Street intersection to prioritise the Holloway Street Traffic; and

(f) Retain existing parking arrangements at the intersection.

At this stage, Council is undertaking the construction and services designs. It is proposed to have these designs and subsequent approvals from RMS within the next 5-6 months.

Constructions works are envisaged to begin around May-June 2018.
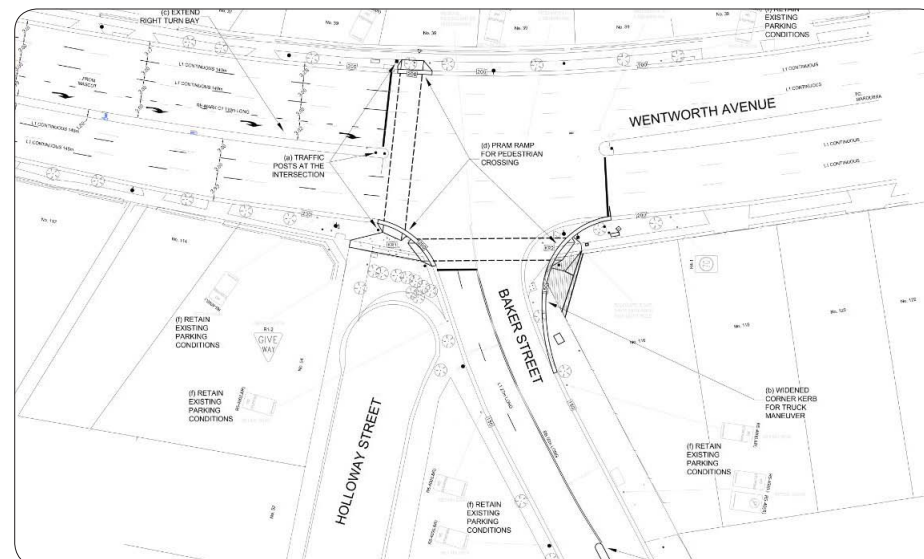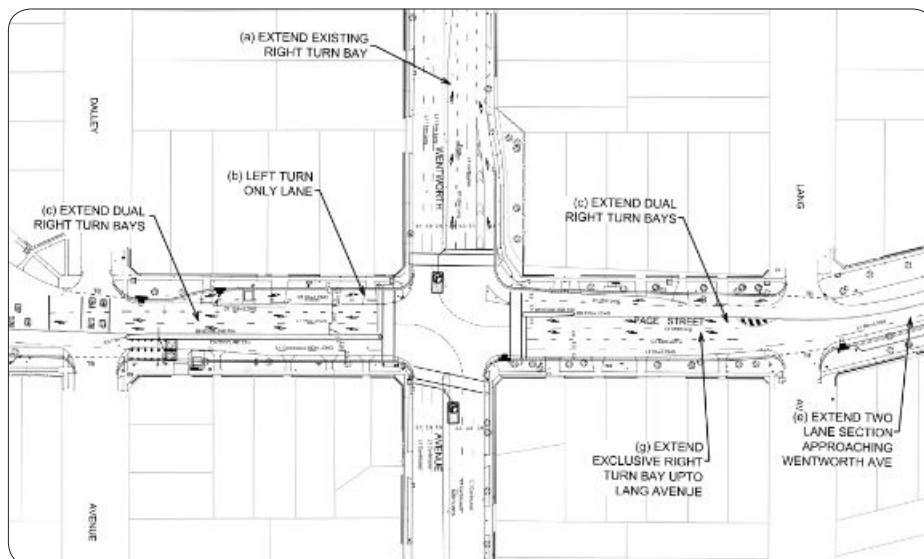
Depena Reserve Amenities

Council is refurbishing and extending the existing public amenities at Depena Reserve. The project aims to provide safe facilities for the community and will include:

▶ 14 female toilets and 1 ambulant;

▶ 7 male toilets, 1 ambulant and 6 urinals;

▶ 1 accessible toilet with baby change;

▶ Store room;

▶ External hand wash.

Construction is commencing in February 2018.

Kyeemagh Boat Ramp Reserve Amenities

Council is building a new public amenities at Kyeemagh Boat Ramp Reserve. The project aims to provide safe facilities for the community and will include:

▶ 2 unisex toilets;

▶ 1 ambulant unisex toilet;

▶ 1 accessible toilet with baby change;

▶ Store Room;

▶ Operational lunch room;

▶ External hand wash.

Construction is commencing in February 2018.

Kyeemagh Boat Ramp Reserve Amenities (artist impression)

Scott Park Amenities

Council is refurbishing the existing amenities at Scott Park, the project will provide new fixtures and fittings to the existing building. Improved security screens, ventilation and lighting.

The refurbishment will include:

- ▶ 2 female toilets;
- ▶ 2 male toilets and urinal;
- ▶ New basins;
- ▶ 1 accessible toilet with baby change;
- ▶ New doors to the existing facility;
- ▶ Paint the existing building;
- ▶ Retile the floors and walls;
- ▶ New lighting to the existing building.

Construction is commencing in February 2018.

Mutch Park Skatepark

Council is constructing a new skate park at Mutch Park, the works include new park furniture, shade/shelter, lighting and landscaping.

The development application has been lodged and we anticipate construction will commence early 2018.

Mutch Park Skatepark (artist impression)
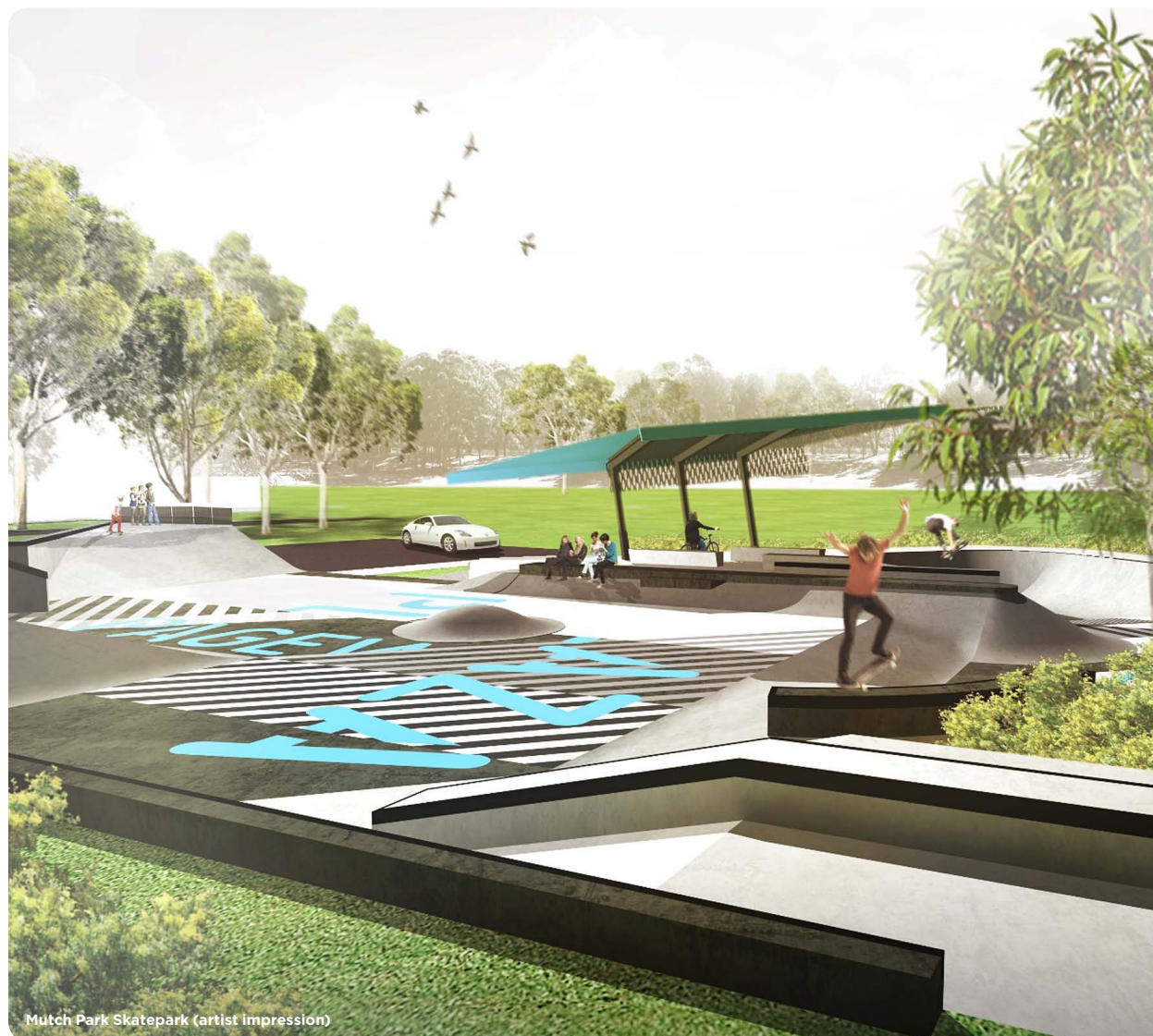
Exell Street Drainage

The intersection of Exell Street and Botany Road floods during most storm events. Localised flooding occurs due to the topography of the intersection being a low point for water to pond in. Council has prepared design plans and is working with the RMS to have these plans approved in order to tender for construction.

The design involves having new stormwater pits and pipe along Botany Road to direct water away from the intersection into the Springvale drain. The intersection itself requires reconstruction and a grated trench drain to be installed to carry water away from the intersection into the stormwater pipeline.
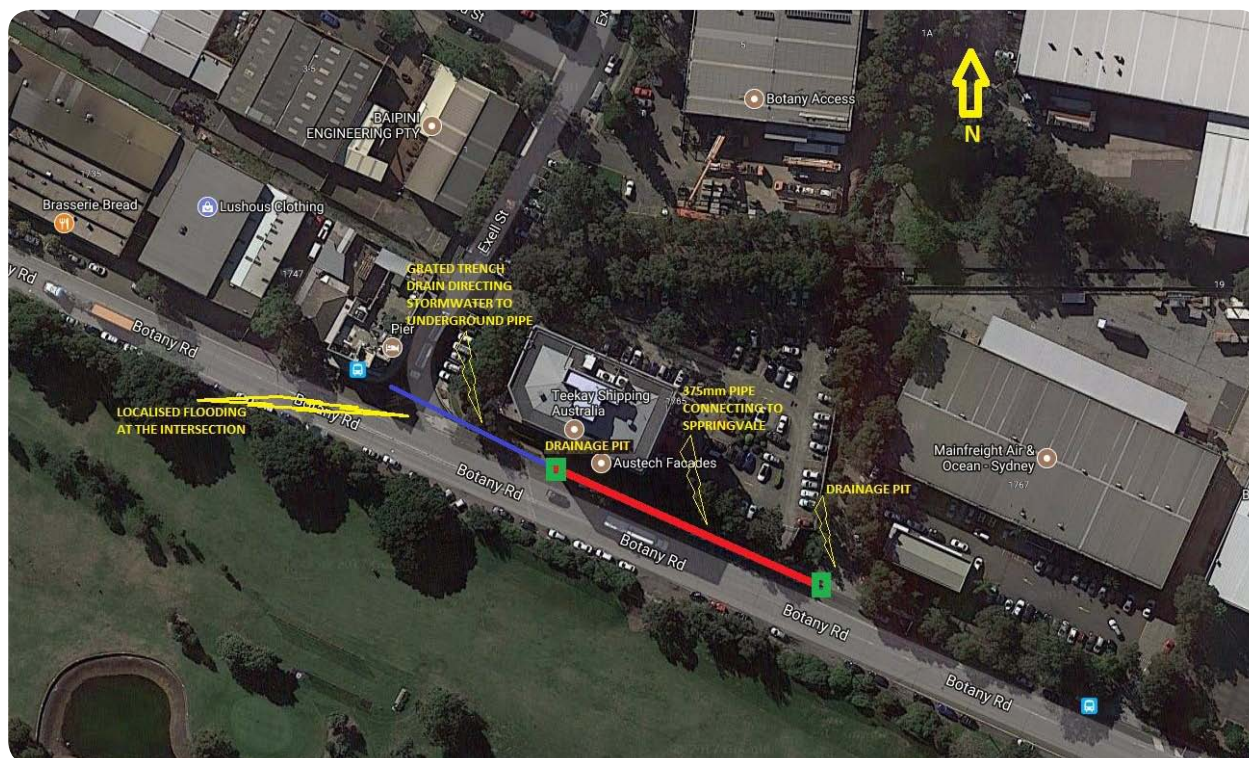

Arncliffe Youth Centre

The Arncliffe Youth Centre will be a state-of-the-art facility able to accommodate a wide range of services focused on young people and recreational activities. The Centre will provide young people with opportunities for learning, study, homework space, musical and artistic pursuits as well as a safe haven to receive ongoing support and counselling.

The two indoor multi-purpose courts, one with grandstand seating for up to 280 spectators, will provide for a variety of recreational activities including basketball, volleyball, futsal and badminton to the current and future needs of the growing population of young people in the Arncliffe and wider local government area.

The Youth Centre will be constructed in Arncliffe in conjunction with the housing development proposed for the same site.

In addition to the Progress Reporting against the Operational Plan, an Administrator's End of Term Report was received at the Council Meeting of 9 August 2017.

This Report is included in the Appendix.

Administrator's
End of Term
Report

Bayside Council
Serving Our Community

9 September 2016 to 9 September 2017
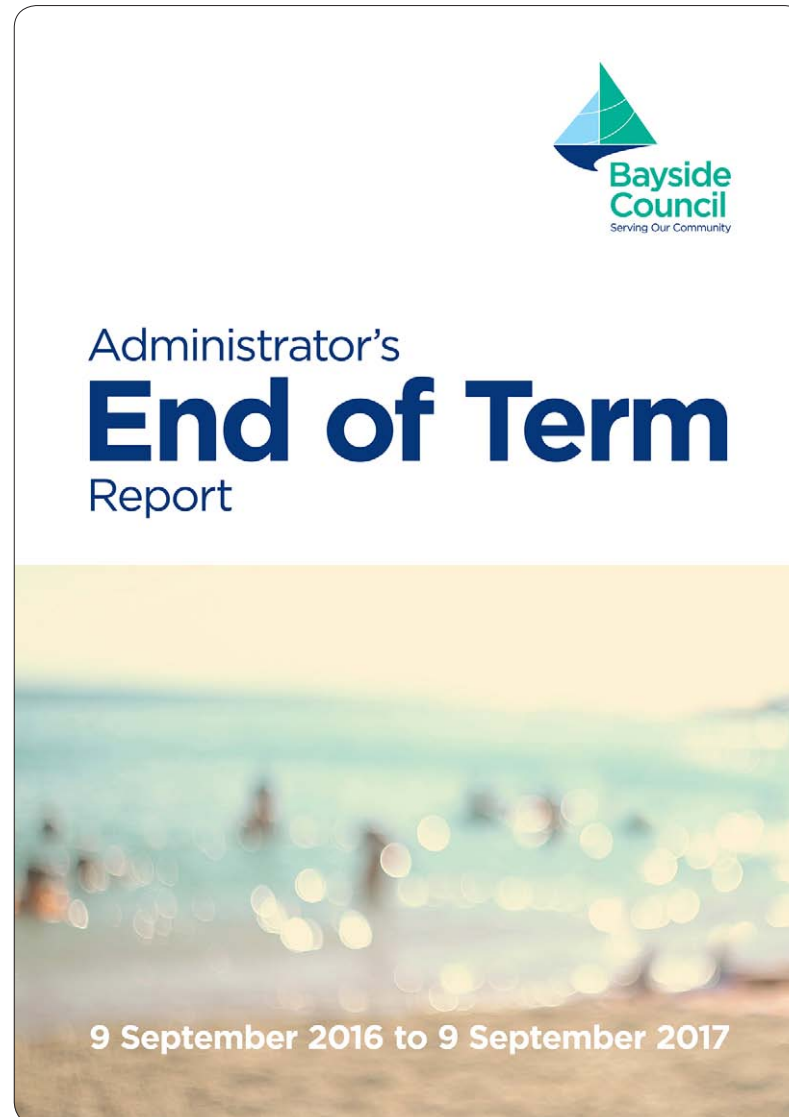
CHALLENGES AND LOOKING AHEAD

Challenges

Council was faced with the following challenges in 2016/17:

- ▶ Managing its growing population;
- ▶ Advocating for improved traffic and transport options;
- ▶ Delivering key community infrastructure at the right time;
- ▶ Revitalising strip shopping centres;
- ▶ Addressing community perceptions of safety;
- ▶ Managing the transition to the new Council.

Looking Ahead

Council is looking ahead to 2017/18 and plans to undertake the following actions:

- ▶ Foster community pride;
- ▶ Develop precinct structure plans for urban growth areas;
- ▶ Complete projects identified in the Capital Works Plan;
- ▶ Undertake service reviews to identify efficiencies and cost saving opportunities.

OPERATIONAL PLAN 2016-2017

LG Act Section 428 (1)

The Operational Plan for Bayside Council incorporates Operational Plan action for the former City of Botany Bay and Rockdale City Councils.

THEME ONE

"Diverse, Active, Healthy and Inclusive Communities"

Snapshot on Performance:

Bayside Council understands the complexities and benefits of a diverse and active community and works to initiate and support opportunities that enhance their health and wellbeing. We celebrate with pride our heritage and the uniqueness of our residents.

Some of the achievements for Bayside Council during the July 2016 to June 2017 period included:

▶ Welcoming 1280 new citizens to Australia and the Bayside area at 12 citizenship ceremonies;

▶ Celebrating community life through a diverse Events calendar which saw increasing numbers of people visit events including the Mascot Taste of Life Food & Wine Fair, Christmas Carols in Botany and Brighton, Australia Day celebrations, Lunar New Year festivals, Reconciliation Day and NAIDOC Week ceremonies, and ANZAC Day Remembrance services. Approximately 80 000 people watched Council's New Year's Eve fireworks display at Brighton Beach;

▶ Opening the Award winning Rockdale Library and commencing the renovation of Eastgardens Library and Customer Service Centre, which is due for completion in September 2017;

▶ Completing the Angelo Agnestis Aquatic Leisure Centre and continuing to encourage active and passive recreation through the provision of open space, playgrounds, sporting fields and community facilities;

▶ Partnering with NSW Government to establish the Stronger Communities Fund as part of the amalgamation. Bayside Council was allocated $10 million over two (2) years to fund major infrastructure projects with $1 million of that funding specifically targeted for grants to eligible community groups and organisations.

Council also continued to operate its Community Grants Funding program which assists not for profit community organisations with small grants, and continued its support of the local Club Grants funding program:

▶ Managing and delivering a comprehensive range of community services for older people, people with a disability, youth, families and children through the provision of Meals on Wheels and centre-based meals services, Children Services and Youth Services;

▶ Actively working with sporting clubs and the community to encourage the development and support of teams that incorporate people from diverse cultures and of all abilities;

▶ Maintaining an ongoing audit and upgrade of playground facilities and constructing new playgrounds at Slade Rd and Silver Jubilee Reserves;

▶ Strengthening of relationships with NSW Police LACs and the PCYC and continuing our active involvement in community safety initiatives including White Ribbon Day and maintaining and monitoring the location of CCTV surveillance at identified hot spots;

▶ Conducting Learn to Swim programs at Botany Pool and completing 192 pool inspections at private home swimming pools;

▶ Supporting lifelong learning through the provision of Library services across Bayside and over 25 community programs including language specific events, story time and author talks, and pop up libraries.

The Operational Plan for Bayside Council incorporates a number of the Operational Plan actions for the former City of Botany Bay and Rockdale City Councils.

For ease of identification a colour code text for results on measures has been utilised:

Rockdale:	**ORANGE**
Botany:	**BLUE**
Bayside:	**GREEN**

An Inclusive Community that Celebrates Diversity

MEASURE	RESULT
ABS Statistics – Increasing proportion of overseas residents (residents for 2 years or more) who are citizens (Bayside).	**For the period July 2016 – June 2017, a total of 1277 Bayside residents became Australian citizens. This figure incorporates 930 residents from the former Rockdale City Council and 347 residents from the former City of Botany Bay Council. For Rockdale this was an increase of 280 from 2015/16.**
Community Survey, proportion of residents who are satisfied with 'feeling part of the community' in the former Rockdale City Council is steadily increasing (Bayside/Rockdale).	**54% of residents agree or strongly agree to feeling a sense of community, decreased by 2% since 2013.**

CODE	ACTION	ANNUAL TARGET	PERFORMANCE OF 6 MONTHS	ANNUAL ACHIEVEMENTS
1.3.1.A.1	Implement 4 year Reconciliation Action Plan.	No milestone scheduled.	A review of existing work and development of a new 4 Year Reconciliation Action Plan for Bayside Council is planned to commence in the first half of 2017.	Reconciliation Action Plan to be considered as a regional plan in Operational Plan 2017/18.
1.4.3.A.1	Implement the Children's and Family Plan.	• Early Years Literacy resource distributed; 10 families participate in the program. • 2 specific activities to support grandparents as kinship carers planned and underway.	Co-delivered a successful Grandparents and Kinship Carers Expo specifically targeting grandparents from a variety of cultural backgrounds.	• Over 200 Grandparents attended the Expo and engaged in a range of health and wellbeing activities. • 20 families participated in the Georgie the Dragon Early Literacy program.
1.4.3.B.1	Implement the Ageing Strategy.	15 Senior Program activities delivered to include 'Tackling Abuse', 'Linking Seniors to Information' and Living Active Lives.	To be reconsidered as part of Operational Plan 2017/18.	20 Senior Program activities were organised including a focus on Elder Abuse, Active Ageing and linking seniors to information.
1.4.3.B.2 or 2.A.0.2	Implement the Disability Access and Inclusion Plan, post amalgamation decision.	3 activities delivered.	Work commenced on the establishment of a Disability Access and Inclusion Plan for Bayside Council.	Bayside Council Disability Access and Inclusion Plan was adopted on 12 July 2017 and an internal working party will work on implementation and recommendations.
1.4.3.B.3	Promote International Day of Disability event.	Promote International Day of Disability event.	Successful International Day of Disability event was held, connecting with local communities by showing movies made by and starring people with disabilities in local cafes.	Council engaged with over 100 people with disabilities through the International Day of Disability event and has used the positive feedback received from the participants to plan a similar, more robust event in 2017/18.
2.A.02	Review Disability Inclusion Plan.	-	Work commenced on the establishment of a Disability Access and Inclusion Plan for Bayside Council.	Disability Access and Inclusion Plan endorsed by Council. Plan to be implemented in Operational Plan 2017/18.
2.A.03	Implement Council's Ageing Strategic Plan.	-	Continued to deliver a range of services to Seniors as set out in the draft Ageing Strategic Plan.	Draft Ageing Strategy to be reviewed in Operational Plan 2017/18 including demographic analysis of new LGA area.

▶▶

CODE	ACTION	ANNUAL TARGET	PERFORMANCE OF 6 MONTHS	ANNUAL ACHIEVEMENTS
2.B.1	Support programs within the community that celebrate our culturally diverse community.	-	Delivered a range of successful community events that celebrate our cultural diversity.	A range of successful community events were delivered in partnership including: • Migrant Information Day. • Aged Care Expo. • Doing It Differently Program Awards event. • Patricia Carlon Mural Family Fun Day. • Arts Festival with over 70 activities.
2.B.2	Organise Citizenship Ceremonies.	-	There was an increase in Citizenship Ceremonies – they continued to be a key event for our new Australian Citizens.	During the last 12 months Bayside Council has held 12 Citizenships ceremonies, including an Australia Day ceremony, welcoming more that 1280 new citizens. At each ceremony approximately 120 candidates are naturalised. (The July ceremony held by the former City of Botany Bay saw 50 invited candidates attend).
2.B.3	Organise and promote Sister City events and activities as directed by Council.	-	The welcoming ongoing relationship with Yamatsuri Province in Japan is testament to our commitment to the Sister Cities program.	As part of Council's Sister City arrangements with Yamatsuri Fukushima Prefecture, Japan 40 students from Yamatsuri Junior High School visited St Ursula's College Kingsgrove and Marist College Kogarah in April 2017 to participate in an exchange of cultural activities. Sister City Links with the former City of Botany Bay and Rockdale City Councils have been maintained.
2.D.1	Maintain Advisory Committees – Seniors, Access, Historical Trust and Aboriginal and Torres Strait Islander, Youth, Multicultural Committee.	-	Council continued to support and report to Advisory Committees when active.	Council Advisory Committees were suspended during the amalgamation process. The incoming Bayside Council will determine which Advisory Committees it wishes to hold.

Cultural and Community Events that Promote a Sense of Belonging

MEASURE	RESULT
Council and Partner Statistics, levels of volunteering increasing (Bayside).	**10.3% of residents volunteered in some capacity (ABS 2011).**
Community Survey, proportion of residents who are satisfied with 'feeling part of the community' in the former Rockdale City Council is steadily increasing (Bayside/Rockdale).	**54% of residents agree or strongly agree to feeling a sense of community, decreased by 2% since 2013.**
Satisfaction with support for multicultural communities is increasing (baseline 2012) (Bayside/Rockdale).	**Performance gap: 0.23** **Minimal change since 2013, increased by 0.10.**
Increasing proportion of Young People who feel they can have a say on important issues (Bayside/Rockdale).	**Performance gap: 0.83** **Minimal change since 2013, increased by 0.08.**
Community satisfaction with support for young people is increasing (baseline 2012) (Bayside/Rockdale).	**Performance gap: 0.83** **Minimal change since 2013, increased by 0.08.**
Council Statistics, increasing levels of participation by young people in community engagement activities (Bayside).	**Council's engagement of young people increased, primarily as a result of amalgamation.** **Approximately 870 young people were engaged directly or indirectly in Council events throughout 2016/17. These included participation at Art events, youth week activities, consultations and community days. In addition, an average of 30 young people per week participated in Council's Youth Drop in Centre program.**
Community Survey, perception of range and quality of cultural events and activities increasing (Bayside/Rockdale).	**63% of residents agree or strongly agree to the range and quality of cultural events increasing (set as baseline).**
Community Survey: Satisfaction with public art increasing (Bayside/Rockdale).	**Performance gap: -0.13 (set as baseline).**
Community Survey, satisfaction with festivals and major events is increasing (baseline 2012) (Bayside/Rockdale).	**Performance gap: -0.15** **Moderate change since 2013, increased by 0.23.**
Community Survey: Perception of range and quality of cultural events and activities increasing (Bayside/Rockdale).	**63% of residents agree or strongly agree to the range and quality of cultural events increasing (set as baseline).**

CODE	ACTION	ANNUAL TARGET	PERFORMANCE OF 6 MONTHS	ANNUAL ACHIEVEMENTS
1.3.3.A.2	Co-deliver the St George Arts and Cultural Forum with neighbouring councils.	Participants engage in 3 community capacity building activities.	Partnered with Kogarah and Hurstville Councils (now Georges River Council) to deliver a successful regional St George Arts and Cultural Forum.	Over 30 local artists participated in the GRAB market event, grant application/funding workshop and an arts forum.
1.3.3.B.1	Deliver an inclusive Events Program which adds value to our community and City, activates public spaces and invigorates town centres.	100% of scheduled and responsive events.	Delivered an extensive events program including cultural activities, workshops and Citizenship Ceremonies.	Bayside Council has continued to delivered an extensive events program across the entire Local Government Area including several major events: A Taste of Mascot Food and Wine Fair, Annual Garden Awards, Volunteers Morning Tea, RSL 100th Anniversary Morning Tea, Christmas Tree Lighting, Carols in the Park, Carols by the Sea, New Year's Eve Fireworks, Australia Day activities, Lunar New Year, Anzac Day Dawn Service, Senior's Garden Party. Approximately 112 000 residents participated in the events listed above.
1.3.3.B.2	Funding opportunities for events identified and pursued.	No milestone scheduled.	Council events are supported by traditional sponsors and in accordance with the Sponsorship Policy that is in line with ICAC sponsorship principles.	Council events are supported in accordance with the Sponsorship Policy and in line with ICAC sponsorship principles. Key events which attracted sponsorship in the past 12 months included the Garden Awards and Carols by the Sea.
1.3.3.B.3	Develop and publish Council's events calendar.	Events calendar revised.	Events Calendar is published quarterly and subject to modification.	Council's events calendar was published every three months with 4 calendars produced from July 2016 to June 2017.
2.E.1	Organise and administer an annual community events program.	-	Events Calendar is published quarterly and subject to modification.	Events Calendar is published quarterly. From July 2016 - June 2017 Council held 15 major events engaging with an estimated 250 000 constituents.

Accessible and Affordable Community Facilities

MEASURE	RESULT
Community Survey: Satisfaction with the condition of Council's community facilities including libraries, Town Hall and community halls is increasing (baseline 2012) (Bayside/Rockdale).	**Performance gap: 0.39** **Moderate change since 2013, increased by 0.22.**
Council Statistics, increase in facility use (Bayside/Botany).	**Facility usage (in hours):** • **84,139 Community facilities (leased / licenced / permitted), increase of 27% from 2014/2015.** • **36,319 Sporting facilities increase of 9% from 2014/2015.** • **Community halls/venues (west side) - 11 510 total hours for 2015/16??? financial year.**
Community Survey: Satisfaction with the condition of Council's community facilities including libraries, Town Hall and community halls is increasing (baseline 2012) (Bayside/Rockdale).	**Performance gap: 0.39** **Moderate change since 2013, increased by 0.22.**
Community Survey: Community satisfaction with the provision and maintenance of public toilets increasing (baseline 2012) (Bayside/Rockdale).	**Performance gap: 1.47** **Minimal change since 2013, increased by 0.08.**
Community Survey, proportion of residents who are satisfied with 'feeling part of the community' in the former City of Rockdale is steadily increasing (Bayside/Rockdale).	**54% of residents agree or strongly agree to feeling a sense of community, decreased by 2% since 2013.**
Increasing satisfaction with support for older people and people with disabilities (baseline 2012) (Bayside).	**Performance gap: 0.94** **Moderate change since 2013, increased by 0.22.** **Access to primary and secondary health care has remained stable.** **At 30 June 2016, total operational Aged Care Ratio (places per 1,000 people aged 70 years and over) in South East Sydney was 121.3 places comprised of: Residential care: 87.9. The NSW average is 81.1. Home Care services: 31.5. The NSW average is 30.6.** **Transitional/Restorative Care: 1.9. The NSW average is: 1.6. The Ratio of Full Service Equivalent (FSE) General Practitioners is increasing. For the year 2015/16 there were 137.6 GPs per 100 000 residents in NSW. Of these 99.0 were FSE (7.5 hrs per day x 5 day per week). This is an increase of 3.1 and 3.1 respectively since 2014/15.**

CODE	ACTION	ANNUAL TARGET	PERFORMANCE OF 6 MONTHS	ANNUAL ACHIEVEMENTS
1.2.1.A.3	Undertake 2016/17 Special Rate Variation playground upgrade	Refer CPP25 & CPP26	Program underway.	Playgrounds designed and constructed include: • Silver Jubilee Reserve, Bardwell Valley; • Slade Road Reserve, Bardwell Park; and, • Commenced construction Seaforth Park playground.
1.4.1.A.1	Review utilisation and promote community facilities to encourage increasing use and align with Council strategies	Utilisation rate higher than the 2015/16 period	Use of community facilities continued to be monitored. Strategies to promote additional use of community facilities being developed.	Inspections of our community facilities are currently underway. We are working with stakeholders to identify the need and the highest and best use for our community facilities.
1.4.1.A.2	Monitor the impact of the revised subsidy and fee waivers on Council facilities	4 quarterly reports completed	Council continues to monitor the impact of subsidies and fee waivers on Council facilities and reports the results annually.	Council has developed a new reporting methodology based on the adopted 2017 Financial Assistance Policy and the first report will be available in December 2017.
1.4.1.B.1	Undertake statutory inspections of Council buildings and facilities from Asset Management Strategy	100% annual scheduled inspections completed	Inspections for compliance include elevators, fire safety, working from heights, electrical, and hydraulic systems.	Inspections for compliance include elevators, fire safety, working from heights, electrical, and hydraulic systems.
1.4.1.B.2	Rehabilitation program and minor modifications in Council buildings including painting, pointing, roofing, and electrical. Refer to CPP38	Program completed	Program scope commenced.	• Completed Jack & Jill preschool disabled access ramp. • Completed building repairs and minor upgrade of Old St David's Church. • Completed stage 1 of structural repairs at Arncliffe Preschool. • Waterproofing of stairwells Bayside administration building. • Sewer restoration Cahill Park amenities building. • Completion of stage 2 air conditioning Rockdale Town Hall and repurposing of system to smaller community centres. • Air conditioning replacement Bexley Community Centre. • Painting of Kingsgrove Community Centre.

▶▶

CODE	ACTION	ANNUAL TARGET	PERFORMANCE OF 6 MONTHS	ANNUAL ACHIEVEMENTS
1.4.1.B.3	Complete the Property and Buildings 2016/17 Special Rate Variation Program	Refer to CPP40-CPP45	Buildings on track.	Special Rate variation program progressed.
1.4.1.B.4	Comply with Council's obligations under the Development Agreement to progress the construction of the Arncliffe Youth Centre	Refer CPP33	Council's obligations under the Development Agreement have been complied with.	Council's obligations under the Development Agreement have been complied with.
1.4.2.A.1	Establish partnerships with local education institutions to maximise the use of public facilities by the community, post amalgamation	No milestones scheduled	Council is supporting the Department of Education in the development of their Joint Use Project Initiative.	Council continues to support the Department of Education in the Joint Use Project Initiative which looks at innovative ways to share and develop education facilities.
2.G.1	Review Plans of Management	-	All Plans of Management are being reviewed to determine an optimal Plan of Management Strategy for Bayside Council.	All Plans of Management are being reviewed to determine an optimal Plan of Management Strategy for Bayside Council.
2.G.2	Investigate partnerships and funding opportunities to assist in maintaining, upgrading and developing of new recreational facilities	-	Grant funding opportunities reviewed, including Community Building Partnerships and the Metropolitan Greenspace Program.	• Made grant submissions to Federal and NSW State Governments under safer roads 2018/2019 program. • Drafting Grant submissions for cycling and walking under 2018/2019 NSW Active Transport Program to be completed by 13 October 2017.
2.G.3	Investigate opportunities for the sharing of community facilities, such as senior's centres, to meet the needs of the wider community	-	Community facilities profiling commenced to allow opportunities for co-sharing to be explored.	Inspections of our community facilities are currently underway. We are working with stakeholders to identify the need and the highest and best use for our community facilities.
3.B.1	Develop and manage a Community facility booking system	-	Bookings taken by Customer Service Centres and relevant bookings officers.	Bookings undertaken by Customer Service Centre and relevant bookings officers.
3.B.2	Investigate opportunities for community space in new developments	-	Council continues to investigate opportunities for community space in new developments based on community benefit.	Council continues to investigate opportunities for community space in new developments based on community benefit.

▶▶

CODE	ACTION	ANNUAL TARGET	PERFORMANCE OF 6 MONTHS	ANNUAL ACHIEVEMENTS
3.B.3	Undertake maintenance works on council Buildings	-	Ongoing maintenance undertaken both reactively and proactively as required with all scheduled programmed works completed.	Ongoing maintenance undertaken both reactively and proactively as required with all scheduled programmed works completed.
3.B.4	Undertake building condition audits on Council facilities	-	Works commenced on building revaluation and condition assessment on buildings.	Building revaluations commissioned and commenced.
5.A.4	Promote and market existing facilities	-	Strategy scoped to identify opportunities to promote facilities for community use.	Inspections of our community facilities are currently underway. We are working with stakeholders to identify the need and the highest and best use for our community facilities.

Developing Strong, Healthy and Supportive Communities

MEASURE	RESULT
Community Survey, increasing satisfaction with public health inspections (baseline 2012) (Bayside/Rockdale).	**Performance gap: 0.92** **Moderate change since 2013, increased by 0.10.**
Measures of state of health of the community included in the Community Strategic Plan to be reported on every two years (set baselines) (results - smoothed rate per 100,000 population) *Source: Health Statistics NSW.*	
Obesity decreasing (Bayside).	**Obesity levels remains stable: There were 470.9 high body mass attributable hospitalisations of Rockdale residents during 2013-2015. In Botany Bay there were 581.4 attributable hospitalisations.**
Life expectancy stable or increasing (Bayside).	**Life expectancy levels from birth continue to increase. In NSW, life expectancy is 84.6 years for females and 80.4 years for males.**
Smoke frequency decreasing (Bayside).	**The trend for smoking frequency is decreasing. In 2016, an estimated 14.6% of residents in SES Area Health district (16yrs and over) identified as a smoker. This is a down from 18.3% in 2015.**
Risky alcohol consumption decreasing (Bayside).	**Risky alcohol consumption is stable. There were 545.8 alcohol attributed hospitalisations for Rockdale residents between 2013 -15. In Botany Bay there were 755.3 attributable hospitalisations.**
Prevalence of disease decreasing (Bayside).	**Rockdale experienced a slight increase in hospitalisations due to coronary heart disease for the period 2014-16 with 467.6 hospitalisations compared to 455.2 in 2013-15. In Botany there was a slight decrease in attributable hospitalisations falling from 720.8 in 2013-15 to 713.4 in 2014-16.**
Fall related injury decreasing (Bayside).	**In Rockdale, fall related injuries requiring overnight hospitalisations remained stable with 651.4 hospitalisations between 2014 -2016. In Botany there was an increase in fall related hospitalisations with 766.3 residents requiring hospitalisation in 2014-16. This is an increase of 69.9 since 2012 -14.**

CODE	ACTION	ANNUAL TARGET	PERFORMANCE OF 6 MONTHS	ANNUAL ACHIEVEMENTS
1.1.3.A.1	Partner with local and state stakeholders to advocate on behalf of the community and explore local health initiatives.	Four health specific related programs planned and underway.	Council continues to partner with local and state stakeholders, including South Eastern Sydney Local Health District, Medicare Local, Department of Family and Community Services through participation in local area workshops and program development and committees.	4 health specific related programs: • Aged Care Expo in partnership CHSP, over 300 attended. Health related information distributed. • Grandparents Expo Specific Health activities including Zumba, Massage and Blood Pressure Checks. • Support to 'Sing Your Heart Out Choir', 20 regular attendees. • Geogie the Dragon Early Literacy program developed in partnership with St George Child and Family Interagency and FACs.
1.1.3.A.2	Co-deliver connecting communities pilot program in partnership with South Eastern Sydney Local Health District.	A minimum of 10 projects funded via the connecting community grants program.	For Project One Council designed and developed the Doing it Differently ABCD based Community Grants program in partnership with SEAHD. This program is funded by Health, delivered by Council and administered by a project steering committee. Council continues to be represented on the SESLHD Community Partnerships Board and supporting the development of a Youth Mental Health First Aid project to be delivered in 2017.	• 20 projects were funded via the Doing It Differently ABCD program. • 60 people / organisations attended the ABCD training.
1.3.2.A.1	Support partners in the recruitment, training and support of volunteers.	2 volunteer planning forums held.	Revised Volunteer Strategy drafted for adoption in 2017.	• Volunteer Strategy drafted for adoption in 2017. • 10 Volunteers recruited for the Arts Festival and Seniors Program.
1.3.2.A.2	Develop a Volunteer Strategy.	Volunteer Strategy drafted.	Revised Volunteer Strategy drafted for adoption in 2017.	• Volunteer Strategy drafted for adoption in 2017. • 10 Volunteers recruited for the Arts Festival and Seniors Program.

►►

CODE	ACTION	ANNUAL TARGET	PERFORMANCE OF 6 MONTHS	ANNUAL ACHIEVEMENTS
1.3.2.B.1	Develop and implement a community capacity building program with the Community Development Advisory & Safety Committee and other partners including neighbouring councils.	Community Plan drafted and exhibited.	Community Planning Workshop deferred until 2017.	Community Planning Workshop scheduled for November as part of Bayside 2030 Engagement.
1.3.2.C.1	Develop and implement a community capacity building program with the Youth Council and other partners.	Youth week event conducted.	Youth Council held three community capacity building events, working with Kogarah Council (now Georges River Council) and local service providers.	Youth Council put on hold following amalgamation.
2.A.01	Collaborate with government agencies and local service providers to identify gaps in service deliveries.	-	Continues to participate in and contribute to bi-monthly inter-agency meetings to represent and advocate on behalf of the community.	Council supports local and regional inter-agencies including domestic violence and multi-cultural communities.
2.A.04	Manage and deliver centre-based programs for Aged and disabilities.	-	Council provides 2 different types of centre-based programs to eligible community members on Tuesday (open group) and Wednesday (men's group) at Eastlakes Seniors Centre. Half yearly surveys conducted with service users reflect 100% satisfaction rate. There are currently 25 active volunteers.	Council continued to manage and deliver 2 centre-based programs. This included two Men's group activities on Tuesday's and Wednesdays and a Centre Based Meals Program designed for older people and people with a disability.
2.A.05	Assist local groups in the promotion of their services and activities.	-	Council partnered with local organisations to deliver community services and events, and promotes activities through library notice boards and external communications.	Council partnered with Advanced Diversity Services (ADS) to deliver a successful Migrant Information Day and supports SGS news as way of disseminative information.

▶▶

CODE	ACTION	ANNUAL TARGET	PERFORMANCE OF 6 MONTHS	ANNUAL ACHIEVEMENTS
2.A.06	Coordinate and maintain a community grants/donations program.	-	Community Grants & Financial Assistance Policy adopted in December 2016.	• Bayside Council administers an Annual Community Grants program of $100,000, under the Bayside Council Financial Assistance Policy. • Council awarded $60,000 under round one of the Community Grants program. Round two will be held in late 2017. • The same policy can provide financial assistance to organisations who are delivering programs or services which benefit the local community and can demonstrate financial hardship.
2.A.07	Manage and operate two Long Day Care Centres.	-	The Long Day Care services has undergone 2 safety compliance audits at the service level with all identified maintenance and compliance issues addressed. Occupancy / utilisation rate was 90 - 95% with vacancies existing as a result of children leaving to go to school or children moving across the rooms in a different age group within the service.	Council has continued to manage and operate 2 Long Day Care services at Mascot and Hillsdale meeting all regulatory and Legislative requirements. All services occupancy rate remains at 90%. Mascot Child Care Centre extended care to include the 8 weeks to 2 years old age group in February 2017 in addition to 2-5 years.
2.A.08	Manage and operate Family Day Care.	-	Family Day Care services have undergone 2 safety compliance audits at the service level with all identified maintenance and compliance issues addressed. Family Day Care Educators continue to be monitored and supported. Annual re-registering of Family Day Care Educators will be conducted in June 2017.	Family Day Care Service successfully completed its annual re-registration in June 2017 and Educators have undergone rigorous compliance checks in health, safety of premises, and curriculum requirements. Services comply with the Service policies and procedures.

►►

CODE	ACTION	ANNUAL TARGET	PERFORMANCE OF 6 MONTHS	ANNUAL ACHIEVEMENTS
2.A.09	Manage and operate School Aged Care (Before and After School Care/Vacation care).	-	School Aged Care Services have undergone 2 safety compliance audits at the service level with all identified maintenance and compliance issues addressed meeting all requirements. Occupancy / utilisation rate was 95% with vacancies existing as a result of children enrolments in the school and families care requirements and needs. Vacation care program operated in July and Sept / Oct holiday periods with an overall utilisation rate of 95% with planned external excursions operating at capacity.	Vacation Care program operated in January and April school holidays period. The overall utilisation rate of the school aged program and the vacation care is 95% with planned external excursions operating at capacity. Pagewood School Aged Care achieved an exceeding rating in staffing, relationships with Children and Management. The service is currently meeting all regulatory and legislative requirements.
2.A.10	Manage and operate two Youth Centres and Programs.	-	Youth Holiday program operated in the July and Sept / Oct holiday periods with program operating at full capacity. Three youth drop in programs currently operated with a number of health and fitness, cooking, HSC support and homework help, resume writing and interview skills programs.	Council managed two youth drop in programs and delivered on three nights a week during the school terms (including mixed aged and gender group on Tuesdays and Thursdays and a girl's only group on Friday nights). Youth Holiday program operated in the September/ October school holiday period with all external excursions reaching capacity.
2.A.11	Manage and operate Meals on Wheels program.	-	25 active volunteers delivered Meals on Wheels to local residents. Service is meeting Food Safety standards and is compliant with all requirements.	Council delivered approximately 420 meals weekly to the Bayside East community. The Service undertook an external audit by the Department of Primary Industries - Food Authority in May 2017 achieving an Audit Level A and a high score of 4 meeting all regulatory requirements relating to Food Safety Standards.

►►

CODE	ACTION	ANNUAL TARGET	PERFORMANCE OF 6 MONTHS	ANNUAL ACHIEVEMENTS
2.D.2	Develop and implement a Volunteer Program.	-	Volunteer program is on hold pending the development of a Volunteer Strategy.	Volunteer Strategy in draft. To be reviewed in Operational Plan 2017/18.
2.D.3	Implement the Community Recognition Strategy.	-	A number of successful community recognition events were held and positively promoted through the media.	Examples of successful community recognition events include: • Doing It Differently program; and • Patricia Carlton Reserve event.
2.H.8	Deliver training/programs and build capacity to community based agencies and voluntary groups.	-	Training programs developed and will be implemented across Bayside Council.	Asset Based Community Development (ABCD) training delivered to 60 people / organisations.
3.B.7	Manage and support three Senior Centres.	-	Mascot and Pagewood Senior Centres were supported to deliver programs and activities to meet their member's needs.	Council continued to support Mascot and Pagewood Senior Centres to deliver programs and activities to meet their member's needs and interest.

Fostering a Safe Environment

MEASURE	RESULT
Reported crime in the former Rockdale City Council is falling (NSW Bureau of Crime Statistics and Research) (Bayside)	**For the period April 2016 - March 2017 the number of reported incidents of crime remained stable for Rockdale LGA. There were 9569 reported offences in Rockdale for all incidents.**
Recorded offences for crimes against the person and crimes against property decreasing (NSW Bureau of Crime Statistics and Research) (Bayside)	**As at March 2016:** • **Incidents of theft have decreased by 16.8% per year in Rockdale since 2015 with 2211 incidents recorded. In Botany the rate remained stable with 1619 incidents recorded.** • **For incidents of Indecent assault the rate of incidents has remained stable for Rockdale and Botany.** • **Incidents of Malicious damage to property remained stable with 345 incidents recorded in Botany and 624 incidents in Rockdale.**
The proportion of people who feel safe in our community is steadily increasing (Community Survey) (Bayside)	**In 2015:** • **96% of residents feel safe at home during the day, minimal change increased by 1% since 2013.** • **95% feel safe walking alone during the day, no change since 2013.** • **90% feel safe at home alone at night, moderate change increased by 5% since 2013.** • **51% feel safe walking home alone at night, moderate change increased by 8% since 2013.**
Family violence decreasing – Recorded incidents of domestic violence per 100,000 population decreasing (Bayside)	**As at March 2017, reported Domestic Violence incidents for Rockdale and Botany numbered 394 and 141 incidents respectively. This indicates a slight increase in incidents in both areas since 2016. Reported breaches of AVO have increased by 35% in Rockdale and 46% in Botany in the past year.**

►►

MEASURE	RESULT
Community Survey, community satisfaction with community safety services is increasing (baseline 2012) (Bayside/Rockdale)	**Performance gap: 0.93** **Minimal change since 2013, decreased by 0.05.**
Council Statistics, six monthly measures will include amount of graffiti reported by the community and speed of removal (Bayside/Rockdale)	• **During the 2016/2017 period 2555 incidents of graffiti were removed from Rockdale LGA compared to 3059 from the previous financial year.** • **98% of graffiti was removed within Council Standard Service Agreement of 3 days.** • **The volume of graffiti decreased from 6588 m2 to 5799m2. There are no graffiti removal statistics for Botany LGA for this period.**
Road safety statistics are improving in the former Rockdale City Council (Bayside)	**Preliminary data from RMS for Bayside shows that for 2016 a total of 724 accidents were reported in Bayside LGA. Of these:** • **4 fatalities.** • **592 resulted in injury.** • **239 vehicles required towing .**
Community Survey, community satisfaction with traffic management increasing (baseline 2012) (Bayside/Rockdale)	**Performance gap: 1.45** **Moderate change since 2013, increased by 0.21.**
Community Survey, community satisfaction with animal control is increasing (baseline 2012) (Bayside/Rockdale)	**Performance gap: -0.01** **Minimal change since 2013, decreased by .0.09.**

CODE	ACTION	ANNUAL TARGET	PERFORMANCE OF 6 MONTHS	ANNUAL ACHIEVEMENTS
1.1.1.A.1	Conduct minimum of 2 Food Handling Workshops with food businesses across our Local Government Area.	2 handling food workshops delivered.	Annual Workshop preparations underway.	The Environmental Health Officers in Bayside West completed 2 food handling workshops on 9 May 2017.
1.1.1.A.2	Council to carry out 100% of its health inspections program annually comprising of 400 inspections.	400 inspections completed.	A total of 312 food shop inspections have taken place during the reporting period with the remainder to be completed by the end of the reporting period.	A total of 377 food shop inspections for Bayside West have taken place during the reporting period. The remainder shops are of low risk.
1.2.1.A.1	Carry out safety inspections on playground equipment every 3 months covering 79 sites to ensure compliance and safety.	4 inspections completed at each site.	All Council playground equipment was inspected in accordance with proactive maintenance schedules.	Playground equipment was inspected in accordance with proactive maintenance schedules.
1.2.1.A.2	Implement Playground & Park Rehabilitation Program.	CPP23 & CPP24.	Program underway.	• Replaced playground equipment component Walker Street, Turrella. • Mulch top up and seating replacements. • Replacement of rubber soft fall at King Street, Rockdale and Taylor Street, Carlton. • Seating and edging treatments - Shaw Street Reserve, Bexley North.
1.2.1.B.1	Implement Community Safety Plan, with a focus on external partnerships, addressing perceptions of safety and streamlining community reporting systems.	4 community safety activities focusing on seniors, family violence, water safety and young planned and underway.	Continued to deliver Community Safety Initiatives, including partnering with Roads & Maritime Services and NSW Police to deliver water safety activities. Community Safety Plan to be reviewed in 2017.	• In partnership with Advance Diversity Services Council organised a Water Safety and Fly Fishing event with the Chinese Community. • In partnership with St George Family & Domestic Violence Interagency Council supported 16 Days of Activism, White Ribbon Day and a Memorial event for victims of Domestic Violence. • As part of our Seniors Program, an Elder Abuse Workshop was organised with 40 people in attendance.

▶▶

CODE	ACTION	ANNUAL TARGET	PERFORMANCE OF 6 MONTHS	ANNUAL ACHIEVEMENTS
1.2.1.C.1	Implement the Road Safety Program 2016/17 with annual matching funding from Roads and Maritime Services.	6 programs delivered: • Bike Week Event 'On Ya Bike'. • Motorcycle Safety Event 'Breakfast Torque'. • 2 Free Child restraint Check Days. • Free Workshop Helping Learner Drivers Become Safer Drivers. • 'Don't Rush' Speed Campaign. • Pedestrian Safety Campaign 'Walking Safely in Rockdale'.	Delivered ongoing education programs for road safety.	Delivered ongoing education programs for road safety.
1.2.1.D.1	Enforce School Parking Patrol Program (276 parking spaces).	100% 6 month Program completed.	The KPI requires 276 annual patrols of school zones to be completed. For the first 6 months of the year a total of 217 school zone patrols were performed resulting in 304 penalty notices issued for illegally parked vehicles.	A total of 432 school patrols were completed in this 6 month period resulting in 128 penalty notices being issued across the LGA.
1.2.1.D.2	Regulate the use of the Footway Trading Policy.	100% of enquiries responded to within service agreement.	Regular foot patrols monitor Footway Trading and penalty notices issued where necessary.	Regular foot patrols monitor Footway Trading and penalty notices issued where necessary.
1.2.1.D.3	Implement Summer Ranger Program in Cook Park (increased regulatory presence on weekends and parking patrols).	Program continued and completed.	The Summer Ranger Program was run again over the 2016 Christmas period with Inspectors involved in educating park users in the responsible disposal of litter as well as beachfront parking. The interaction with the general public has resulted in positive community feedback.	The Summer Ranger Program was run again over the 2016 Christmas period and 2017 New Year period with the Inspectors involved in educating park users in the responsible disposal of litter as well as beachfront parking. The interaction with the general public has resulted in positive community feedback.

▶▶

CODE	ACTION	ANNUAL TARGET	PERFORMANCE OF 6 MONTHS	ANNUAL ACHIEVEMENTS
1.2.1.D.4	Enforce the Companion Animal Act.	100% reported incidents investigated within service agreement period.	Council's Inspectors performed regular beachfront and park patrols in relation to off leash and prohibited place complaints from the community. Tasked patrols by Council's contracted Animal Management Officer saw an increase in the compliance by dog owners/persons in charge meeting their responsibilities in parks.	Council's Inspectors performed regular beachfront and park patrols in relation to off leash and prohibited place complaints from the community. There was an increase in the compliance by dog owners/persons in charge meeting their responsibilities in the parks.
1.4.2.B.2	Undertake lighting upgrades - Cahill Park and Cook Park (Lena to Sanoni).	Refer to CPP22.	Tenders invited for works at Cahill Park. Works delayed at Cook Park due to approvals and latent conditions.	Work commenced on Cahill Park playground stage 1. Cook Park (Lena to Sanoni) Design documentation completed ready for construction - approvals from state authorities underway.
2.F.01	Seek 'active transport funding to implement the Pedestrian Access and Mobility Plan for safe and continuous paths of travel.	-	Grant opportunities identified and applications to be prepared.	Grant applications submitted for 2018/19 Roads and Maritime Service Grants.
2.F.02	Maintain street lighting and lighting in public spaces.	-	Council continued to maintain street lighting and lighting in public spaces.	Council continued to maintain street lighting and lighting in public spaces.
2.F.03	Maintain a strong commitment to WHS and risk management in carrying out works in the community.	-	A Work Health & Safety Management System is being developed. First phase comprises development of policies and procedures, and the harmonisation of safe work standard operating procedures.	A Work Health and Safety Management System is being developed. First phase comprises development of policies and procedures and harmonises safe work standard operating procedures.
2.F.04	Undertake swimming pool inspections.	-	Council continues to undertake inspections as part of the Pool Inspection Program.	Council conducted 162 pool inspections and will continue to enforce pool inspection program.

►►

CODE	ACTION	ANNUAL TARGET	PERFORMANCE OF 6 MONTHS	ANNUAL ACHIEVEMENTS
2.F.05	Deliver Road Safety Program in conjunction with Roads & Maritime Services.	-	Roads & Maritime Service delivered State wide road safety initiatives. Locally, the child restraint checking days continue to be popular.	Roads & Maritime Service delivered State wide road safety initiatives. Locally, the child restraint checking days continue to be popular.
2.F.06	Provide Learn to Swim classes.	-	Swimming classes were offered from September - December 2016 with the opening season of the swimming pool. Enrolment has slightly increased in the October - December swimming classes offered at Botany Aquatic pools.	Botany Aquatic Centre continued to provide swimming classes offered to babies, toddlers, pre- schoolers, School Aged children and adult classes from January - March 2017. Enrolments to the swim program has been steady with all the swimming classes offered.
2.F.07	Develop and maintain key partnerships to reduce crime and improve community safety.	-	Council participated in the NSW Police Community Committee, and implemented Alcohol Free Zones in response to police requests.	Grant funding secured for CCTV cameras for Wolli Creek to improve community safety.
2.F.08	Enforce Companion Animals Act.	-	Patrols are performed by the Rangers to ensure dog owners are meeting their responsibilities.	Patrols are performed by the Rangers to ensure dog owners are meeting their responsibilities.
2.F.09	Manage off-leash dog areas.	-	5% of the Rangers resource time is spent monitoring the off leash areas to ensure owners are using these areas responsibly and safely for the benefit of all the community.	5% of the Rangers resource time is spent monitoring the off leash areas to ensure owners are using these areas responsibly and safely for the benefit of all the community.
2.F.10	Undertake initiatives promoting responsible pet ownership.	-	Carried out micro chipping day in conjunction with Sydney Cats and Dogs Home.	The Inspectors continued to promote responsible pet ownership when performing foot patrols throughout the local government area.
2.F.11	Work with Randwick Botany SES and other Local emergency management.	-	Ongoing support to agencies provided as required when requested	Ongoing support to agencies provided as required when requested

►►

CODE	ACTION	ANNUAL TARGET	PERFORMANCE OF 6 MONTHS	ANNUAL ACHIEVEMENTS
2.F.12	Undertake independent audits of playground facilities in parks and reserves.	-	Independent audits of playground facilities in parks and reserves have been conducted in line with scheduled maintenance services.	Independent audits of playground facilities in parks and reserves have been conducted in line with scheduled maintenance services.
2.F.13	Undertake Safety Audit at Botany Aquatic Centre.	-	Safety audit was undertaken at Botany Aquatic Centre.	Recommendations implemented.
2.F.14	Conduct inspections of food outlets.	-	Performed 68 inspections and food outlets.	Performed 225 inspections of food outlets.
2.F.15	Administer the Scores on Doors Program.	-	No certificates issued in the 6 month period.	No certificates issued in the 6 month period.
2.F.16	Finalise and Qualitative Risk Assessment of Botany Industrial areas.	-	Assessment completed and risk control measures identified for implementation.	Assessment completed and risk control measures identified for implementation.
2.F.17	Carry out inspections of other public health premises.	-	Council continued to inspect other health premises including skin penetration premises, hairdressers and cooling towers and public swimming pools.	Council continued to inspect other health premises including skin penetration premises, hairdressers and cooling towers and public swimming pools.
2.F.19	Maintain a register of annual fire safety certificates.	-	Council received 310 fire safety certificates during this period.	Council received 1835 fire safety certificates this year.
2.F.20	Ensure compliance with health and safety requirements for places of shared accommodation.	-	No inspections of boarding houses were performed in the reporting 6 month period. The 8 boarding houses are planned to be inspected during January and July 2017	8 boarding houses in Bayside West were completed in this 6 month period
2.G.4	Provide children's immunisation clinics.	-	33 children were immunised during the 6 month period.	Clinics are only run in Bayside East.

Encouraging Active Recreation and Leisure

MEASURE	RESULT
Community Survey, satisfaction with condition and maintenance of sporting fields and gardens is increasing (baseline 2012) (Bayside/Rockdale)	**Maintenance sporting fields** **Performance gap: 0.69** **Minimal change since 2013, increased by 0.02.**
NSW Benchmark Park User Satisfaction Survey, visitor satisfaction with park asset maintenance, park usage, and users requirements (Bayside/Rockdale)	**2014 satisfaction mean score: 7.0** **Minimal change since 2013, decreased by 0.10.**
Community Survey, satisfaction with opportunities to participate in sporting and recreation activities is increasing (Bayside/Rockdale)	**Sporting and Recreation** **70% of residents are satisfied with opportunities to participate in sporting and recreation activities (set as baseline).**
Cycling Participation and Riders Perception Survey, Rockdale residents, workers and visitors are increasingly cycling to work and leisure activities (Bayside)	**Survey carried out by the Australian Bicycle Council every 2 years shows that there has been a small but statistically significant decrease in the level of cycle participation since 2011. In 2015, 17.4% of adults indicated they had ridden a bicycle the previous week. Of those 85.5% rode for recreation while 30.2% rode for transport purposes.**
Community Survey, satisfaction with foreshore and beachfront cleaning is increasing (baseline 2012) (Bayside/Rockdale)	**Foreshore and Beach** **Performance gap: 0.51** **Minimal change since 2013, increased by 0.13**
Community Survey, increasing satisfaction with provision and maintenance of playgrounds (baseline 2012) (Bayside/Rockdale)	**Performance gap: 0.60** **Moderate change since 2013, increased by 0.20.**

CODE	ACTION	ANNUAL TARGET	PERFORMANCE OF 6 MONTHS	ANNUAL ACHIEVEMENTS
1.1.4.A.1	Develop policy and plans to identify, promote and support active recreation, leisure and sporting activities and initiatives delivered in our City.	100% of Active Living Plan Year 1 action plans.	Commenced a review of recreation policies to harmonise procedures and operating standards with the aim of improving the access and effectiveness of recreation services and facilities available to all members of the community.	Review of Policies and procedures have been undertaken with the aim to harmonise sports and recreations policies across Bayside Council through a consultation process aimed at taking place in 2017/2018.
1.1.4.A.2	Monitor existing active and passive park usage via a Park Users Survey, post amalgamation decision.	No milestone scheduled.	Recruitment commenced for an Open Space & Recreation Planner, to consolidate policies, procedures and the development of an overarching Open Space & Recreation Strategy.	Recruitment continuing for an Open Space & Recreation Planner, to consolidate policies, procedures and the development of an overarching Open Space & Recreation Strategy.
1.1.4.A.3	Explore the development of standardised policies and procedures with Georges River Council, state and regional peak bodies regarding recreational and sporting opportunities.	No milestone scheduled.	Recruitment commenced for an Open Space & Recreation Planner, to consolidate policies, procedures and the development of an overarching Open Space & Recreation Strategy.	Recruitment continuing for an Open Space & Recreation Planner, to consolidate policies, procedures and the development of an overarching Open Space & Recreation Strategy.
1.1.4.A.4	Improve participation of underrepresented groups in a range of active recreation, leisure and sporting opportunities.	Active Living Plan implemented.	Worked with clubs and associations through the Sport and Recreation Working Party to encourage development and support for teams of diverse abilities and ethnicities.	Worked with clubs and associations through the Sport and Recreation Working Party to encourage development and support for teams of diverse abilities and ethnicities.
1.1.4.A.6	Implement the Parks Improvement Program for active recreation.	Refer to CPP18, CPP19 & CPP21.	Sporting fields top dressing completed.	Sport fields top dressing completed.
1.1.4.A.7	Commence construction of the Rockdale Aquatic Centre.	Refer to CPP34 & CPP35.	Construction well underway with opening scheduled for 25 January and opening to the public 26 January 2017.	Construction completed and facility opened to the public on 26 January 2017.

▶▶

CODE	ACTION	ANNUAL TARGET	PERFORMANCE OF 6 MONTHS	ANNUAL ACHIEVEMENTS
1.4.2.B.1	Carry out scheduled works of Council's parks and reserves to ensure they are fit for purpose to meet the community's needs.	100% annual schedule completed.	Parks mowing and landscaping maintenance schedules have been completed for the period to standard, and in timely manner for the community. Sports grounds under Council permit have had the following renovations performed: turf milling and replacement, aeration, top dressing and fertilising, broadleaf weed spraying, watering.	Parks mowing and landscaping maintenance schedules have been completed for the period to standard, and in a timely manner for the community. Numerous minor planting projects have been conducted throughout selected parks, reserves and streetscapes.
1.4.2.B.3	Review and consolidate Playground and Sports Field Infrastructure Strategies.	Revised Playground and Sport Field Infrastructure Strategies complete.	Playground and Sport Field strategy under review as part of Council's Open Space and Recreation Strategy.	Strategy review and consolidation scope to be expanded to include the whole local government area.
1.4.2.B.4	Install full sized synthetic fields at Bicentennial Park (South), including finalisation of funding strategy and management models.	Refer to CPP20.	Testing had to be finalised prior to the design and tender documents being completed. Testing has been completed and documentation is being finalised.	Design and tender documentation finalised and construction company appointed.
3.B.5	Maintain and manage the Botany Golf Course.		Golf shop continued to provide service to both the Botany Gold Club members and general community users.	Council continued to manage the pro-shop and the Golf Course supporting Botany Golf Club members and the general community user's recreational interest.
3.B.6	Review deeds of Agreement/licenses for Community and sporting facilities.		Licence agreements compiled. Review of agreements to occur Quarter 2 to Quarter 4.	Review of agreements is due to commence.
3.C.1	Manage the seasonal and other use of sporting fields/facilities.		Seasonal use of fields continued to be managed by way of contract / permit.	Seasonal use of fields continued to be managed by way of contract/permit.
3.C.2	Undertake annual Sportsground renovations.		Eastern sportsgrounds annual renovations undertaken: aeration, fertilising, top dressing and over sowing. Broadleaf weed spraying conducted.	Bayside Council Sports grounds have had the following renovations performed: turf milling and replacement, aeration, top dressing and fertilising, broadleaf weed spraying and watering.

Valuing Lifelong Learning Opportunities

MEASURE	RESULT
Community Survey, increased participation in lifelong learning programs and activities (Bayside).	**In 2016/17 the Apparent Retention Rate for students in Rockdale LGA from Year 7 - 12 was 92.0%, an increase of 3.3% from the previous year. The rates for the former Botany Bay LGA are suppressed as there were not enough senior secondary students. The Apparent Retention Rate for Bayside LGA for the same period is 90.3% - an increase of 2.2%. (DoE statistics - September 2017).**
Community engagement through Library Communications Strategy, increasing community support for the development of the new building and facilities (Bayside).	• **3 Central Library Advisory Committee meetings held.** • **4 articles in Leader Newsletter.** • **4 articles in Council Newsletter.** • **14 Social Media posts in relation to new Library.**
Community Survey, increasing satisfaction with provision of libraries (baseline 2012) (Bayside/Rockdale).	**Performance gap: 0.24.** **Moderate change since 2013, increased by 0.26.**
Council evaluation of the effectiveness of new partnership initiatives in ensuring access to lifelong learning to increasing numbers of people from CALD communities (Bayside).	• **8 new CALD programs in partnership with community & government organisations were held with 400 participants in total, an increase of 320.** • **Lifelong learning programs, in which the CALD community participated including 8 Tech Savvy Seniors Classes with 40 participants, were also held.**
Community Survey, residents' level of satisfaction with education services increasing (Bayside/Rockdale).	**Not evaluated.**
Community survey and ABS statistics. Internet access increasing proportion of adult population measured by: • People with internet access at home. • People with broadband internet access at home (Bayside).	**In 2016, 82.3% of Rockdale residents and 82% of Botany residents had access to internet at home in comparison to the national average of 83.2%.**

CODE	ACTION	ANNUAL TARGET	PERFORMANCE OF 6 MONTHS	ANNUAL ACHIEVEMENTS
2.5.3.A.1	Work with National Broadband Network Co. to identify opportunities based on the timetable confirmed in the revised statement for expectations.	Council briefed on roll out details.	Monitored NBN Co progress in Bayside local government area.	The NBN Authority has been installing the NBN Network across Bayside Council over the past 12 months and notifies Council of their works on a regular basis. To date they have installed their network mainly around the Wolli Creek and Mascot Areas and will eventually cover the whole Bayside Council Area over the next 12 - 24 months.
2.5.3.A.2	Implement initiatives to enhance access to information through wireless technologies.	• All libraries have managed public WIFI. • Business mobility implemented.	Implemented wireless access points across Council Sites including libraries.	Wireless access points are now rolled out to all Libraries with the exceptions of Mascot and East Gardens. These are currently being addressed - Eastgardens is still under construction.
3.1.1.A.1	Deliver ongoing programs and events across all libraries to enhance life-long learning opportunities for the range of demographic groups within the community.	25 programs delivered including: • Story time. • Summer Reading Club. • Author talks. • School holiday activities. • Chinese book groups. • Library Week. • Mandarin classes.	Programs delivered as planned.	25 Programs delivered as planned.
3.1.1.A.2	Implement new technology programs including tablet training and emerging technologies.	At least 1 new program a quarter.	Programs delivered as planned.	Programs planned with partnership with local High Schools to deliver inter-generational training.
3.1.1.A.3	Develop a Digital Technology Strategy.	Completed.	Draft Strategy developed.	Superseded due to merger, in plan for 2017/18.
3.1.1.A.4	Hold Pop up Libraries in target areas such as Wolli Creek.	4 per year.	Two pop up libraries held.	4 Pop up Libraries held 2017/18.
3.1.1.A.5	Purchase books and media for libraries.	Refer to CPP02.	Purchased books and media.	Purchased books and media as Library Collection Policy and within budget.
3.1.1.A.6	Sans Souci Library – installation of operable wall.	Refer to CPP39.	Contract let, shop drawings finalised, door to be installed in February.	Works completed.

▶▶

CODE	ACTION	ANNUAL TARGET	PERFORMANCE OF 6 MONTHS	ANNUAL ACHIEVEMENTS
3.1.1.B.2	Implement Library Service Model.	Branch libraries Consolidation Plan completed.	Library Service Model developed for former Rockdale City Council recommendations being reviewed to incorporate all new libraries in Bayside Council.	Library Service Model to be implemented in 2017/18.
3.1.1.B.3	Complete the construction of the Rockdale City Library.	Refer to CPP36.	Construction is complete and the Library was opened to the public on 30 July 2016.	Construction is complete and the Library was opened to the public on 30 July 2016.
3.1.1.C.2	Develop a Friends of the Library Group.	FOTL Group meets once a month.	Requirements for a Friends of the Library Group will be reviewed for the new Bayside Council.	Superseded due to merger.
3.1.1.D.2	Facilitate bridging programs for students between schools, BEC, TAFE and business.	Programs delivered and evaluated.	Stakeholders identified and programs scoped.	In partnership with Advance Diversity Services and NAVITAS, an employment forum was organised. Over 100 local students attended and participated in resume preparation and employability workshops.
2.h.1	Provide library services via two library locations; Eastgardens and Mascot.	-	Libraries open at two locations, statistics recorded.	Libraries open at two locations, statistics recorded. Eastgardens Library closed to the public from Monday 22 May for refurbishment. Mascot Library opened with extended hours from 10am-6pm Monday - Friday and Saturday 10am - 1pm from Monday 22 May.
2.h.2	Provide a Home Library Service for housebound residents and their carers.	-	Service delivered as planned, statistics recorded below.	Service delivered as planned, statistics recorded.
2.h.3	Develop and maintain partnerships and shared services with others - Swift Consortium; SSROC Library Manager's Group, State Library of NSW.	-	Library staff participate in regular meetings and training forums for the purpose of ongoing professional development, up skilling and networking inside and outside the organisation.	Library staff participate in regular meetings and training forums for the purpose of ongoing professional development, up skilling and networking inside and outside the organisation.

▶▶

CODE	ACTION	ANNUAL TARGET	PERFORMANCE OF 6 MONTHS	ANNUAL ACHIEVEMENTS
2.h.4	Provide and develop a range of on-line library resources.	-	Achievements: • IT upgrade improved access to both public computers and Wi-Fi in the libraries. • Online Public Access Catalogue visits – 15,392. • Combined online usage of e-resources including databases, e-books, e-magazines, e-audio and e-films – 57,086 hits.	Service delivered as planned. Primary focus has been to maintain existing on-line resources and harmonise products on offer across the Bayside LGA.
2.h.5	Provide and develop a range of collections to meet the educational, recreational and informational needs of the community.	-	Libraries provided a range of collections for the community in a full range of formats and also a number of permanent community language collections.	Libraries provided a range of collections for the community in a full range of formats and also a number of permanent community language collections.
2.h.6	Provide and develop a range of technology opportunities to support community needs.	-	The number of hours used on public computers increased to 6,073 hrs.	Service delivered as planned, statistics recorded.
2.h.7	Implement program and activities supporting lifelong learning.	-	Libraries provide a range of programs including book clubs, author talks, and sessions for children and young people.	Libraries provide a range of programs including book clubs, author talks, and sessions for children and young people.

THEME TWO

"Liveable, Accessible and Vibrant Neighbour-hoods"

Snapshot on Performance:

Bayside Council advocates and plans for a liveable and vibrant community where the past and future coexist, and residents are able to access quality housing, affordable transport and exciting opportunities for employment, recreation and education.

Some of Bayside Councils achievements during the period July 2016 to June 2017 were:

▶ The implementation of the Nature Strip Rebate which resulted in financial reimbursement to 998 residents for maintaining their nature strips to a high standard;

▶ Finalising upgrades to the streetscapes of Botany and Mascot commercial centres and continuing to maintain and upgrade Town Centres and public domains in partnership with the community, local businesses and the State Government;

▶ Installation of an additional eight solar powered CCTV surveillance cameras at illegal dumping hotspots across Bayside LGA and 750 additional garbage bins to reduce the incidence of waste in our public spaces;

▶ Ongoing community education on recycling and waste removal strategies through the distribution of Council's Waste & Cleansing Guide, Recycling Calendars, Clean-up Fridge Magnets, Fridge Buyback Flyers and Problematic Waste Drop Off Flyers to all Bayside residents;

▶ Implementation of a range of alternative transport strategies across Bayside that improve opportunities for safe, accessible and effective pedestrian and cyclist travel. These include cycleway diversions, improved pedestrian lighting, footpath upgrades and the installation of pram ramps at street thoroughfares;

▶ Working with the Sydney City Council to develop a cycleway linking the Green Square Area with the JJ Cahill High School in Coward Street Mascot. Funding has been allocated for this project;

▶ Construction of traffic calming mechanisms in cooperation with the NSW Safer Roads 2016/2017 Program and Active Transport for Walking as a means of keeping our roads safer

▶ Harmonising the Development Application (DA) process from both former Councils and identifying methods to improve processing times;

▶ Partnering with TAFE to develop a series of Small Business seminars aimed at providing information and skills to local community members interested in establishing small businesses;

▶ Advocating in collaboration with SSROC for a strong NSW Government policy position on affordable housing methods to ensure that low income earners have equitable access to quality housing;

▶ Implementing a broad range of strategies to preserve our history and heritage by identifying and mapping of heritage items and areas and managing George Hanna Museum. Council also successfully submitted an application for funding to preserve and restore Wilsons Cottage.

The Operational Plan for Bayside Council incorporates a number of the Operational Plan actions for the former City of Botany Bay and Rockdale City Councils.

For ease of identification a colour code text for results on measures has been utilised:

Rockdale: **ORANGE**

Botany: **BLUE**

Bayside: **GREEN**

A Place to be Proud of

MEASURE	RESULT
Council Statistics, increase in waste recover / recycling (Bayside)	**The recycling rate for the combined Bayside Council in 2015/16 was 48%. In 2016/17 Bayside's recycling rate increased to 49%.**
Community Survey, increasing community satisfaction with general waste and garbage collection, and with recycling (baseline 2012) (Bayside/Rockdale)	**Performance gap: 0.47** **Minimal change since 2013, increased by 0.13.**
Community Survey, satisfaction with the cleanliness of City streets (baseline 2012 (Bayside/Rockdale)	**Performance gap: 0.60** **Minimal change since 2013, increased by 0.11.**
Council Statistics, reduction in illegal dumping that is cleared up at Council's cost (baseline set in 2012/13) (Bayside)	**Bayside Council collected and disposed 777.7 tonnes of illegally dumped material ($167,368) in 2015/16 and 765.6 tonnes ($171,243) in 2016/17. This is a 1.5% decrease in tonnages.**
Community Survey, increasing community satisfaction with litter control and rubbish dumping (baseline 2012) (Bayside/Rockdale)	**Performance gap: 0.83** **Minimal change since 2013, increased by 0.02.**
Community Survey, satisfaction with condition and maintenance of Council's trees is increasing (Bayside/Rockdale)	**Performance gap: 0.93 (set as baseline).**
Council Statistics, reduced the number of Customer Requests for Council tree maintenance services (Bayside/Botany)	**Council received 1,827 request for tree maintenance services within the 2015/16 period. This reflected a substantial decrease of 11% on the 2014-15 financial year.**
Assessment measures to be developed (Bayside)	**Assessment Committee to be convened.**

CODE	ACTION	ANNUAL TARGET	PERFORMANCE OF 6 MONTHS	ANNUAL ACHIEVEMENTS
1.1.2.D.1	Efficiently deliver Council's tree maintenance service.	100% CRMS investigated within 14 days.	Proactive street maintenance program including pruning, mulching, planting conducted in western area.	Proactive street maintenance program including pruning, mulching and planting conducted throughout Bayside Council's LGA.
1.3.3.A.1	Promote Rockdale as a premier cultural hub.	100% of programmed Arts Festival events delivered.	Worked with artistic community to promote activities and participated in St George Arts and Cultural Forum (now GRAB).	Over 20 activities and events were organised as part of the Arts Festival including Camerart, Sculptures by the Bay and our new Visual Arts Prize.
1.3.3.A.3	Facilitate the implementation of the Public Art Policy across Council.	100% of public art / festival opportunities considered as they arise.	Facilitated the implementation of the Public Art Policy - developed and launched the Patricia Carlon Mural at Patricia Carlon Reserve Bexley.	As part of the Bayside Arts Festival a pop up gallery shipping container was used to showcase local young people's artistic talent from the community of Hillsdale and from Shopfront Youth Theatre.
2.1.1.B.10	Continuation of street tree planting in accordance with Masterplan.	Refer to CPP17.	Street tree planting has been completed for this period; Willison Road Carlton re-planting project and Eddystone Road Bexley project have been completed. Tree species selected are compatible with Master Plan.	Street tree planting has been completed in numerous locations throughout Bayside Council LGA. Tree species selected are compatible with Master Plan.
3.3.1.A.5	Repair/replace bins, seats, flagpoles and planter boxes. Includes all Town Centres.	Refer to CPP02.	Town centres furniture including bins, seats, flags, banners, fencing and street signs are continually repaired and replaced as notified by both proactive inspections by City Infrastructure and reactive maintenance through customer requests or staff reports.	Town centres furniture including bins, seats, flags, banners, fencing and street signs are continually repaired and replaced as notified by both proactive inspections by City Infrastructure and reactive maintenance through customer requests or staff reports.
3.F.3	Implement Town Centre (Streetscape) Program.	-	The streetscapes at Botany and Mascot commercial centres were upgraded.	The streetscape at Botany and Mascot commercial centres has been upgraded.

▶▶

CODE	ACTION	ANNUAL TARGET	PERFORMANCE OF 6 MONTHS	ANNUAL ACHIEVEMENTS
4.B.2	Administer a Tree Preservation Order Program.	-	Statistics: • Street tree inspections per month average (76). • Street tree inspections completed within 28 days average (54). • Private tree inspections applications per month average (14). • Private tree inspections completed within 14 days average (6.33).	Statistics: • Street tree inspections per month average (207). • Street tree inspections completed within 28 days average (112). • Private tree inspections applications per month average (46). • Private tree inspections completed within 14 days average (29).
4.B.4	Undertake maintenance and replacement of street trees and trees in parks and reserves.	-	Proactive street maintenance program including pruning, mulching, planting conducted in western area.	Proactive maintenance programs within streetscapes, parks and reserves were conducted in numerous locations throughout the Bayside Council LGA. Scope of works included pruning, mulching, planting, watering and fertilising.
5.B.1	Continue grass verge and open space mowing.	-	Scheduled grass verge and open space mowing program was on time and on budget.	Scheduled grass verge and open space mowing program was conducted within budget.
5.B.2	Implement weed control program.	-	Weed Control conducted at and Golf Courses.	• Weed Control was conducted throughout all Parks and Open Space areas within Bayside Council's LGA, including all bushland areas. • Annual Broadleaf Weed Control Program has been actioned within all Parks, Reserves, Playgrounds, Golf Course and Sporting Fields. • Council's existing hardscape weed control program was also actioned which incorporated town centres, streets, laneways and footpaths.

▶▶

CODE	ACTION	ANNUAL TARGET	PERFORMANCE OF 6 MONTHS	ANNUAL ACHIEVEMENTS
5.B.3	Develop public art policy.	-	Public Art policy in preliminary scoping stage.	Public Art policy in preliminary scoping stage.
5.B.4	Promote and organise the Garden Competition and Nature Strip Rebate – The Administrator hosts the Awards Evening for the Garden Competition.	-	Garden Competition and Nature Strip Rebate were successfully promoted and delivered.	The Nature Strip Rebate was successfully promoted and delivered. Council reimbursed 998 residents for looking after and maintaining their nature strips to a high standard. Garden Awards Presentation Evening was held in November with more than 150 guests attending.

THEME TWO

A Clean City

MEASURE	RESULT
Council Statistics – Increasing per capita tonnes in waste recovery/recycling (Bayside).	Increasing per capita tonnes in waste recovery/recycling is no longer considered a good indicator of performance. Initiation of waste avoidance strategies where Council manages less waste is a preferred indicator. In 2016/17 Bayside Council's: • Kerbside bin tonnages decreased by 2.5% to 55,839 tonnes. • Domestic clean up tonnages decreased by 1.6% to 7484 tonnes. This decrease in waste generation was achieved in spite of considerable growth in population.
Community Survey, community satisfaction with recycling is increasing (baseline 2012) (Bayside/Rockdale).	Performance gap: 0.44 Minimal change since 2013, increased by 0.05.

CODE	ACTION	ANNUAL TARGET	PERFORMANCE OF 6 MONTHS	ANNUAL ACHIEVEMENTS
1.1.2.B.1	Deliver street sweeping program across the Local Government Area.	100% of 12 month schedule completed (weather permitting).	Council met its obligation of scheduled for mechanical sweeping of streets twice per month. Manual sweeping of street gutters was also carried out based on program targeting streets that are permanently parked out and streets with heavy leaf fall.	Council met its obligation of scheduled mechanical sweeping of streets twice per month. Manual sweeping of street gutters was also carried out based on program targeting some streets that are permanently parked out and streets with heavy leaf fall.
1.1.2.C.1	Ascertain hotspots through mapping and analysing reported incidents of illegal dumping.	Data analysed and reported.	Council and RID (Regional Illegal Dumping) Squad map and analyse incidents of illegal dumping. Council utilises transferable solar powered CCTV surveillance cameras that are moved to hotspots to assist this process. An additional eight cameras planned to be implemented in February 2017.	Council and RID (Regional Illegal Dumping) Squad continuously analyse incidents of illegal dumping to identify areas that are commonly used for these non-compliant practices, known as 'hotspot' areas. Council utilises transferable solar powered CCTV surveillance cameras that are moved to hotspots to assist this process. An additional eight cameras were implemented in February 2017.
1.1.2.C.2	Deploy mobile CCTV cameras in response to identified illegal dumping hotspots within 5 working days.	100% requests received addressed within 5 working days.	Council installed CCTV cameras in response to reports of dumping hotspots within 5 days where practical.	Grant for additional mobile CCTV cameras secured to be installed in the Wolli Creek community.

►►

Bayside Council | 63
Page 64

CODE	ACTION	ANNUAL TARGET	PERFORMANCE OF 6 MONTHS	ANNUAL ACHIEVEMENTS
1.1.2.C.3	Remove and dispose of illegally dumped materials within 14 days after investigation proceedings.	100% illegally dumped materials removed and disposed.	Illegally dumped material was investigated and collected within 14 days.	Illegally dumped material was investigated and collected within 14 days.
1.1.2.C.5	Inform residents about Council's Domestic Waste and Clean Up Programs.	Regional illegal dumping campaign implemented.	Comprehensive Waste & Cleansing Guide, Recycling Calendars, Clean-up Fridge Magnets, Fridge Buyback Flyers and Problematic Waste Drop Off Flyers to all residents issued. Council's website also provides information and education on waste and cleansing related matters.	Comprehensive Waste & Cleansing Guide, Recycling Calendars, Clean-up Fridge Magnets, Fridge Buyback Flyers and Problematic Waste Drop Off Flyers to all residents issued. Council's website also provides information and education on waste and cleansing related matters. Events are promoted via social media and print media.
1.1.2.C.6	Investigate incidents of illegal dumping and prosecute offenders.	Waste Clean Up Guide delivered.	957 CRM (customer requests) reports of illegally dumped rubbish (including littering) were received and investigated. Council also referred a large number of cross jurisdictional matters to the RID Squad for investigation. Where Council had sufficient evidence to prove offences, environmental penalty notices have been issued.	957 CRM (customer requests) reports of illegally dumped rubbish (including littering) were received and investigated. Council also referred a large number of cross jurisdictional matters to the RID (Regional Illegal Dumping) Squad for investigation. Where Council had sufficient evidence to prove offences, environmental penalty notices have been issued.
2.3.1.A.1	Implement Council's Waste Avoidance Resource Recovery Strategy (WARRS) 2007.	100% reported incidents investigated.	A new Waste Avoidance Resource Recovery Strategy (WARRS) 2016 formulated. Implementation is on track.	The updated Southern Sydney Regional Organisation of Councils (SSROC) Waste Avoidance and Resource Recovery (WARR) strategy will be finalised by October 2017, whereby Council will make any required modifications to align the draft Council WARR strategy to the regional strategy.
4.F.2	Undertaken litter management campaigns and enforcement.	-	Scheduled litter maintenance program implemented.	Council has implemented over 750 public place bins throughout the local government area to mitigate litter. Council has designed, in partnership with the EPA, new litter advertisements in 2016/17. Fines for littering are enforced by waste regulation and the EPA.

►►

CODE	ACTION	ANNUAL TARGET	PERFORMANCE OF 6 MONTHS	ANNUAL ACHIEVEMENTS
5.C.1	Undertake street and footpath sweeping.	-	Scheduled footpath and street sweeping maintenance program undertaken.	Council has a service agreement to mechanically sweep residential street gutters twice a month, resources and weather permitting. This service agreement is currently being met. Council's responsibility relating to footpath cleaning only extends to town centres and shopping villages where there is high pedestrian traffic.
5.C.2	Undertake public convenience cleaning.	-	Scheduled amenities cleaning program as well as emergency cleaning requests undertaken.	Council conducts daily cleansing of public domain areas such as shopping districts, providing services such as litter collection, footpath sweeping, footpath scrubbing, and toilet cleaning.
5.C.3	Undertake stormwater drainage and pit cleaning.	-	Stormwater drainage and pit cleaning as scheduled continued to be undertaken.	Stormwater drainage and pit cleaning as scheduled continued to be undertaken.
5.C.4	Investigate and respond to incidents of illegal dumping.	-	Matters responded to and action taken based on severity of incident, where Council has sufficient evidence to prove offences.	Matters responded to and action taken based on severity of incident, where Council had sufficient evidence to prove offences.
5.C.5	Undertake waste management services.	-	Collection and disposal of domestic garbage, recycling and green waste undertaken.	In 2016/17, Council delivered an efficient domestic and commercial waste service in line with statutory requirements. Council provided residents with scheduled and on call kerbside clean ups, recycling collection, green waste services, problematic waste solution services, recovery drop off facilities, waste education and waste regulation.
5.C.6	Maintain illegal dumping database.	-	480 illegal dumping CRM (customer requests) actioned.	634 illegal dumping CRM (customer requests) for Bayside West were actioned up until 30 April 2017 when Regulations Unit ceased this responsibility.
5.C.7	Investigate and respond to reports of abandoned items.	-	Abandoned items identified and processed in accordance with the Impounding Act.	All customer requests for abandoned articles were promptly actioned.

Development for Now and the Future

MEASURE	RESULT
Community Survey, increasing community satisfaction with the management of the former Rockdale City Council's built environment (baseline 2012) (Bayside/Rockdale).	**Town Planning Controls** **Performance gap: 1.33** **Minimal change since 2013, increased by 0.12.**
Increasing community satisfaction with the quality of new development (baseline 2012) (Bayside/Rockdale).	**New Development** **Performance gap: 1.30** **Minimal change since 2013, increased by 0.07.**
Increasing community satisfaction with the appropriateness of town planning controls (baseline 2012) (Bayside/Rockdale).	**Town Planning Controls** **Performance gap: 1.33** **Minimal change since 2013, increased by 0.12.**
DA Customer Satisfaction Survey, increasing community satisfaction with Council's management of development applications (baseline 2012) (Bayside/Botany).	**Not evaluated.**
ABS Statistics, number of dwelling commencements in the former City of Rockdale compared with target for Rockdale in the Metropolitan Strategy (Bayside/Botany).	**On 30 June 2016 there were 41,998 rateable properties (40,222.75 residential, 1,770. 25 business, 5 farmland), compared with 41,156 (39,369.18 residential, 1,781.62 business, 5 farmland) at 30 June 2015.**
ABS Census Data, households with housing costs 30% or more of gross income decreasing (Baseline 2011) (Bayside).	**During the March 2017 quarter the HAI Housing Affordability Index improved by 1.9 per cent (Nationally) however Sydney remained the most unaffordable City in Australia. It is estimated that 10% of Australian households are in housing stress which could result in homelessness (Shelter NSW).**

CODE	ACTION	ANNUAL TARGET	PERFORMANCE OF 6 MONTHS	ANNUAL ACHIEVEMENTS
2.2.1.A.1	Advocate for the strengthening of State Government policy to facilitate affordable housing across NSW.	No milestone scheduled.	Council continued to work with SSROC to formulate a position paper and regional position on affordable housing. Council also played an active role with the Greater Sydney Commission to ensure affordable housing became a priority issue with the draft District Plans, which were released for public exhibition in late 2016.	SSROC has been lobbying the State government to provide a policy position on affordable housing. Council continues to be involved with discussions at SSROC level regarding the issue of affordable housing, and continues to use that forum as a conduit between councils in the district and the State government in advocating for a strong policy position. Council also made a submission to the Draft Central District which included recommendations in respect of affordable housing.
2.2.1.A.2	Conduct research on affordable housing strategies and initiatives of other councils.	Environmental scan of affordable housing initiatives complete.	Through ongoing participation in the SSROC Community, Culture and Recreation Network Council contributes to SSROC advocacy on affordable housing policy, strategy and mechanisms and to collaborative solutions to affordable housing.	Council continues to participate in the SSROC Community, Culture and Recreation Network and contributes to SSROC advocacy on affordable housing policy, strategy and mechanisms.
2.2.2.A.1	Participate in the review and implementation of options for the Cooks Cove Precinct.	Determination of appropriate planning pathway.	Development Application for a Golf Course in the southern portion of the precinct was lodged by the proponent and Council commenced its public notification / exhibition in December 2016. Department of Planning & Environment launched the public exhibition of the draft Land Use and Infrastructure Strategy for western precincts, including Cooks Cove, in late November 2016. Exhibition closes on 28 February 2017.	A planning proposal for the northern precinct was lodged in May 2017. From May to June 2017, Council formalised a Deed of Agreement to secure funding for the external assessment of the planning proposal. From June to September 2017, Council will undertake an RFQ exercise to secure contractors for the assessment of the planning proposal.

►►

CODE	ACTION	ANNUAL TARGET	PERFORMANCE OF 6 MONTHS	ANNUAL ACHIEVEMENTS
2.2.2.A.2	Contribute to the delivery of the NSW Government's Arncliffe and Banksia Priority Precincts.	LEP and DCP amendments and Infrastructure Plan drafted.	Council worked in collaboration with the Department of Planning & Environment (DPE) to develop a draft Land Use and Infrastructure Strategy for western precincts, which includes the Arncliffe Precinct, Banksia Precinct and the Cooks Cove Precinct. The Bayside West Priority Precinct was placed on public exhibition in late 2016 with the exhibition closing on 28 February 2017.	Council continues to work with Department of Planning and Environment (DEP) to assist in finalising the Bayside West Priority Precincts, and liaise with DPE in relation to the funding and delivery of infrastructure and open space. Council understands that the notification of the Local Environmental Plan amendment for this Priority Precinct is imminent.
2.2.2.A.3	Manage proposals for major development to ensure growth is appropriately scaled and located and delivers community benefits.	Status report completed.	The ongoing assessment of Planning Proposals saw a number of Planning Proposals finalised, resulting in 5 amendments (Amendments 10-15) to the Rockdale Local Environmental Plan 2011 being notified in 2016.	Two Local Environmental Plan (LEP) amendments were notified (one each) to the Rockdale Local Environmental Plan 2011 and Botany Bay Local Environmental Plan 2013 between 31 December 2016 and 30 June 2017. Council staff continue to assess and finalise a high volume of Planning Proposals under these LEPs.
2.2.2.A.4	Finalise and implement the Brighton Le Sands Masterplan.	Finalise Stage 2.	Council finalised the economic study of the Brighton Le Sands investigation area. Commenced preparation of a discussion paper that will be used to encourage engagement of the community. Preparation of a Master Plan will be based on the outcomes of the discussion paper.	Council finalised the economic study of the Brighton Le Sands investigation area. The Discussion Paper and the Community Engagement Plan is underway. Preparation of a Master Plan will be based on the outcomes of the discussion paper.

►►

CODE	ACTION	ANNUAL TARGET	PERFORMANCE OF 6 MONTHS	ANNUAL ACHIEVEMENTS
2.2.2.A.5	Finalise and adopt the Rockdale Contributions Plans.	Section 94 & Section 94A Plans adopted.	Rockdale Contributions Plan 2016 – Urban Renewal Area was adopted in March 2016. Council has submitted the plan to IPART as the Plan seeks contributions exceeding the cap set by the NSW Government. The assessment process is ongoing.	Rockdale Contributions Plan 2016 – Urban Renewal Area was adopted in March 2016. Council has submitted the plan to IPART as the Plan seeks contributions exceeding the cap set by the NSW Government. IPART have concluded their assessment and provided a report to the Minister for consideration. Council is currently working with the Department of Planning & Environment to finalise the assessment. The assessment process is anticipated to be concluded by the end of 2017.
2.2.2.A.6	Assess and determine Development Applications (DAs) whilst monitoring customer satisfaction.	70% applicants satisfied with overall application process and 70% satisfied with outcome (Source: Annual DA Customer Satisfaction Survey).	Continued to assess and determine Development Applications. Customer Service monitored – annual Customer Service Survey to be conducted in 2017.	Continued to assess and determine Development Applications. Due to difficulties in extracting data from the two systems and other improvement priorities the Customer Services Survey was not completed. It will be completed in 2018 and will enable the customer satisfaction for the whole of newly formed Bayside Council.
2.2.2.A.7	Develop a strategy for delivering the Wolli Creek Town Park.	Strategy developed.	Council remains in negotiations with the 2 land owners, one being the NSW Government, the other a private business. The NSW Government has transferred their property to Property NSW, who are tasked with its sale.	Council remains in negotiations with the 2 land owners, one being the NSW Government, the other a private business. The NSW Government has transferred their property to Property NSW, who are tasked with its sale. Council is planning on completing acquisition for both properties in the coming months.

►►

CODE	ACTION	ANNUAL TARGET	PERFORMANCE OF 6 MONTHS	ANNUAL ACHIEVEMENTS
2.2.2.B.1	Investigate and implement opportunities to improve assessment processing times for development applications.	Opportunities implemented and measures determined.	Currently filling vacant positions and aligning structure to enable improved assessment processing times for Development Applications.	Development Services effected great change both internally and externally by implementing significant improvements. These included: • The endorsement and adoption of the Housing Applications Policy outlining Council's commitment to, and expectations of, applications lodged and considered by Council; • The establishment of a Clearing House team to ensure the expeditious lodgement; notification; referral and allocation of housing applications within 6 days of lodgement; • The creation and implementation of a Workload Management Tool which assists staff in managing workloads and achieve targeted timeframes; • Technology updates to increase efficiency in processing development applications and improve the quality of reporting for individuals and teams alike. Bayside Council has implemented a number of measures to improve assessment processing times for development applications.
	Simplify process for engineering permit applications.	Implementation Plan developed.	One form compiled for ten of the most common applications - entitled Work Activities on Council Sites.	Further improvements identified in conjunction with opportunities for on-line lodgement.

▶▶

CODE	ACTION	ANNUAL TARGET	PERFORMANCE OF 6 MONTHS	ANNUAL ACHIEVEMENTS
3.A.01	Assess development application, Section 82A Reviews, Section 96 modifications.	-	Development Applications, Section 82A reviews and section 96 modifications continue to be assessed on a daily basis. Measures and staff resources are to be put in place to ensure compliance with the Department of Premier and Cabinet's requirement of 90% of all housing applications being determined within 40 days.	Development Applications, Section 82A reviews and section 96 modifications continue to be assessed on a daily basis. Measures and staff resources are to be put in place to ensure compliance with the Department of Premier & Cabinet's requirement of 90% of all housing applications being determined within 40 days.
3.A.02	Assess Pre-lodgement Applications.	-	Pre-Development Application lodgements continue to be carried out as required.	Pre-DA lodgements continue to be carried out as required.
3.A.03	Negotiate, prepare and monitor Voluntary Planning Agreements.	-	One Voluntary Planning Agreement was negotiated and signed during the reporting period.	Council is currently preparing a consolidated register of all VPA's within the Bayside area. The Register will separate VPA's into 4 categories, being: • Notification; • Finalising; • Executed; • Concluded.
3.A.04	Develop a Voluntary Planning Agreement Policy.	-	In November 2016 the NSW Government released a draft Ministerial direction, Practice Note & Circular for Voluntary Planning Agreements. A Policy will be developed following finalisation of the proposed legislative changes.	In November 2016 the NSW Government released a draft Ministerial direction, Practice Note & Circular for Voluntary Planning Agreements. A Policy will be developed following finalisation of the proposed legislative changes.

►►

CODE	ACTION	ANNUAL TARGET	PERFORMANCE OF 6 MONTHS	ANNUAL ACHIEVEMENTS
3.A.05	Identify areas suitable for urban renewal.	-	The Rosebery Character Precinct has been identified as an area for potential urban renewal. Master planning design exercise to revitalise the precinct with an improved streetscape and amenities has been undertaken.	The Rosebery Character Precinct has been identified as an area for potential urban renewal. Master planning design exercise to revitalise the precinct with an improved streetscape and amenities has been undertaken.
3.A.06	As certifying authority and principal Certifying Authority (PCA) issue Part 4A certificates.	-	Council determined 70 CDC during this period (80% of these were determined within 10 days) while Private Certification determined 35 CDC's.	Council total of 93 CDC determined this year, where 80% of these were determined within 10 days.
3.A.07	Conduct proactive Investigations relating to all illegal building works and land use.	-	Primarily responsive and proactive in accordance with available resources.	Primarily responsive and proactive in accordance with available resources.
3.A.09	Review Section 94 Contribution Plans.	-	Section 94 Plan adopted in June 2016.	Section 94 Plan adopted in June 2017.
3.A.10	Manage Section 94 funds and planning agreements.	-	Quarterly funds reporting against status of work is ongoing.	Quarterly funds reporting against status of work is ongoing.
3.A.11	Identify inaccurate data sources for improved GIS data system.	-	Regular updates of the cadastre in the Geographic Information System undertaken. New procedures established to improve the accuracy and reliability of the data.	Data migration from legacy mapping system to new system complete. Property accuracy addressed as part of the project.

Integrated Transport Options

MEASURE	RESULT
Community Survey, transport limitations are decreasing (Bayside/Rockdale).	**72% of residents agree or strongly agree to finding it easy to travel around LGA and to other (set as baseline).**
Community satisfaction with access to public transport, cycle paths and walking tracks is increasing (baseline 2012) (Bayside/Rockdale).	***Public transport*** **Performance gap: 0.91** **Minimal change since 2013, increased by 0.07.** ***Cycle paths and walking tracks*** **Performance gap: -0.13** **Minimal change since 2013, decreased by 0.08**
ABS Statistics, increase in the use of active and alternative transport, bicycle usage, sustainable and public transport (Bayside).	**ABS data unavailable until October 2016.** **The main methods of alternative transport in 2015 (Household Travel Survey) for the former Council areas of Rockdale and Botany were:** **• Rockdale: Train 13%; Bus 5%; Walk 14%; Other 3%.** **• Botany: Train: 1%; Bus: 9%; Walk: 22%; Other 3%.**
Cycling Participation and Riders Perception Survey, for the former Rockdale City Council residents, workers and visitors are increasingly cycling to work and leisure activities (Bayside).	**Survey carried out by Australian Bicycle Council every 2 years. There has been a small but significant decrease in cycling participation in the period 2011-2015. Of the 17.4% of Australians who ride each week, 85.5% cycle for leisure while 30.2% cycle for transport purposes.**
Bureau of Transport Statistics, increased use of public transport (Bayside).	**Rail usage continues to rise in the Bayside Council area across both the Illawarra line and the Airport line. Bus patronage has declined on all Sydney Metro lines within Bayside LGA.**
Community Survey, the proportion of the adult population satisfied with the condition of local roads, and the quality and maintenance of footpaths is increasing (baseline 2012) (Bayside/Rockdale).	***Local roads*** **Performance gap: 1.55** **Moderate change since 2013, increased by 0.27.** ***Footpaths*** **Performance gap: 1.26** **Minimal change since 2013, increased by 0.01.**

CODE	ACTION	ANNUAL TARGET	PERFORMANCE OF 6 MONTHS	ANNUAL ACHIEVEMENTS
2.5.1.A.1	Develop the transport infrastructure rehabilitation and renewal program.	10 year program for road pavements adopted.	Condition information collected and data modelling being undertaken to develop the 10 year program.	Program developed at a macro level.
2.5.1.A.2	Develop Traffic & Road Safety Program for Transport Infrastructure.	Develop and implement a range of works programs to improve the road network, by improving traffic flow, accessibility, amenity (DCO).	Grant applications submitted for 2017/18 Roads & Maritime Service Grants.	Grant applications submitted for 2018/19 Roads & Maritime Service Grants.
2.5.1.A.3	Implement the Road Pavement and Transport Infrastructure Program.	Refer to CPP49 to CPP52 and CPP58 to CPP69.	Program identified, and works tendered. Projects to commence early 2017.	• Implemented lighting over pedestrian crossing Market Street, Rockdale. • Implementation of cycleway diversion Cook Park opposite Robinson Street, Monterey. • Designs completed of cycleway diversion Cook Park opposite Scarborough Street and also at Florence Street. • Design completed of foreshore cycleway Cook Park between Sanoni and Ida Streets. • Implementation of commuter cycleway diversion Fraters Avenue, Sans Souci. • Numerous locations received new footpaths, pram ramps, kerb and gutter and minor pedestrian safety improvements.
2.5.1.A.4	Rehabilitation of regulatory and advisory traffic signage, line marking and traffic facilities, includes on road cycleways.	Refer to CPP39.	Ongoing program.	Design completed on road cycleway improvement at intersection of President Avenue, O'Connell Street and Crawford Street, Monterey.

▶▶

CODE	ACTION	ANNUAL TARGET	PERFORMANCE OF 6 MONTHS	ANNUAL ACHIEVEMENTS
2.5.2.A.1	Plan for and advocate to minimise the impact of the proposed F6 / WestConnex.	No milestone scheduled.	Council continued its liaison with the WestConnex New M5 Joint Venture through monthly meetings to ensure that operational plans and works were being conducted appropriately and that Council concerns were being considered. Geotechnical investigations by the Roads & Maritime Services commenced as part of future feasibility planning for a WestConnex - Southlink extension.	Council continued its liaison with the WestConnex New M5 Joint Venture through monthly meetings to ensure that operational plans and works were being conducted appropriately and that Council concerns were being considered. Geotechnical investigations by the RMS continued as part of future feasibility planning for a WestConnex - Southlink extension.
2.5.2.A.2	Adopt and implement the Rockdale Cycling Strategy.	-	Council commenced a review of documentation / studies contributing to the draft Cycling Strategies for the former Rockdale City Council and City of Botany Bay with the aim of developing a onsolidated Cycling Strategy. Council continued to engage with and advocate on behalf of bicycle stakeholder user groups to ensure that community and Council views were considered as part of road infrastructure planning and works and the inclusion of pedestrian and cycleway paths were considered for priority and regional areas of Council area.	Bayside Council is in the process of preparing a new Cycling Strategy, as well as reviewing Plans of Management for its parklands that have high cycling demands (eg Cook Park). Council also continued to engage with and advocate on behalf of bicycle stakeholder user groups to ensure that community and Council views were considered as part of road infrastructure planning and works and the inclusion of pedestrian and cycleway paths were considered for priority and regional areas of Council's area.
3.D.1	Undertake road works in accordance with Asset Management Plan and within budget allocations.	-	Road re-sheeting program commenced.	Road re-sheeting works continue as part of an annual program.

▶▶

CODE	ACTION	ANNUAL TARGET	PERFORMANCE OF 6 MONTHS	ANNUAL ACHIEVEMENTS
3.E.1	Advocate for an integrated, accessible and affordable transport system.	-	In September 2016, Council made a submission to the Roads & Maritime Services 2017-18 Walking and Cycling Program seeking funding for the community consultation and detailed design of 10 priority active transport routes.	In 2016 Council applied unsuccessfully to the RMS under its 2017 /18 Walking and Cycling Program. The RMS advised that their focus for Cycleway grants was for implementing Commuter Routes or those routes within 5km of Town Centres. Council will submit new applications to the RMS under the 2018 / 19 Program based on this focus. This next round of applications close mid October 2017. Council also made a submission re: the Central District Plan in respect of an integrated, accessible and affordable transport system. The main points identified the need to develop a plan to improve transport infrastructure to support increasing housing densities and establishing benchmarks and quantifiable objectives re: creating liveable cities. Comments also acknowledged that the heavy rail network is beyond capacity during peak periods, especially for the Illawarra and East Hills lines that are intended to support the population growth in the DPE Bayside West Precinct, covering Wolli Creek, Arncliffe, Banksia and Cooks Cove.
3.E.2	Implement and maintain City cycleway plan.	-	One submission made to the Roads & Maritime Services. The final phase of the Bourke Street cycleway was completed in 2016 and provisions have been made for cycleway design at the eastern end of Baxter Road.	Bayside Council is working with Sydney City Council to develop a cycleway linking the Green Square Area with the JJ Cahill High School in Coward Street, Mascot. Funding has been allocated for this project.

►►

CODE	ACTION	ANNUAL TARGET	PERFORMANCE OF 6 MONTHS	ANNUAL ACHIEVEMENTS
3.E.3	Maintain street and informational signage and line marking.	-	Ongoing program.	Ongoing program – Traffic and sign database updated with new works.
3.E.4	Maintain footpath network to City Infrastructure standards.	-	Maintenance and replacement works undertaken as requested by City Infrastructure staff.	Maintenance and replacement works undertaken as requested by City Infrastructure staff.
3.E.5	Construct bus shelter sheds.	-	Ongoing program.	New bus shelters constructed at Swinborne Street, Botany; Lismore Street, Eastlakes and Page Street, Pagewood.

Vibrant and Economically Viable Shopping Precincts

MEASURE	RESULT
Customer Survey, increasing satisfaction with quality and maintenance of parking facilities (baseline 2012) (Bayside/Rockdale).	**Performance gap: 1.52** **Minimal change since 2013, increased by 0.14.**
Four yearly Business and Community Survey shows increasing satisfaction with the former City of Rockdale's retail and commercial centres (Bayside).	**Data unavailable, Business Survey under consideration.**
Community Survey, increasing community satisfaction with town centres and surrounding areas (baseline 2012) (Bayside/Botany).	**Performance gap: 0.68** **Moderate change since 2013, increased by 0.23.** **The former Rockdale City Council LGA scored relatively high on the SEIFA index of Disadvantage, ranking 49th out of 133 LGAs in NSW (ABS 2011).**
Four yearly Business and Community Survey shows increasing satisfaction with Council's economic development actions (Bayside).	**Data unavailable, Business Survey under consideration.**

CODE	ACTION	ANNUAL TARGET	PERFORMANCE OF 6 MONTHS	ANNUAL ACHIEVEMENTS
3.1.1.B.1	Develop Business Enterprise Hub.	Business Enterprise Hub launched.	Library staff formed a partnership with the Botany Business Enterprise Centre to hold workshops for small businesses at Rockdale Library.	Small Business seminars held and will continue in 2017/18.
3.1.1.D.1	Partner with the Southern Sydney Business Enterprise Centre to deliver Building Better Business Workshop Program.	Minimum of 6 Building Better Business Workshops delivered.	Two Better Business workshops were delivered in partnership with Southern Sydney Business Enterprise Centre.	6 Building Better Business workshops delivered including Bizbus, workshop at the Working Together Forum and Employability Forum.
3.2.1.A.1	Enforce timed parking in shopping centres and business districts throughout the LGA.	100% enforced.	Council's KPI requires 1020 annual patrols of the shopping centres to be performed throughout the LGA. For the first 6 months 795 patrols of the Council shopping centres were performed.	Council's KPI requires 1020 annual patrols of the shopping centres to be performed throughout the LGA. For the second 6 months 1,105 patrols of the Council shopping centres were performed. These statistics were for the entire LGA.
3.2.1.B.1	Administer Local Area Funds.	Status report completed.	$7 million upgrade of the Ramsgate Beach Thriving Town Centre project underway utilising Local Area Funds.	The key components of the Ramsgate Beach Thriving Town Centre project is complete.

▶▶

CODE	ACTION	ANNUAL TARGET	PERFORMANCE OF 6 MONTHS	ANNUAL ACHIEVEMENTS
3.3.1.A.1	Implement the Rockdale Town Centre Masterplan.	Opportunities for Town Centre key sites completed.	Rockdale Town Centre Master Plan vision has been reflected in a number of Development Applications that have been submitted to Council. Council has responded to development inquiries regarding the design excellence competition requirements.	Rockdale Town Centre Master Plan vision has been reflected in a number of Development Applications that have been submitted to Council. The Chapel Street Precinct is one of the catalyst projects in the Masterplan has recently received approval. Council has also responded to development inquiries regarding the design excellence competition requirements.
3.3.1.A.2	Finalise concept design, scope and funding strategy for Arncliffe Thriving Town Centre.	Refer to CPP53.	A Request for Quotation (RFQ) was prepared for the Concept Plan relating to this project. In late 2016, the NSW Department of Planning & Environment (DPE) commenced exhibition of (1) the Draft Land Use & Infrastructure Strategy for the Bayside West Precincts; and (2) the Precinct Proposal relating to the Arncliffe and Banksia Priority Precincts. There is the potential funding of infrastructure projects through the Priority Precinct Program Fund administered by the NSW Government.	A Request for Quotation (RFQ) was prepared for the Concept Plan relating to this project. In late 2016, the NSW Department of Planning & Environment (DPE) commenced exhibition of: (i) the Draft Land Use & Infrastructure Strategy for the Bayside West Precincts; and (ii) the Precinct Proposal relating to the Arncliffe & Banksia Priority Precincts. There is the potential funding of infrastructure projects through the Priority Precinct Program Fund administered by the NSW Government. Council is currently finalising an Agreement with the NSW Government to secure $3 million for the preparation of a Town Centre Public Domain Plan and Technical Manual, followed by the undertaking of public domain improvement works in Firth Street (Arncliffe Town Centre) and Wollongong Road (Arncliffe Park neighbourhood town centre).
3.3.1.A.3	Commence construction of the Ramsgate Beach Thriving Town Centre.	Refer to CPP54 & CPP55.	Construction commenced in February 2016 and continuing.	Construction commenced in February 2016 and continuing.

►►

CODE	ACTION	ANNUAL TARGET	PERFORMANCE OF 6 MONTHS	ANNUAL ACHIEVEMENTS
3.3.1.A.4	Reassess the feasibility and use of the York Street site for a multi deck car park post a decision on the Target site and proposed amalgamation.	No milestone scheduled.	The York Street (Rockdale) Car Park Update Report recommended that this project be placed on hold for future determination of use and demand for the facility.	The York Street (Rockdale) Car Park Update Report recommended that this project be placed on hold for future determination of use and demand for the facility. At a meeting on 25 May 2017 Council resolved to undertake further parking occupancy surveys in the Rockdale Town Centre area to inform progress on this project. The two parking occupancy surveys have now been completed and will be reported to Council in late 2017.
3.3.2.A.1	Reconvene the Tourism & City Business Advisory Committee.	2 meetings held.	Tourism & City Advisory Committee will be reviewed to support the Bayside Council area.	The Tourism and City Advisory Committee will be reviewed by the Council in September 2017.
3.D.2	Investigate, design and construct traffic management facilities.	-	Major intersection upgrades being designed along Wentworth Avenue, investigation for other intersection upgrades also under review.	Constructed and provided traffic calming schemes under NSW Safer Roads 2016/2017 Program and Active Transport for Walking; • Subway Road between Godfrey Street and Princes Highway, Banksia - raised median; • West Botany Street between Tabrett Street and Avenal Street, Banksia - raised medians; • Innesdale Road west of Marsh Street - bicycle and pedestrian refuge island; • Park Road between Chuter Avenue and Rocky Point Road, Ramsgate - painted through and kerb parking lanes, and raised islands; • Queen Victoria Street and Wolseley Street, Bexley - roundabout; • Percival Street at Byrnes Street, Carlton - upgrade pedestrian refuge island; • Abercorn Street at Kingsland Road South, Bexley - upgrade the intersection and pedestrian refuge island; • Wilson Road at Argyle Street, Kogarah - upgrade the pedestrian refuge island.

►►

CODE	ACTION	ANNUAL TARGET	PERFORMANCE OF 6 MONTHS	ANNUAL ACHIEVEMENTS
3.D.3	Conduct light traffic patrols and enforcement.	-	Legislative changes prohibited action.	Legislative changes prohibited action.
3.D.4	Conduct regular parking patrols.	-	Scheduled parking enforcement continued targeting areas requiring greatest attention.	Scheduled parking enforcement continued targeting areas requiring greatest attention.
3.D.6	Manage residential parking schemes.	-	Applications managed in accordance with the permit parking conditions.	Ongoing management of current schemes including adjustment of fees, notifications, assessments and permit administration.
3.D.7	Construct new car park.	-	Council at its meeting of 14 December 2016 resolved not to proceed with the tenders and to undertake further car parking studies to determine car parking demands.	Council at its meeting of 14 December 2016 resolved not to proceed with the tenders and to undertake further car parking studies to determine car parking demands.
3.D.8	Deliver maintenance of existing car parks.	-	Ongoing maintenance undertaken.	Ongoing maintenance undertaken.
3.F.1	Support Botany Bay Business Enterprise Centre (BBEC).	-	Continued to support Botany Business Enterprise Centre and develop networking opportunities with local businesses.	The General Manager chairs meetings and works closely with the BEC supporting a range of events and activities for local businesses and attending events.

Heritage that is Valued and Respected

MEASURE	RESULT
Community Survey, increasing satisfaction with heritage conservation (baseline 2012) (Bayside/Rockdale).	**Performance gap: 0.66** **Moderate change since 2013, increased by 0.20.**
Community Survey, proportion of residents who are satisfied with 'feeling part of the community' in the former City of Rockdale is steadily increasing (Bayside/Rockdale).	**54% of residents agree or strongly agree to feeling a sense of community, a decrease by 2% since 2013.**

CODE	ACTION	ANNUAL TARGET	PERFORMANCE OF 6 MONTHS	ANNUAL ACHIEVEMENTS
2.4.1.A.1	Develop a strategy to consolidate and transition Council electronic documents to TRIM.	Strategy adopted & implementation commenced.	Draft strategy developed for implementation of a new Electronic Document Management System.	Project Plan developed. Business case for resources and implementation underway.
2.4.1.A.2	Identify opportunities to improve the management of heritage.	Draft heritage conservation areas identified.	Funding was received from the Office of Environment & Heritage to prepare an Interpretation Plan for Council owned heritage items. Detailed quotations were received from highly experienced heritage interpretation firms and the selection of consultants and project planning is underway.	The Bayside Interpretation Plan is substantially complete. Interpretation design proposals for 13 locally listed Council owned properties have been presented to the working group.
2.4.1.B.1	Recommence implementation of 4 year Reconciliation Action Plan for new local government entity, post amalgamation decision.	-	Council continues to partner with local Aboriginal communities, and facilitated a pop-up gallery of artwork from local aboriginal artists at the opening of the new Rockdale Library	Council continues to partner with local Aboriginal communities and organised a very successful NAIDOC event to celebrate Aboriginal culture.
2.C.1	Undertake Local History Services.	-	Activities / events took place as planned.	Activities and events undertaken as per operational plan. A highlight for 2016/2017 was the publication of Postings from the front as part of the WWII centenary celebrations.
2.C.2	Manage and promote the George Hanna Memorial Museum.	-	Activities / events undertaken as planning.	Activities and events undertaken as per operational plan.

▶▶

CODE	ACTION	ANNUAL TARGET	PERFORMANCE OF 6 MONTHS	ANNUAL ACHIEVEMENTS
2.C.3	Identify and map heritage items for LEP.	-	An on-going process. Any changes / amendments are being addressed by the LEP Housekeeping amendment process. Botany Bay heritage listed items are reviewed by the external Heritage Consultant and all updated SHI (State Heritage Inventory) will be available by July 2017.	Heritage Consultant is currently preparing a final draft of a Thematic History of the heritage items of Bayside East. In addition the first draft of the Botany Bay heritage listed items has been peer reviewed. The final draft of Thematic History and updated State Heritage Inventory forms will be submitted by September/early October 2017.
3.A.08	Investigate funding options to support the preservation and restoration of heritage items.	-	Two funding applications were submitted in December 2016: (1) Local Government Heritage Advisor's Grant and (2) Local Heritage Places Grant for 2017/18 and 2018/19, both to the Office of Heritage. The outcomes are not yet known.	Council was successful in obtaining Local Heritage Advisors Grant and the Local Places Grant, however, due to the low amount of funding offered for Local Places Grant this grant was refused by Council. A grant to preserve and restore Wilsons Cottage was successful and will be implemented in the 2017/2018 financial year.

THEME THREE

"Sustainable and Value Natural Environment"

Snapshot on Performance:

We value the importance of our natural environment and strive to ensure the health and sustainability of our natural assets, waterways, wetlands and beaches for now and future generations

Some of the achievements for Bayside Council during the July 2016 to June 2017 period included:

▶ Identifying initiatives to reduce Council's carbon footprint and ensure environmentally sustainable practices are incorporated into the delivery and design elements of all capital works undertaken by Council. These include:

▶ Reducing greenhouse gas emissions through the installation of a solar panel system at Bexley Depot which will reduce Councils greenhouse gas emissions by approximately 40,000 kilograms each year. Council also replaced 11 mercury vapour lights in the mechanics shed with LEDs which will reduce power consumption by 50%.

▶ Achieving our second lowest annual energy consumption reading for the past decade for gas and electricity, and significantly reducing water consumption for the same period. The commencement of Council's Water Management Strategy will see staff trained in water management issues in the

workplace which will hopefully see further reductions in the future.

▶ Protecting our native fauna and flora by completing works on 26.85 hectares of wetland, dunal and bushland reserves through the Natural Areas Restoration Plan to improve the condition of numerous fragile endangered ecological communities.

▶ Mapping the location of sightings of threatened species into Council's GIS mapping system. This information will be considered as part of future Development Applications and Council activities as a means of protecting threatened species and their environment.

▶ Reducing recyclable waste through the implementation of a range of initiatives to improving community recycling practices. These included holding 16 `drop off day events' for the safe disposal of Electronics, metals, mattresses and green waste.

▶ Receiving a successful State of the Beaches Report with all six swimming baths sites monitored within Lady Robinsons Beach rated as good quality in terms of beach suitability.

▶ Implementing a proactive community engagement strategy to raise awareness on environmental sustainability. Council organised 30 events on a variety of

environmental issues and participated in a number of regional community education programs including Cooks River Culture and Country Forum and the Annual Bat Fly Out picnic which saw approximately 800 community members attending;

► Successfully submitting for funding from the Environmental Protection Authority to implement a 3 year environmental restoration project at Sir Joseph Banks Park.
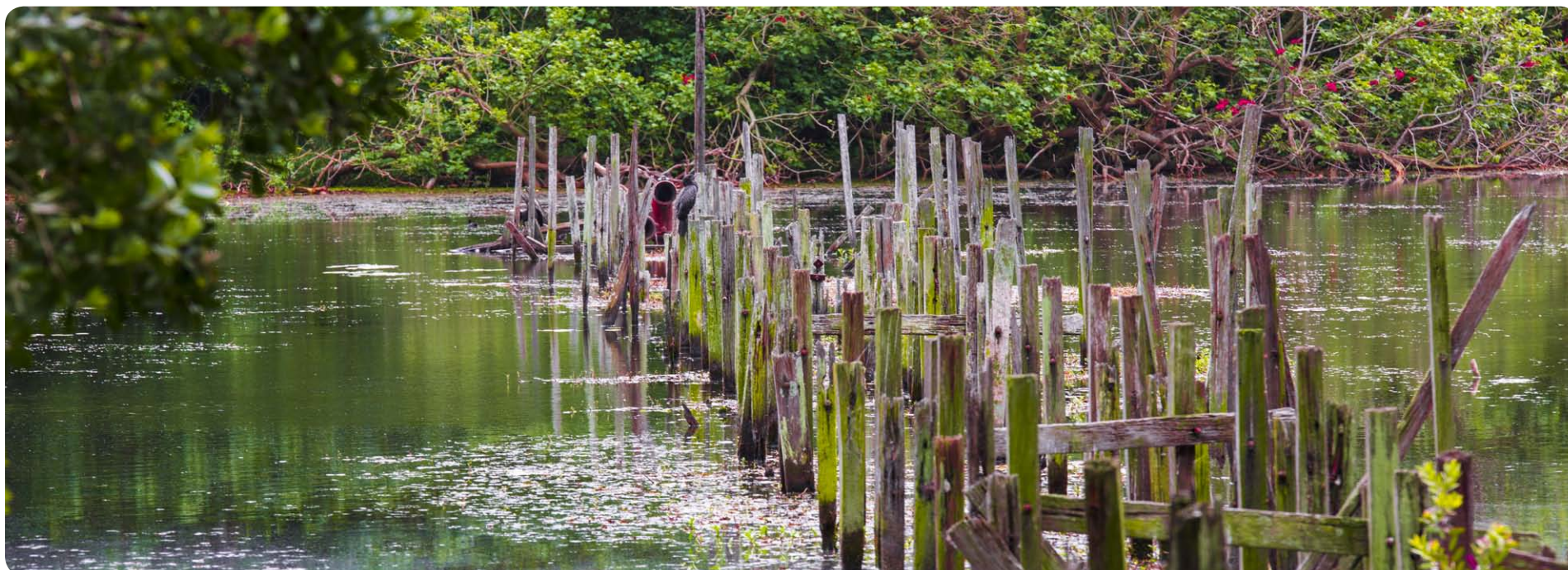
The Operational Plan for Bayside Council incorporates a number of the Operational Plan actions for the former City of Botany Bay and Rockdale City Councils.

For ease of identification a colour code text for results on measures has been utilised:

Rockdale: **ORANGE**

Botany: **BLUE**

Bayside: **GREEN**

Clean Waterways and Natural Environments

MEASURE	RESULT
Community Survey, increasing satisfaction with the management of the former Rockdale City Council's natural environment (baseline 2012) (Bayside/Rockdale).	*Foreshore / beachfront cleaning* **Performance gap: 0.51 Minimal change since 2013, increased by 0.13.** *Natural bushland* **Performance gap: 0.77 Moderate change since 2013, increased by 0.33.** *Natural Waterways* **Performance gap: 1.20 Minimal change since 2013, increased by 0.10.** *Seal level rise and impact of climate change* **Performance gap: 0.75 Moderate change since 2013, increased by 0.35.**
Council Statistics, no deterioration in river health (baseline 2010).	**Council participates in an annual regional River Health Program at targeted sites in the Cooks and Georges River catchments. Compared to the 2013/14 results within both catchments, water quality remained stable at Bayside Council sites. The State of the Beaches Report for 2014/15 (Office of Environment and Heritage) identified that all six swimming baths sites monitored within Lady Robinsons Beach were rated as good quality in terms of beach suitability. This remains consistent with the previous year.**
Office of Environment and Heritage Beach Watch results. No deterioration in beach water quality (Bayside/Botany).	
Community Survey, increasing satisfaction with the management of healthy natural waterways (Bayside/Rockdale).	**Performance gap: 1.20 Minimal change since 2013, increased by 0.10.**

CODE	ACTION	ANNUAL TARGET	PERFORMANCE OF 6 MONTHS	ANNUAL ACHIEVEMENTS
1.1.4.A.5	Implement Beach and Waterways Program.	Refer CPP3 & CPP4.	Rehabilitation of a section of the Brighton Le Sands boardwalk completed.	Rehabilitation of a section of the Brighton Le Sands boardwalk completed.
2.1.1.A.1	Implement key priorities of the Natural Areas Restoration Plan.	Refer to CPP05 to CPP15.	Council developed scope of works based on the priorities of Natural Area restoration plan and engaged contractors who are currently undertaking dunal, bush and wetlands restoration works. Area of works include Lady Robinsons Beach (Kyeemagh and Brighton Le Sands); Landing Lights wetland, Scott Park, Bado Berong Creek, Stotts Reserve, Bicentennial and Scarborough Ponds, Bardwell Valley, Coolibah Reserve, Hawthorne Street Natural Area and Fry's Reserve.	Council implemented Bush Regeneration and critical Weed Control activities at 16 natural area sites as per the priorities of the Natural Area Restoration Plan 2015-20. As part of this, contractors completed works on 26.85 hectares of wetland, dunal and bushland reserves to improve the condition of numerous fragile Endangered Ecological communities and protect Threatened Fauna and Flora Habitats. A total of 13,500 native tubestock were planted to increase species diversity and supplement natural plant regeneration. Council also coordinated 4 Bushcare groups, Lambert Road, Binnamittalong Gardens, Hawthorne Sreet Reserve and Stotts Reserve to protect these natural areas and is coordinating the development of a Bushcare Group for Sir Joseph Banks Park.

▶▶

CODE	ACTION	ANNUAL TARGET	PERFORMANCE OF 6 MONTHS	ANNUAL ACHIEVEMENTS
2.1.1.A.2	Implement key priorities in Council's adopted biodiversity Strategy to protect and enhance natural areas.	Refer CPP16.	Council undertook on-ground works to protect natural areas, implementing community education programs including Bush care, workshops, and citizen science monitoring programs, monitoring water quality within Scarborough Ponds, working with Sydney Water to implement programs to improve water quality, finalising priority species and riparian management plans, undertaking specific programs to protect grey-headed flying fox habitat, and updating planning mapping to protect sensitive areas.	Council completed annual wetland, bushland and threatened species habitat on ground works, completed community education programs including Bushcare, workshops, and citizen science monitoring programs, furthered relationships with regional alliance and relevant agencies such as Sydney Water to coordinate and implement priority environmental initiatives, finalised priority species and riparian management plan, and updated GIS mapping to protect sensitive areas.
2.1.1.B.3	Coordinate the implementation of the Georges River Coastal Zone Management Plan.	Key actions underway.	Actions implemented from Plan included: • Dunal works in sections along Lady Robinsons Beach; • Environmental restoration works at Scarborough / Bicentennial Ponds and Hawthorne Street Natural Area; • Support and continue Bushcare/Landcare groups - Council volunteers contributed 146 volunteer hours to bush regeneration projects.	Actions implemented from Plan by Bayside Council include: Support to Riverkeeper teams for cleanup and illegal dumping (in 16/17, 12,000 kilograms of litter removed from Bayside LGA); Rehabilitation of estuarine wetlands and riparian vegetation in priority natural areas; continuation of Bushcare programs; Support to Riverkeeper teams for bush regeneration and weed control (in 16/17, 2,500 plants installed in Bayside LGA); integration of environmental controls into development assessment and Council works, dunal restoration works including formalising access routes, and support to GRCCC River Health Monitoring Program.

▶▶

CODE	ACTION	ANNUAL TARGET	PERFORMANCE OF 6 MONTHS	ANNUAL ACHIEVEMENTS
2.1.1.B.4	Implement the Georges River and Cooks River catchments River Health Monitoring Program.	• Spring Monitoring complete; • Annual report cards complete; • Report findings published and promoted.	Georges River Riverhealth report for 2015/16 completed and distributed. Input provided in the development of future programs of Riverhealth. Water quality monitoring underway in both catchments.	Georges and Cooks Riverhealth report for 2015/16 completed. Input provided in the development of future programs of Riverhealth. Water quality monitoring has been completed for Georges River Report card 2016-2017.
2.1.1.B.5	Implement Riparian Buffer Revegetation Plan.	Key restoration works commenced.	The final riparian plan was completed and is currently being peer reviewed – expected completion date is end April 2017. Council commenced implementing priority actions from the draft management plan to protect and enhance riparian habitat and undertaking monitoring to identify key actions to improve water quality.	Riparian Buffer Revegetation Plan was finalised and Council implemented a number of actions, including protection of saltmarsh through mangrove removal, weed control and rubbish removal in priority natural areas and commencement of long terms plans for naturalisation of Muddy Creek (in partnership with Sydney Water) and Bonnie Doon channel.
2.1.1.B.6	Water quality improvements to enhance riparian zones and waterway assets.	Refer to CPP27-30.	On-ground works include removal of sediment build up, ongoing maintenance of gross pollutant traps, removal of aquatic weeds, on-ground regeneration works within riparian zones, street sweeping, as well as community education programs, and water quality monitoring.	Council completed its annual program of on ground works of sediment removal from waterways, maintenance of gross pollutant traps, removal of aquatic weeds, and on ground regeneration works within riparian zones. In 16/17, Council also undertook water quality monitoring at Scarborough Ponds, Bado Berong Creek and Sir Joseph Banks Pond to identify and manage priority environmental issues. In addition, Council completed assessment for the Bardwell Creek catchment (largest tributary into Wolli Creek) to identify potential type and location of water sensitive urban design devices as well as work with Sydney Water to investigate opportunities to improve the Muddy Creek riparian zone through a naturalisation program.

▶▶

CODE	ACTION	ANNUAL TARGET	PERFORMANCE OF 6 MONTHS	ANNUAL ACHIEVEMENTS
2.1.1.B.7	Advocate for State agencies to develop plans to repair/stabilise river banks and beach nourishment.	No milestone scheduled.	Ongoing discussions and communication with the NSW Government regarding beach erosion and nourishment.	Continued work on review of effectiveness of groynes in Botany Bay.
4.D.2	Implement policy for on-site water quality devices.	-	To be reconsidered as part of Operational Plan 2017/18.	To be reconsidered as part of Operational Plan 2017/18.
4.D.3	Manage and enforce stormwater pollution incidents.	-	Nature of enforcement action dependent on severity of offence.	Nature of enforcement action dependent on severity of offence.
4.D.4	Review and update the internal sustainable action plan.	-	To be reconsidered as part of Operational Plan 2017/18.	To be reconsidered as part of Operational Plan 2017/18.

Thriving Natural Habitats

MEASURE	RESULT
Community Survey, increasing satisfaction with the management of the risk of sea level rise and the impact of climate change (baseline 2012) (Bayside/Rockdale).	**Performance gap: 0.75** **Moderate change since 2013, increased by 0.35.**
Council Statistics, Council's use of water and energy from its major facilities continues to decrease (baseline 2010) (Bayside/Botany).	**2015/16 was Council's second lowest energy consuming year in the past decade at 9,102 Giga Joules (electricity and gas). In 2014/15, Council consumed 8,441 GJ of energy, with the average for the previous nine years at around 14,000 GJ/year. The closure of the Town Hall, pool and decommissioning of the finance building are the main reasons for lower energy consumption during the past two years. The re-opening of the Town Hall and construction of the Rockdale Library are largely the reasons for increased energy consumption in 2015/16 from 2014/15.** **Council's water consumption for 2015/16 was 98,508 kL compared to 108,000 kL in 2014/15 with an average of 99,000 kL a year for the previous nine years**

CODE	ACTION	ANNUAL TARGET	PERFORMANCE OF 6 MONTHS	ANNUAL ACHIEVEMENTS
2.1.1.A.3	Implement Priority Species Management Plan.	Key priority species management commenced.	Council implemented Grey-headed Flying-fox management plan on-ground works to protect priority species habitat, as well as Council and community education programs to raise awareness of their importance.	Council finalised the priority species management plan, extended area of works to protect Grey-headed Flying-fox habitat, hosted community education events to highlight importance of priority fauna species, placed conditions on Council's dunal and coastal restoration works and provided comments on development applications to protect green and golden bell frogs.
4.B.1	Identify and protect local populations of threatened species.	-	To be reconsidered as part of Operational Plan 2017/18.	Council has identified sightings of threatened species across Bayside LGA and placed them onto Council's GIS mapping system. This will allow the information to be taken into consideration for development applications and Council activities.
4.B.3	Manage a Bushland regeneration program.	-	Bush regeneration works at Sir Joseph Banks Park were completed in July 2016.	Council was successful in obtaining funding from the Environmental Protection Authority to implement a 3 year environmental restoration project at Sir Joseph Banks Park. Stage 1 of this project has involved the completion of bush regeneration and weed control activities in Eastern Suburbs Banksia Scrub and Freshwater Wetlands (Endangered Ecological Communities). Expressions of Interest have been sought from the local community to form a Bushcare group at the site.

Environmental Management

CODE	ACTION	ANNUAL TARGET	PERFORMANCE OF 6 MONTHS	ANNUAL ACHIEVEMENTS
2.1.1.A.4	Complete constraints opportunities analysis for integrated water management strategy.	Completed.	Priority water focused issues were identified as well as benefits, key staff and the timeline for developing strategy.	Council has commenced the development of a Bayside Council Water Management Strategy including hosting staff workshops on water management issues. Through this process staff have identified potentials goals, objectives, process, constraints and opportunities in developing a water management strategy.
2.1.1.B.8	Implement the Stormwater Drainage Program.	Refer to CPP46 & CPP47.	Ongoing program.	• Cahill Park - reconstruction of headwall and flexible outlet foreshore to Cahill Park. • Installation of tide flaps at Marsh Street. • Small repair to Kookaburra Lane, Kingsgrove.
2.1.1.B.9	Maintain Stormwater Quality Improvement Devices (SQIDS).	Refer to CPP48.	The stormwater quality improvement devices include Trash Racks, Litter Nets, Gross Pollutant Traps and Silt Traps. These were inspected and cleaned on a quarterly schedule. Creek maintenance was carried out monthly, and drainage pits were cleaned based on daily run sheets.	The stormwater quality improvement devices include Trash Racks, Litter Nets, Gross Pollutant Traps and Silt Traps. These were inspected and cleaned on a quarterly schedule. Creek maintenance inspections were carried out monthly, and cleaned according to need.

►►

CODE	ACTION	ANNUAL TARGET	PERFORMANCE OF 6 MONTHS	ANNUAL ACHIEVEMENTS
2.1.2.A.1	Plan for the effects of climate change on the floodplain with the Floodplain Management Committee.	Community engagement undertaken.	Floodplain Management Committee did not meet in July - December 2016 and will not meet again until after the Council elections in September 2017.	Floodplain Management Committee did not meet in July – December 2016 and will not meet again until after the Council elections in September 2017.\nThe Birds Gully and Bunnerong Road Floodplain Management Committee was recently formed by Randwick City Council, with Bayside Council also being represented due to approximately 20% of the catchment being within Bayside LGA. The Flood Study, which has been substantially commenced, will include potential impacts of climate change. It is anticipated that climate change will also be modelled with all flood studies within Bayside Council once the Committee is formed post September 2017.
4.B.5	Assess the impact of proposed development on the natural environment.	No milestone scheduled.	Development Applications were referred to Council's Landscape Architect and Engineer as required.	Development Applications are referred to Council's Landscape Architect and Engineer as required.
4.B.6	Undertake enforcement proceedings for breaches under the relevant legislation.	No milestone scheduled.	Enforcement action was undertaken as required and based on the gravity of the offence.	Enforcement action was undertaken as required and based on the gravity of the offence.
4.C.1	Maintain the contaminated land management and recording system through the development process.	No milestone scheduled.	Contaminated land database updated regularly as new Site Audit Statements (SAS) received by Council. Assessment of contaminated land reports and SASs completed for relevant Development Applications and council projects.	Contaminated land database updated regularly as new Site Audit Statements (SAS) received by Council. Assessment of contaminated land reports and SAS's completed for relevant DA's and Council projects.

▶▶

CODE	ACTION	ANNUAL TARGET	PERFORMANCE OF 6 MONTHS	ANNUAL ACHIEVEMENTS

4.D.1	Undertake upgrade of stormwater infrastructure.	No milestone scheduled.	Ongoing program.	• Botany Bay Foreshore Flood Study was completed. Flood study for Birds Gully and Bunnerong Creek was commenced;
				• Flood Risk management Study and Plans were substantially advanced for Springvale Drain and Floodvale Drain Flood Risk Management Study and Mascot, Eastlakes, Rosebery Risk Management Plan and Mitigation Strategy.
				• Completed infrastructure projects include:
				  - Isaac Smith Street, Daceyville;
				  - Park Parade and Firmstone Reserve Pagewood;
				  - Aylesbury Street, Botany;
				  - Sutherland Street, Botany.
				• Designs completed for Edgehill Street, Botany in conjunction with adjacent development.
				• Design completed for Bronti and Beresford Strets, Mascot.
				• Oversight of implementation by Sydney Water of drainage in Astrolabe Park, Daceyville.

4.E.1	Manage and improve the environmental performance of Council's fleet.	No milestone scheduled.	All fleet procured during the first 6 months met all environmental standards.	All fleet procured met relevant environmental standards.

►►

CODE	ACTION	ANNUAL TARGET	PERFORMANCE OF 6 MONTHS	ANNUAL ACHIEVEMENTS
4.E.2	Promote initiatives by State Government agencies aimed at renewable and energy efficiency technologies and practices.	No milestone scheduled.	The following initiatives were undertaken and/or promoted: • Recycling calendar and guide with magnet – 18,000; • Regional Illegal Dumping (RID) Squad participation; • Participation in SSROC's Multi-Unit Dwelling recycling improvements program; • Participation in The Bower Reuse program; • Electronics/metals/mattress/ greenwaste etc. drop-off days x 8 events.	In addition to Council's participation in SSROC Renewable Energy Master Plan the following initiatives were undertaken and/or promoted: • Recycling calendar and guide with magnet – 18,000; • Regional Illegal Dumping (RID) Squad participation; • Participation in SSROC's Multi Unit Dwelling recycling improvements program; • Participation in The Bower Reuse program; • Electronics/metals/mattress/greenwaste/ etc drop-off days x 16 events.
5.C.3	Undertake stormwater drainage and pit cleaning.	No milestone scheduled.	Council undertook stormwater drainage and pit cleaning as scheduled.	Stormwater drainage and pit cleaning as scheduled continued to be undertaken.

Sustainable and Energy Efficient Practices

CODE	ACTION	ANNUAL TARGET	PERFORMANCE OF 6 MONTHS	ANNUAL ACHIEVEMENTS
1.1.2.A.1	Program and undertake interactive recycling education programs at 23 schools and 6 community events p.a.	6 events and 23 schools completed.	Bayside Council is on track to achieve this action plan for 2016/17.	Bayside Council has delivered a variety of waste education presentations and program to schools, businesses and the community in 2016/17. This included avoidance, re-use, recycling and recovery workshops. This was conducted by Council Education Officers in partnership with Keep Australia Beautiful, utilising Council's interactive solar powered sustainability trailer.
1.1.2.C.4	Seek funding through the NSW Environment Protection Authority's 'Waste Less, Recycle More' Waste and Resource Recovery Initiative to develop a regional illegal dumping campaign.	Regional illegal dumping campaign implemented.	On target to spend the remaining funds assigned for special waste and cleansing projects under this scheme, including an illegal dumping campaign.	Council is concluding the project rollout of EPA projects between 2014 - 2017. These projects include a regional illegal dumping campaign utilising resources from the Regional Illegal Dumping (RID) squad to assist Council in identifying, investigating, prosecuting and minimising incidents of illegal dumping within the local government area.
2.1.1.B.1	Implement community sustainability program with participating Councils.	20 community events completed.	13 sustainability community events were held from August - January. A total of 342 community members attended these events.	30 Bayside Council sustainability community events were held in 2016/17. A total of 570 community members attended these events. Council also participated in a number of regional community education programs including Cooks River Culture and Country Forum and Annual Bat Fly Out picnic - these regional events reached hundreds of people.

►►

CODE	ACTION	ANNUAL TARGET	PERFORMANCE OF 6 MONTHS	ANNUAL ACHIEVEMENTS
2.1.1.B.2	Develop user-friendly community resources to inform and educate the community on key local environmental issues.	Environment section of the website upgrade completed.	Website wording and photographs finalised for an environmental page. Promotional and educational materials developed including multi lingual DL flyers; A4 posters; banner and tear drop flags for promotional displays. Additionally Council joined Macquarie University's Habitat Stepping Stones program and rebadged and printed flyers for Bayside residents and other resources were produced to inform the community about local environmental issues.	Throughout 2016/17, in addition to community events Council utilised youtube videos (e.g. bat fly out picnic), web pages (e.g. Landing Lights restoration), newsletters (e.g. Environews), Facebook posts (e.g. Bushcare work days and National Tree Day), media releases (e.g. received environmental grants and Aquatic weed control program) and print material (e.g. Wild Things and Bushcare volunteer program) to engage and educate the community on key environmental issues.
2.1.2.A.2	Installation of energy efficiency and renewable energy initiatives identified in Council's Energy savings.	Refer to CPP37.	A 22.88 kW solar panel array was installed on the mechanics shed at the Bexley depot outputting about 38,205kWh per year resulting in savings of approximately $2,000 annually and reducing greenhouse gases by about 45 tonnes annually. Replacement of inefficient high bay mercury vapour lighting with efficient LED lights in the mechanics shed and other workshops commenced and is anticipated to be completed by end April 2017.	In 2016/17, Council installed a solar system at Bexley Depot which will generate approximately 38,000 kwh electricity each year, about 30% of the electricity used by the mechanic shed and will prevent approximately 40,000 kilograms of greenhouse gas emissions each year. In addition, Council has replaced 11 mercury vapour lights in the mechanics shed with LEDs. This will reduce the power consumption from the lights by 50%. Council has also replaced fluorescent lighting within Council's Administration Office at Rockdale with LEDs. LEDs generate less heat and use less energy than conventional fluorescents and have longer life spans.

▶▶

CODE	ACTION	ANNUAL TARGET	PERFORMANCE OF 6 MONTHS	ANNUAL ACHIEVEMENTS
2.3.2.B.1	Coordinate integration of energy conservation and water saving opportunities into City Plan projects.	No milestone scheduled.	Funding was allocated through Council's City Project program to improve energy efficiency of Council's facilities. This funding was allocated to install solar panels and upgrade lighting at the Rockdale depot. The solar installation was completed in December 2016.	Funding was allocated through Council's City Project program to improve energy efficiency of Council's facilities. This funding was allocated to install solar panels and upgrade lighting at the Rockdale depot and administration building. Council also identified priority energy and water efficiency projects for implementation in 2017-2018.
2.3.2.B.2	Monitor Council's energy and water usage for all of its sites.	Outcomes reported to Executive.	Within the 6 month period Council consumed 1,100 MW of electricity which is a minor increase compared to the previous 6 months. Council's gas consumption over this same period was 1,149 MJ similar to the last 6 month period. Council's significant reduction in gas usage over the last few years has been due to the closure of Bexley Pool. With its reopening in January 2017, gas consumption at this site will increase. Water consumption for the last 6 months (47,091 kL) was lower than the previous 6 months (59,902 kL).	Within the 12 month period Bayside Council consumed 5 GWh of electricity which is a minor increase on the previous 12 months. Council's gas consumption over this same period 165GJ was over 69% down on the last 12 months due to the closure of the Bexley Pool. This was reopened on 26 January 2017. Water consumption for the last 12 months was 169,000 kL which is marginally up 9% from 2015/16.

►►

CODE	ACTION	ANNUAL TARGET	PERFORMANCE OF 6 MONTHS	ANNUAL ACHIEVEMENTS
2.3.2.B.3	Implement key priorities of the Regional Renewable Energy Master Plan for Southern Sydney Councils.	Local launch of 'Our Solar Future' website.	SSROC completed the procurement process for the second project within the Renewable Energy Master Plan 'establish a community energy services organisation'. Positive Charge won the tender to provide the service. The core component of the ESO contract includes provision of the Our Solar Future website and social channels, a regional marketing campaign, establishment of an Our Solar Future Helpline, Licensing of the Ecological app., procurement of suppliers for the Our Solar Future website and regional reporting. The ESO is expected to begin operation in 2017.	SSROC completed the procurement process for the second project within the Renewable Energy Master Plan 'establish a community energy services organisation'. Positive Charge won the tender to provide the service. The core component of the ESO contract includes provision of the Our Solar Future website and social channels, a regional marketing campaign, establishment of an Our Solar Future Helpline, Licensing of the Ecological app., procurement of suppliers for the Our Solar Future website and regional reporting. Our Energy Future was launched and the ESO began operation in June 2017.

►►

CODE	ACTION	ANNUAL TARGET	PERFORMANCE OF 6 MONTHS	ANNUAL ACHIEVEMENTS
4.A.1	Incorporate environmentally sustainable design elements into capital works undertaken by Council.		Achievements: 1. Firmstone Reserve, Pagewood – Infiltration Basin, Improving flooding issues local area, temporary storage surplus rain water and a new irrigation system. 2. Aylesbury Street, Botany Drainage Upgrade Work. Improving local flooding issue, 3. Maloney Street, Tramway, Hollingsheld Street, Mascot Shopping Centre and Botany Shopping Centre Streetscape upgrade work. 4. Booralee Park Amenities, Rainwater Tank and Solar Power, energy efficient lighting and natural ventilation. 5. Mascot Childcare Centre: new skylights and insulation installed. New synthetic turf to minimise water use.	Achievements: 1. Firmstone Reserve, Pagewood – Infiltration Basin, Improving flooding issues local area, temporary storage surplus rain water and a new irrigation system. 2. Aylesbury Street, Botany Drainage Upgrade Work. Improving local flooding issue, 3. Maloney Street, Tramway, Hollingsheld Street, Mascot Shopping Centre and Botany Shopping Centre Streetscape upgrade work. 4. Booralee Park Amenities, Rainwater Tank and Solar Power, energy efficient lighting and natural ventilation. 5. Mascot Childcare Centre: new skylights and insulation installed. New synthetic turf to minimise water use.
4.F.1	Provide information and support to local schools, businesses, community groups and the wider community to adopt sustainable practices.		Provision of the Compost Revolution education campaign under a grant funded by SSROC. Provision of multilingual online worm farming and composting education modules, and 50% discounted worm farms and compost bins for council residents. Maintenance of the Sustainable Botany Bay webpage hosted by Natural Strategies. Maintenance of council website information and notification of upcoming environmental and sustainability events.	Provision of the Compost Revolution education campaign under a grant funded by SSROC. Provision of multilingual online worm farming and composting education modules, and 50% discounted worm farms and compost bins for council residents. Maintenance of the Sustainable Botany Bay webpage hosted by Natural Strategies. Maintenance of Council website information and notification of upcoming environmental and sustainability events. Adoption of the Community Gardens Policy and 2 applications received.

THEME FOUR

"Trusted, Effective and Informed Leadership"

Snapshot on Performance:

We value and model strong and ethical governance that is professional, transparent and accountable and are committed to meaningful community engagement which is reflected in our planning and decision making processes.

Some of the achievements for Bayside Council during the 2016/2017 financial year included:

▶ Establishing a Transition Implementation Plan to oversee the development and implementation of all policies and processes to facilitate the merger of City of Botany Bay and Rockdale City Councils.This included a Recruitement Policy to manage the staffing of the new organisation. As a result Bayside Council experienced industrial harmony during this period of substantial change and upheaval.

▶ Progressing the smooth transition of Bayside Council following amalgamation through fortnightly meetings between the Administrator, General Manager, Department of Premier and Cabinet and Office of Local Government NSW.

▶ Harmonising of Council policies post amalgamation across the organisation to ensure continuity and accountability.

▶ Continuing Council's on line presence through the creation of a Bayside website on day one after Proclamation and monitoring of associated social media platforms. Council has commenced the process of building the new Bayside Council website which will improve accessibility, useability and content. The new website will be launched at the end of September 2017.

▶ Branding of the new Bayside Council through a community logo Competition. Over 1,700 people visited the page to comment or vote on the logo designs.

▶ Ongoing communication with the community through paid weekly columns / advertising space in the regionally based Southern Courier and the St George Leader newspapers and distribution of three Council community newsletters (Summer, Autumn, Winter) across Bayside local government area.

▶ Informing and engaging the community through a range of strategies including online and face to face methods. This year, 23 projects were posted on Council's `Have Your Say' page for comment and feedback resulting in 1,923 direct responses from the community. In addition, consultations were held with people with disability in focus group sessions, face to face interviews and telephone interviews as part of the Disability Inclusion Action Plan.

▶ Holding a `State of the City` community forum with the Administrator, and senior staff. Over 100 community members attended the forum to hear about Council's progress post amalgamation and to ask the panel of senior staff direct questions in a moderated Q and A session;

▶ Proudly implementing Human Resource strategies such as the `Student Engineer and Planner Program' and our partnership with "Friendly Nation" which assists recently arrived Syrian refugees. These NSW wide initiatives provided additional employment opportunities to our community.

Developing a Customer Service Strategy that harmonises the criteria for excellence in customer service across Bayside Council.

The Operational Plan for Bayside Council incorporates a number of the Operational Plan actions for the former City of Botany Bay and Rockdale City Councils.

For ease of identification a colour code text for results on measures has been utilised:

Rockdale: **ORANGE**

Botany: **BLUE**

Bayside: **GREEN**

An Engaged and Informed Community

MEASURE	RESULT
Community Survey, increasing community satisfaction with Council's community engagement and opportunities for participation (baseline 2012) (Bayside/Rockdale).	**Performance gap: 0.58** **Moderate change since 2013, increased by 0.38.**
Increasing proportion of the former Rockdale City Council community who feel they have a say on important issues, including hard to reach groups (baseline 2013) (Bayside/Rockdale).	**53% of residents agree or strongly agree that Council provides opportunities for residents to have a say on important issues (set as baseline).**
Council Statistics, increased participation in stakeholder engagement from the former Rockdale City community including hard to reach groups (Bayside).	**23 projects were posted on Council's `Have Your Say' page resulting in 1,923 direct responses from the community. Council also conducted 2 public forums with a total 140 participants in attendance and a series of interviews and focus group sessions with people with disability and their carers.**
Increase in transactions undertaken through interactive technologies (Bayside/Rockdale).	**Transaction data unavailable.**
Community Survey, increasing proportion of the former City of Rockdale community who feel they have a say on important issues, including hard to reach groups (baseline 2013) (Bayside/Rockdale).	**53% of residents agree or strongly agree that Council provides opportunities for residents to have a say on important issues (set as baseline).**

CODE	ACTION	ANNUAL TARGET	PERFORMANCE OF 6 MONTHS	ANNUAL ACHIEVEMENTS
4.1.1.A.2	Implement a range of methods to engage the community.	100% of all engagement projects delivered in accordance with Council's Community Engagement Policy.	Council continued to offer a range of opportunities for the community to engage, including on-line and face-to-face engagement. The 'Have Your Say' online engagement portal was upgraded, offering increased engagement capabilities for residents.	Council engages the community through on and off-line engagement activities and delivers best practice engagement opportunities in accordance with Council's Community Engagement Policy.
4.1.1.A.3	Continue to develop and maintain the 'Talking Rockdale' Community Panel.	Achieve and maintain Panel membership of 250 Panel member(s) participate in 70% of Council engagement activities.	The Talking Rockdale panel has been developed and will be relaunched as the Talking Bayside panel early in 2017.	1,318 community members are registered on the Bayside Council Have Your Say site. These community members engage with Council in a range of ways – providing comments on posted items, completing surveys and attending face to face consultation.
4.1.2.A.1	Implement a range of methods to engage the community.	100% of all engagement projects delivered in accordance with Council's Community Engagement Policy.	Council continued to provide a range of opportunities for the community to engage, and implemented a significant upgrade of our on-line 'Have Your Say' engagement platform.	Council continues to deliver a high standard of community engagement, with staff briefed on the requirements of Council's Community Engagement Policy.
4.1.2.A.2	Undertake responsive and accountable Integrated Planning and Reporting to deliver the community vision and needs.	All IP&R post amalgamation requirements met.	Council began the process of harmonising its reporting processes in line with changes to Integrated Planning and Reporting requirements to ensure delivery of Council's End of Term report and Operational Plans.	This report represents the first year of harmonised Operational Plan reporting, as required by the Local Government Act.
4.1.2.A.3	Hold 6 monthly Rockdale Mayoral Community Forums.	September 2016 Forum held and March 2017 Forum held.	No Mayoral forum held due to amalgamation. These will be replaced by Administrator Forums in 2017.	A successful State of the City community forum was held, with the Administrator and senior staff. Over 100 residents attended the forum to hear about Council's progress post amalgamation and to ask the panel of senior staff direct questions in a moderated Q and A session.

▶▶

CODE	ACTION	ANNUAL TARGET	PERFORMANCE OF 6 MONTHS	ANNUAL ACHIEVEMENTS
4.1.2.A.4	Inform the community and stakeholders about Council business, news and activities via multimedia channels.	No milestone scheduled.	The diverse range of events coupled with the community and government agency partnerships are well represented in the Events Calendar and in line with this strategy.	The diverse range of events coupled with the community and government agency partnerships are well represented in the Events Calendar and in line with this strategy. Council events are an opportunity to engage and inform the community about policies, issues and services. Staff are available at each event, together with appropriate promotional or information material, surveys and feedback forms.
4.3.1.B.1	Implement adopted Information Communication Technology Strategy and Action Plans.	Refer to CPP01.	New Information Communication Technology Strategy and action plans under development.	New Information Communication Technology Strategy and action plans under development.
1.A.4	Produce key Council publications and communication such as community calendar, information pages in local press, quarterly bulletin and other promotional materials, ensuring the Community is provided with prompt and effective media liaison.	-	Publications and communications included a weekly column in the regionally based Southern Courier newspaper. Other publications include a quarterly newsletter and a variety of promotional material.	Publications and Communications included a weekly column or advertising space in the regionally based Southern Courier and the St George Leader newspapers. Council also distributes regular Media Releases, averaging two to three each week, to the local media. Other publications include a quarterly newsletter and a variety of promotional material. Since Proclamation, Bayside Council has distributed three newsletters across the LGA - Summer, Autumn and Winter. Council as advertises or letterboxes residents to keep them informed of events occurring in the community such as A Taste of Mascot or Carols by the Sea.
1.A.5	Undertake community surveys on a range of issues and services across Council's departments.	-	Community surveys undertaken where appropriate. Post amalgamation community satisfaction survey undertaken on behalf of Department of Premier and Cabinet.	Community surveys undertaken where appropriate. Post amalgamation community satisfaction survey undertaken on behalf of Department of Premier and Cabinet.

▶▶

CODE	ACTION	ANNUAL TARGET	PERFORMANCE OF 6 MONTHS	ANNUAL ACHIEVEMENTS
5.A.1	Prepare and produce key documents in alternative formats and community languages.	-	Printed Council material, including booklets, brochures, flyers address the various community languages and indicate where to find further interpreter assistance.	Printed Council material including booklets, brochures, flyers address the various community languages and indicate where to find further interpreter assistance.
5.A.2	Maintain and improve Council's corporate image through branding and marketing.	-	Branding achieved through our Flags program, Events Calendar, Newsletters, social media platforms including Facebook and Twitter, flyers and both broadsheet and some main stream news items continued to ensure that we maintained a positive image in the community.	Branding achieved through our Flags programme, Events Calendar, Newsletters, social media platforms, including Facebook and twitter, flyers and both broadsheet and some main stream news items continued to ensure that we maintained a positive image in the community.
5.A.3	Provide active, current and accessible on line presence through Councils Website.	-	A dedicated webmaster coupled with monitoring of our website and associated social media platforms, ensured that we continued to have a presence in this medium.	A dedicated Webmaster coupled with monitoring of our website and associated social media platforms, ensured that we continued to have a presence in this medium. Council has begun the process of building a Bayside Council website improving accessibility, useability and content.

Supporting Local Democracy

MEASURE	RESULT
Community Survey, increasing community satisfaction with Council's advocacy role to benefit the community (baseline 2012) (Bayside/Rockdale).	**Performance gap: 0.70** **Minimal change since 2013, increased by 0.13.**
Increasing community satisfaction with customer service (baseline 2012) (Bayside/Rockdale).	**66% of residents were very satisfied or satisfied with the way their contact with customer service was handled, decreased by 7% in satisfaction since 2013.**

CODE	ACTION	ANNUAL TARGET	PERFORMANCE OF 6 MONTHS	ANNUAL ACHIEVEMENTS
4.2.1.A.1	Council takes a leadership role in advocating and lobbying on issues relevant to the area and the community.	No milestone scheduled.	Identification of issues relevant to the area currently progressing for the region.	The Administrator and General Manager continued to contribute and participate in fortnightly meetings with the Department of Premier and Cabinet and Office of Local Government NSW to progress transition for the new Council. Other State Government agencies meet regularly with Council stakeholders include Roads and Maritime Services for traffic management across the local government area. Further, ongoing meetings to administer and manage the contract with Sydney Airport Limited.
4.2.1.A.2	Investigate and implement avenues to promote active participation of residents in local democracy.	Participation Program implemented.	Council continues to advocate for the local government area through participation in regional and state wide organisations such as SSROC.	Council continues to advocate for the local government area through participation in regional and state wide organisations such as SSROC.
4.2.1.A.3	Conduct Civics training with local primary and high schools.	3 primary and 3 secondary schools participating per year.	Civics training conducted at 6 primary schools.	Civics training delivered to 6 schools resulting in over 500 students engaged in Civics Education.

▶▶

CODE	ACTION	ANNUAL TARGET	PERFORMANCE OF 6 MONTHS	ANNUAL ACHIEVEMENTS
4.2.1.B.1	Participate in regional initiatives through SSROC and lobby on behalf of Council at State and Federal forums.	New contracts established for the new Council (post amalgamation) - Active participation at GM SSROC Forums.	Continued attendance and active participation at General Manager SSROC forums.	During the period, attendance recorded at SSROC Ordinary Meetings included GM former Rockdale 2/2 GM former Botany 2/2 and then GM Bayside 5/5; Councillors former Rockdale 1 Meeting with 2 Attendees; Councillors former Botany 1 Meeting with 3 Attendees; Administrator Bayside attended 3 meetings including the SSROC Facilitated Workshop on 16 March 2017 at City of Sydney. This was not an Ordinary Meeting but Delegates were invited to attend with matters discussed including SSROC Future Models and District Planning.
4.3.1.A.3	Provide Executive Services to support Councillors in their decision-making.	21 meetings held.	Support provided for 7 meetings of the former Rockdale City Council, 4 meetings of the former City of Botany Bay Council, and 4 meetings of Bayside Council, in addition to other advisory committee meetings.	Support provided for 7 meetings of the former Rockdale City Council, 4 meetings of the former City of Botany Bay Council, and 11 meetings of Bayside Council, in addition to other advisory committee meetings, Audit and Risk Committee and the Bayside Planning Panel.
4.3.1.A.4	Support March 2017 Local Government elections.	• Councillor Induction program delivered. • Co-ordinate with NSW Electoral Commission on electoral requirements.	The Local Government elections have been deferred to 9 September 2017 and the plan has been recast to the new election date.	The NSW Electoral Commission is undertaking the local government elections of 9 September 2017 and Council has met all its current statutory responsibilities for the election process.
1.B.02	Implement a Councillor training and development program.	Councillor Induction program delivered.	The Local Government Elections have been deferred to 9 September 2017. A training and development program will be implemented in 2017/18.	A Councillor Induction Program has been agreed and being developed in conjunction with OLG and other industry specialists.
1.B.31	Promote open and transparent government (GIPA).	-	Formal and informal access to information requests are processed within agreed timeframes.	Formal and informal access to information requests are processed within agreed timeframes.

Ethical Governance

MEASURE	RESULT
Community Survey, increasing proportion of the former City of Rockdale community who feel they have a say on important issues, including hard to reach groups (baseline 2013) (Bayside/Rockdale).	**53% of residents agree or strongly agree that Council provides opportunities for residents to have a say on important issues (set as baseline).**
Increasing community satisfaction with the transparency and accountability of Council activities (baseline 2012) (Bayside/Rockdale).	*Transparent and Accountable* **Performance gap: 1.36** **Minimal change since 2013, increased by 0.16.**
Increasing community satisfaction with Council reporting to the community on Council activities, services and facilities (baseline 2012) (Bayside/Rockdale).	*Reporting to the Community* **Performance gap: 1.02** **Minimal change since 2013, increased by 0.13.**
Community Survey, increasing community satisfaction with the transparency and accountability of Council's activities (baseline 2012) (Bayside/Rockdale).	**Performance gap: 1.36** **Minimal change since 2013, increased by 0.16.**

CODE	ACTION	ANNUAL TARGET	PERFORMANCE OF 6 MONTHS	ANNUAL ACHIEVEMENTS
4.1.1.A.1	Report to Community Development & Safety Advisory Committee to ensure high standards are maintained.	4 reports.	Council continued to support and report to the Community Development & Safety Advisory Committee until all Advisory Committees were dissolved post amalgamation.	Council continued to support and report to the Community Development & Safety Advisory Committee until all Advisory Committees were dissolved post amalgamation.
4.3.1.A.1	Key governance policies reviewed and updated as necessary.	Risk Management Policy and Strategy reviewed.	Five governance policies harmonised and adopted.	A total of 12 governance policies have been harmonised and adopted for the year. Policy harmonized and project developed.
4.4.3.A.1	Review Enterprise Risk Management Policy, strategies and action plans.	Review completed.	Harmonisation of the Risk Management Policy and Strategy underway.	Risk Management Policy and Strategy endorsed by the Risk and Audit Committee and adopted by the Council.
4.4.3.A.2	Undertake risk analysis for all key business services and implement relevant action plans.	4 quarterly reviews.	Risk analysis and action plans were completed for all key business services in former Rockdale City Council and will be assessed for implementation across Bayside Council.	Draft Strategic Risk Register developed and to be further reviewed by the Executive Committee.
1.A.1	Provide access to legislative and industry information to the Community and Council via Intranet and Internet facilities.	-	Statutory and other information proactively posted on the websites of the former councils and the interim Bayside Council website.	Statutory and other information proactively posted on the websites of the former councils and the interim Bayside Council website.
1.A.2	Represent the community at civic and ceremonial events.	-	Council delivered an extensive events program including cultural activities, workshops and Citizenship Ceremonies.	Council delivered an extensive events program including cultural activities, workshops and Citizenship Ceremonies.
1.A.3	Participate and support SSROC, Local Government Association, Metropool and other industry bodies to advocate on behalf of the industry and the region.	-	Continued to support the local government industry by attending SSROC, Local Government Associations, and Metropool meetings.	Continued to support the local government industry by attending SSROC, Local Government Associations, and Civic Risk Mutual (formerly Metropool) meetings.

▶▶

CODE	ACTION	ANNUAL TARGET	PERFORMANCE OF 6 MONTHS	ANNUAL ACHIEVEMENTS
1.A.6	Maintain social media platforms to ensure maximum community engagement and feedback.	-	Council continued to monitor and update information on our social media platforms.	Council continued to monitor and update information on our social media platforms, as a means of engaging with community, distributing information and getting community feedback.
1.B.01	Develop and implement Councils Fit for the Future Proposal Improvement Plan.	-	Council's Fit for the Future Proposal Improvement Plan was developed and informs the Transition Implementation Plan.	Project responsibility distributed.
1.B.05	Implement Council's Integrated Planning and Reporting Framework.	-	Council continues to report progress against current Operational Plans.	Council continues to report progress against current Operational Plans.
1.B.06	Review Council's public land property portfolio.	-	To be reconsidered as part of 2017/18 Operational Plan for Bayside Council.	Currently working with internal stakeholders on the Property strategy, which will be a subset of the Councils Asset Management Strategy Project.
1.B.16	Review and implement delegations of Council to enable improved processes for decision making within a governance framework.	-	Delegations have been reviewed and are being aligned across Bayside Council.	Delegations have been reviewed and aligned across Bayside Council.
1.B.19	Regular review of existing Council policies and prepare and develop new policies as required.	-	Five key governance policies reviewed and adopted by Council.	A total of 12 governance policies have been harmonised and adopted for the year.
1.B.26	Carry out audit of Development Application customer reference codes to ensure consistency across all record platforms.	-	Development Application numbering has been reviewed and aligned between Bayside East and West so that no confusion between numbering systems occurs from 1 January 2017.	Development Application numbering has been reviewed and aligned between Bayside East and West so that no confusion between numbering systems occurs from 1 January 2017.
3.F.1	Support Botany Bay Business Enterprise Centre (BBEC).	-	Continued to support Business Enterprise Centre and develop networking opportunities with local businesses.	Continued to support Business Enterprise Centre and develop networking opportunities with local businesses.
3.F.2	Implement Economic Strategy.	-	To be reconsidered as part of Operational Plan 2017/18.	To be reconsidered as part of Operational Plan 2017/18.

Strong Financial Management

MEASURE	RESULT
Audited Accounts, Council meets or exceeds Local Government Industry targets in terms of the level of debt, liquidity, and working capital (Bayside).	**The former Rockdale City Council exceeded industry targets in terms of debt, liquidity and working capital. An audited financial statement 2015/16 for Bayside Council as a whole will not be available till December 2017. No financial statement was available for the former Botany Council.**
External Auditor rates the Council as satisfactory (Bayside).	**External Auditor rates the Council as satisfactory. An audited financial statement 2015/16 for Bayside Council as a whole will not be available till December 2017.**
Community Survey, increasing Satisfaction with Council's financial management (baseline 2012) (Bayside/Rockdale).	**Performance gap: 1.45** **Minimal change since 2013, increased by 0.17.**

CODE	ACTION	ANNUAL TARGET	PERFORMANCE OF 6 MONTHS	ANNUAL ACHIEVEMENTS
4.3.1.A.2	Conduct and report on four internal audits.	4 audits completed.	Two internal audit undertaken.	Internal Audit Program restructured during transition period and four health checks identified to be undertaken. Each health check at various stages of completion.
4.4.1.A.1	Review and update the Long Term Financial Plan.	LTFP adopted.	To be reconsidered as part of Operational Plan 2017/18.	The Long Term Financial Plan has not been updated. A revised long term financial plan will be developed in conjunction with the new Community Strategic Plan for Bayside Council.
4.4.1.A.2	Coordinate the implementation of Council's Productivity and Savings Program.	Program completed and implemented.	Ongoing program.	Ongoing program with quarterly reporting to the Office of Local Government.
4.4.1.A.3	Council's Investment Strategy Working Group (ISWG) investigate property portfolio opportunities to improve financial sustainability and service delivery.	Report on increased value (financial performance and community services) directly attributable to ISWG strategies.	Investment Strategy Working Group to recommence post September 2017.	Investment Strategy Working Group to recommence post September 2017.

▶▶

CODE	ACTION	ANNUAL TARGET	PERFORMANCE OF 6 MONTHS	ANNUAL ACHIEVEMENTS
4.4.1.A.4	Develop and coordinate the implementation of the Service Review Framework for the new council including the development of detailed service plans.	Service Review Methodology adopted.	Service Review Framework scheduled mid-2017.	Service Review Framework scheduled mid-2017.
4.4.1.A.5	Prepare 2017/18 and monitor the 2016/17 Operational Budgets.	4 quarterly reports presented to Council 2017/18 Budget adopted.	Combined 2016/17 second quarter Operational Budgets to be reported to February 2017 Council meeting.	2017/18 Budget for Bayside Council adopted by Council on 29 June 2017. 3rd Quarter budget review reported to Council on 10 May 2017. Managers and Executive provided details of operational budgets to 30 June 2017.
1.B.07	Review Council's Investment Policy Strategy having regard for applicable legislative requirements and current investment market conditions.	-	Investment Strategy has been combined as strategy being reviewed for Bayside Council.	Draft combined investment policy has been developed for Bayside Council. To be reviewed independently prior to sending to new Council for adoption.
1.B.08	Review and implement Debt Recovery Policy.	-	Review underway. To be finalised and adopted early 2017.	Draft Bayside Debt Recovery Policy has been developed.
1.B.09	Maintain and review Council's Rating Strategy.	-	For 2016/17, Bayside Council is operating under the rating structures of the former Rockdale City Council and City of Botany Bay as allowed by the amalgamation Proclamation of 9 September 2016. Consolidated documentation for Bayside Council will be developed preserving the former Council's rating structures.	Under the requirements of the proclamation Council's Rating Structures are to remain in place for 4 years and the two structures have been included in the Operational Plan adopted by Council on 29 June 2017.
1.B.11	Ensure accurate processing of creditor payments.	-	Processes were reviewed and creditor payments are being processed accurately.	Interim controls have been put in place until new procedures adopted for Bayside. All creditor payments now being processed in one system (Tech One).

►►

CODE	ACTION	ANNUAL TARGET	PERFORMANCE OF 6 MONTHS	ANNUAL ACHIEVEMENTS
1.B.12	Ensure accurate processing of payroll payment and creditor payments.	-	Payroll is accurate as are creditor payments.	Payroll is accurate as are creditor payments.
1.B.13	Investigate opportunities to increase Council's revenue base.	-	To be reconsidered as part of Operational Plan 2017/18.	Included as part of the 2017/18 Operational Plan for Bayside Council.
1.B.14	Manage quarterly reporting to budget.	-	Combined 2016/17 second quarter Operational Budgets to be reported to February 2017 Council meeting.	All statutory quarterly budget reviews have been completed and reported to Council.
1.B.17	Maintain external and internal audit functions.	-	External audit function maintained with Auditor General appointed to undertake external audit. Internal audit function continuing and new internal audit program developed for transition stage of the new Council.	External audit function maintained with Auditor General appointed to undertake external audit. Internal audit function continuing and internal audit program developed for transition stage of the new Council. Risk & Audit Committee established and meeting.
1.B.18	Prepare Annual Financial Statements: • Annual General Purpose Statements; • Special Purpose Financial Statements; • Special Schedules.	-	All statements for the former Rockdale City Council completed. Draft statements for the former City of Botany Bay Council have been prepared for the Auditor General. Extended deadlines for these statements has been granted.	All statements for the former Rockdale City Council completed. Draft statements for the former Botany City Council have been prepared for the Auditor General. Extended deadlines for these statements has been granted.
3.F.2	Implement Economic Strategy.	-	To be reconsidered as part of Operational Plan 2017/18.	To be reconsidered as part of Operational Plan 2017/18.

Strong Asset Management

MEASURE	RESULT
Community satisfaction increasing with the condition of sporting fields, community buildings, parks and garden, parking facilities, footpaths, local roads and public toilets (baseline 2012) (Bayside/Rockdale).	*Sporting Fields, Parks and Gardens* **Performance gap: 0.69 Minimal change since 2013, increased by 0.02.** *Community Facilities* **Performance gap: 0.39 Moderate change since 2013, increased by 0.22.** *Parking Facilities* **Performance gap: 1.52 Minimal change since 2013, increased by 0.14.** *Local Roads* **Performance gap: 1.55 Moderate change since 2013, increased by 0.27.** *Footpaths* **Performance gap: 1.26 Minimal change since 2013, increased by 0.01.** *Public Toilets* **Performance gap: 1.47 Minimal change since 2013, increased by 0.08.**
Council Statistics, external insurance claims reported annually to measure the effectiveness of the Risk Action Plans (Bayside).	• **A total of 1 insurance claim on ISR policy and 2 claims on public liability for Bayside consolidated.** • **Received a total of 62 validated public liability claims against Bayside Council consolidated.**

CODE	ACTION	ANNUAL TARGET	PERFORMANCE OF 6 MONTHS	ANNUAL ACHIEVEMENTS
1.4.1.B.3	Complete the Property and Buildings 2016/17 Special Rate Variation Program.	Refer to CPP40-CPP45.	Buildings on track.	Special Rate variation program progressed.
4.4.2.A.2	Finalise asset specific management plans for critical assets (library, plant and equipment).	Annual review of vehicles completed.	Library Collection Development Plan developed and adopted. The inventory has been completed and the Asset Management Plans are being finalised.	Asset Management Plans for Plant and Equipment have been completed.
4.4.2.A.3	Purchase of medium and heavy Plant.	Refer to CPP31.	Medium and Heavy Plant replacement program is on track to be completed.	Progressing purchase of Medium and Heavy Plant in conjunction with Procurement Division.
4.4.2.A.4	Purchase of light vehicles fleet.	Refer to CPP32.	Light Vehicle replacement on track to be completed.	Progressing purchase of light vehicle fleet in conjunction with Procurement Division.
4.4.2.A.5	Small projects outside the normal sub-programs but related to asset management (e.g. tree pruning for re-sheet program).	Refer to CPP70.	Ongoing program.	Ongoing program.
4.4.2.A.6	Funded through efficiency gains.	Refer to CPP71.	Review of condition of assets being undertaken to develop a program of works.	Review of condition of assets being undertaken to develop a program of works.
4.4.2.A.7	Prepare designs for future Asset Development Projects.	Refer to CPP72.	Ongoing program.	Designs completed for multiple signage projects for interim branding. Completion of mapping for Cook Park foreshore. Several surveys completed for future projects in design program.

►►

CODE	ACTION	ANNUAL TARGET	PERFORMANCE OF 6 MONTHS	ANNUAL ACHIEVEMENTS
1.B.10	Provide procurement services in accordance with industry best practise, legislation and Council policy and procedures.	-	One Tender was awarded during this period for the refurbishment of Mascot Child Care Centre. Former City of Botany Bay Council participated in the following SSROC procurement contracts: Removal of Illegally dumped asbestos, Ready Mix Concrete, Industrial Footwear, Sodium hypochlorite (Pool Chlorine), Tree Pruning Services and Agricultural products. Contract register and buyers guide maintained. Council's contract information in the register is used in the statutory financial reports.	The following contracts were awarded via a formal Request for Tender Process: • Mascot Child Care Centre Refurbishment. • Amenities Block renewal at Booralee Park, Botany. • Eastgardens Library and Customer Service Refurbishment. • Cahill Park Playground Construction - Stage 1 Works. • Scarborough Park Amenities Refurbishment • Footpath, Kerb and Gutter and Pram Ramp Works. • Bicentennial Park South Synthetic Playing Field Design and Construction. The following contracts were awarded via a formal Request For Quotation Process: • Cloud Computing Systems (Iaas) for Bayside Council. • Website Design and Development (Stages 1-3) for Bayside Council. • Purchase of 2 street sweepers. • Provision of Event related Services for Bayside Council. • Supply and Laying of Asphalt and Associated Services. • Manufacture and Supply of Bayside Uniforms. • Provision of Data Links to Bayside Sites. Former City of Botany Bay Council, former Rockdale City Council and now Bayside are actively participating in SSROC procurement contracts including removal of illegally dumped asbestos, Ready Mix Concrete, Industrial Footwear, Sodium hypochlorite (Pool Chlorine), Tree Pruning Services and Agricultural products.

Professional Work Environment

MEASURE	RESULT
Council Research, the former Rockdale City Council recognised as an Employer of choice within the industry and community as well as by Council staff through an Internal staff survey (Baseline for staff survey 2011) (Bayside).	**Due to amalgamation, Bayside Council was required to report to the Department of Premier and Cabinet. The reporting criterion related to Council as an employer of choice and was as follows:** **• I am committed to the success of Bayside Council;** **• I believe Bayside Council has a positive future.** **A staff survey was conducted in December 2016 based on this criterion. Bayside Council's results were overwhelmingly positive:** **• 93.2% were committed to the success of Bayside Council, 5.8% were undecided and 1% were not committed.** **• 83.5% believed Bayside Council has a positive future, 13.9% are undecided and 2.6% did not believe Bayside Council has a positive future.**
Council Statistic, reduce the number, lost time hours and severity of lost time injuries. Increase 'Near Miss' reporting all lost time injuries within 2 working days (Bayside).	**Since 2015/2016:** **• 14 Lost Time Injury reports received in 2016/2017, a decrease of 1 since 2015/2016.** **• 83 incidents of `For Report Only' and `Near Miss' reported in 2016/2017, an increase of 58. The increase demonstrates an increase in Work Health & Safety compliance as well as an increase in workforce numbers since amalgamation.**

CODE	ACTION	ANNUAL TARGET	PERFORMANCE OF 6 MONTHS	ANNUAL ACHIEVEMENTS
4.4.3.A.3	Action and review Business Continuity plans to ensure Council can recover quickly from an incident or disaster.	1 test undertaken.	Staged approach agreed to development and implementation of a new Business Continuity Plan for Bayside Council.	Crisis Management Plan being formulated and workshops with key staff completed.
4.4.4.A.1	Develop and implement new Human Resources Strategy.	Adopted Human Resource Strategy.	Components of the Human Resources Strategy has been developed including Employee Engagement Strategy and Action Plan and Employee Communication Plan.	A transition Human Resources Strategy was developed and implemented to manage the merger that occurred after the proclamation. The strategy ensured that Bayside Council did not experience industrial unrest.
4.4.4.B.1	Improve Work Health and Safety (WH&S) systems to provide a safe workplace and strive to create a safety culture.	WH&S Environmental Management System implemented. All HR related policies reviewed.	A robust return to work system has been developed and implemented which has achieved savings for Council and the community.	A new work health and safety system is currently being developed for Bayside Council.
4.4.4.B.2	Hold quarterly WH&S Committee Meetings to improve Workplace Safety.	4 WH&S Committee Meetings held.	Quarterly Work Health and Safety (WH&S) Committee Meetings are being held. The WH&S Committees of the former Councils have been combined and the first meeting was held very shortly after the amalgamation Proclamation.	Quarterly meetings have been held as a combined Work Health and Safety Committee from the former councils.
4.4.4.B.3	WH&S inspections carried out in accordance with annual schedule.	100% WH&S workplace inspections including contract sites and capital works completed.	The WH&S inspections have been carried out according to schedule.	Inspections have been carried out in accordance with schedule. The schedule is currently being updated to include Bayside Council's different work place locations.
4.4.4.B.4	Annual review of WH&S and Injury Management Manual and WH&S Policy.	Review completed.	The WH&S System, which includes Injury Management Manual and WH&S Policy, is currently under review to take into account the growth of the workforce since the amalgamation Proclamation.	Due to the amalgamation a new WH&S system is being developed and will be implemented. The Injury Management Manual has been reviewed and updated to reflect Bayside Council's current needs.
4.4.4.B.5	Develop emergency plans for all Council sites (excluding the Administration and Depot) sites.	All emergency plans developed adopted by Council.	Priorities shifted towards projects, activities and tasks to ensure a smooth transition towards one new organisation.	Priorities shifted towards projects, activities and tasks to ensure a smooth transition towards one new organisation.

►►

CODE	ACTION	ANNUAL TARGET	PERFORMANCE OF 6 MONTHS	ANNUAL ACHIEVEMENTS
4.4.4.B.6	Identify and implement strategies to improve workers compensation management.	80 % of injuries reported within 2 business days. All incident reports and claims investigated and notification undertaken within 48 hours.	Workers compensation management, which has substantially improved, is evident in the financial saving that has been achieved to date.	New workers compensation strategies has been developed and implemented which has resulted in financial savings achieved to date.
1.B.03	Implement staff training and development program.	-	Since the amalgamation Proclamation a Transition Training Plan has been developed and is currently being delivered. This plan ensures on time training for employees to effectively manage the amalgamation process. A Learning and Development plan is currently being developed, including leadership programs, career development programs, on-boarding program and training identified via training needs analysis.	Since the amalgamation Proclamation a Transition Training Plan has been developed and is currently being delivered. This plan ensures on time training for employees to effectively manage the amalgamation process. A Learning and Development plan is currently being developed, including leadership programs, career development programs, on-boarding program and training identified via training needs analysis.
1.B.20	Maintain and review Code of Conduct in accordance with OLG Guidelines.	-	New Code of Conduct adopted on 14 September 2016.	All staff trained on policy.
1.B.21	Implement an Enterprise Risk Management System.	-	An Enterprise Risk Management system in place and is being harmonised to reflect the new organisational structure.	System is in place for the new organization.
1.B.22	Investigate and manage claims against the Council.	-	Council has a well-defined claims management system to manage claims within Council's policy and insurances framework and regularly reported to management.	Council has a well-defined claims management system to manage claims within Council Policy and Insurances framework and regularly reported to management.
1.B.23	Implement IT Help Desk for efficient internal customer service.	-	Business case for new system drafted for approval and implementation.	New IT service desk has been implemented across all Council sites and rolled out to all Council users.

▶▶

CODE	ACTION	ANNUAL TARGET	PERFORMANCE OF 6 MONTHS	ANNUAL ACHIEVEMENTS
1.B.24	Implement Disaster Recovery (DR) IT System.	-	To be reconsidered as part of 2017/18 Operational Plan for Bayside Council.	DR site has been established as part of the Council "cloud" solution.
1.B.25	Provide an efficient and effective records management service to the organisation.	-	Council's records management service is under review to harmonise policy, procedures and operating standards.	Decision has been made to engage a Project Manager, Information Access to manage the change process in moving to a single EDRMS and associate work.
1.B.30	Council IT hardware and software assets are renewed and maintained to provide ongoing service and operational capability.	-	Continued to maintain and renew hardware and software licence compliance to provide ongoing service and operational capabilities. Completed new handsets rollout for Eastgardens office and administration buildings within budget.	Cloud monitors are to be rolled out to all users aligning hardware across all sites. This process should be completed by end of October.
1.B.32	Maintain and develop appropriate Human Resources Management Policies to attract, develop and retain a skilled and motivated workforce.	-	An interim Recruitment Policy has been developed to ensure council is compliant with legislation during the amalgamation transition period.	A transition Recruitment Policy has been developed to ensure council is compliant with legislation during the amalgamation transition period. Further, a student engineer and planner program was developed and implemented as there are skill shortages across NSW in these areas. A partnership has been created with "Friendly Nation" to assist recently arrived Syrian refugees in areas where Council has experienced skill shortages.
1.B.33	Establish and maintain system to measure and monitor staff performance.	-	A performance management system is being developed and it is anticipated to be launched July 2017.	The performance management system for managers was launched in June 2017. The performance management system for employees is on track and will be launched in December 2017.
2.D	Develop and implement a Volunteer Program.	-	Volunteer program is on hold due to amalgamation and the development of a Volunteer Strategy.	Volunteer Strategy to be developed in 2017/18.

Sydney Airport and Port Botany

CODE	ACTION	ANNUAL TARGET	PERFORMANCE OF 6 MONTHS	ANNUAL ACHIEVEMENTS
1.B.15	Manage the Airport Business Unit.	-	Council has incorporated the Airport Business Unit within its Quarterly Financial Reporting to Council.	Council has incorporate the Airport Business Unit within its Annual Financial Report to Council.
2.F.18	Participate in Mayoral Aviation Council and other forums with the aim of minimising the impact of airport related activities on the surrounding community.	-	A Council representative attended SACL Community Forum in November 2016.	Council Representatives continue to attend the SACL Community Forums and SACL Liaison Meetings.
3.D.5	Provide advocacy and representations on traffic issues and freight movements associated with the development and operations of Port Botany and Sydney Airport.	-	Council is a member of the Port Botany Community Consultative Committee, the Botany Industrial Plant Consultative Committee, the Australian Mayoral Aviation Council, the Sydney Airport Planning Coordination Forum and the Sydney Airport Liaison Group. Council actively participates in these various forums and advocates on traffic issues and freight movements associated with both the Port Botany and Sydney Airport to minimise the effects on our communities.	Council is a member of the Port Botany Community Consultative Committee, the Botany Industrial Plant Consultative Committee, the Australian Mayoral Aviation Council, the Sydney Airport Planning Coordination Forum and the Sydney Airport Liaison Group. Council actively participates in these various forums and advocates on the traffic issues and freight movements associated with both the Port and Airport to minimise the effects on our communities. The Forum involved the airport CEO and senior staff as well as senior reps from relevant Commonwealth (DIRD / Airservices) and State government (Premier and Cabinet / Planning and Environment / Transport NSW / RMS / EPA) – reps from Sydney City Council / Bayside Council and Inner West Council as well as the Sydney Business Chamber and Sydney Airport Community Forum. Discussions were around development on-airport and associated off-airport transport systems and improvement works (Westconnex / Port Botany Rail link etc.

Planning for a New Council

CODE	ACTION	ANNUAL TARGET	PERFORMANCE OF 6 MONTHS	ANNUAL ACHIEVEMENTS
4.2.1.B.2	Lead the transition planning for the new Council.	June 2017 Transition milestones met.	A number of policies, processes and strategies has been developed and implemented to support the transition to the new Bayside Council.	Critical plans developed and funded by the New Council Implementation Fund.
4.4.2.A.1	Finalise the implementation of a new corporate asset management, finance and procurement application system expandable for any new Council entity.	Project plan targets met.	The One Council system was launched on 4 December 2016 at Bayside West and is expandable to Bayside East. A new project plan is being developed for the expansion.	The One Council system was launched on 4 December 2016 at Bayside West and is expandable to Bayside East. Expansion for cover all Council is underway.
4.4.4.A.2	Develop Workforce Strategy to support the new local government entity.	Annual review of vehicles completed.	The Workforce Strategy will be developed and finalised by December 2017.	A methodology to create a workforce strategy has been developed to ensure Bayside Council has the right human resources to deliver great service to the community. The work force plan will be finalised in April 2018.
4.4.4.A.3	Develop and implement policies, strategies and processes to support the transition to the new local government entity.	Refer to CPP31.	A number of policies, processes and strategies have been developed and implemented to support the transition to the new Bayside Council, for example: training programs, employee workshops and information meetings and recruitment Policy	A transition implementation plan was developed and implemented, several policies and processes were developed and implemented to ensure a smooth merger of the two former councils.
1.A.8	Implement Council's Vision 2040 Policy.	-	The Proclamation of Bayside Council on 9 September 2016 requires reconsideration of the Vision 2040 Policy to encompass the new Council.	The proclamation of Bayside Council on 9 September 2016 requires reconsideration of the Vision 2040 Policy to encompass the new Council.
1.B.04	Determine future of Mascot Administration Building.	-	To be reconsidered as part of Operational Plan 2017/18.	To be reconsidered as part of Operational Plan 2017/18.

High Customer Service Standards

MEASURE	RESULT
Council Statistics, IT system operating in excess of 95% of available time to public and staff (internal customer) (Bayside).	**Council now has approximately 150 within the IT monitoring system, operated with an availability of 99.9% in 2016/17.**
Community Survey, increasing customer satisfaction with the reliability and quality of Council's IT services (Bayside/Rockdale).	**Community Survey – Increasing Satisfaction with Council's financial management. (Baseline 2012).**

CODE	ACTION	ANNUAL TARGET	PERFORMANCE OF 6 MONTHS	ANNUAL ACHIEVEMENTS
4.1.2.A.5	Develop Customer Service Strategy 2016/17 actions.	Customer Service Framework adopted Implement cultural program	Customer Service Strategy for former Rockdale City Council completed. Strategy needs to be harmonised for the new Council.	Scope for Customer Service Strategy for Bayside Council developed. Strategy to be completed in 2017/2018.
4.1.2.A.6	Expansion of online customer self service.	Online transaction system implemented.	Bill Payment Solution in development for semi-automated self-service.	Online solution developed ready for launch as part of new Bayside website in September 2017.
4.1.2.A.7	Analyse customer requests and complaints recorded in the Customer Request Management System (completed within or outside of workflow timeframes).	4 quarterly reports completed.	Data on customer requests and complaints is recorded in the Customer Request Management System. Annual reporting will be undertaken.	Data on customer requests and complaints are recorded in Customer Request Management Systems across Bayside.
4.1.2.A.8	Participate in the National Local Government Customer Service Network Benchmarking Program and report performance.	Develop and implement strategies to address community need.	Participation in Benchmarking Program is being undertaken.	Participation in Benchmarking Program undertaken and complete.
1.A.07	Ensure effective community relations through the Eastgardens Customer Service Office.	-	This project is delayed to allow for integration of bookings system for Bayside Council and to be included as part of the planned establishment of Eastgardens Library and Customer Service Centre.	Eastgardens Library and Customer Service Centre to be opened in October 2017.

▶▶

CODE	ACTION	ANNUAL TARGET	PERFORMANCE OF 6 MONTHS	ANNUAL ACHIEVEMENTS
1.B.27	Implement strategies to ensure provision of efficient and effective customer service to meet Council and community expectations.	-	Customer Service Strategy for former Rockdale City Council completed. Strategy needs to be harmonised for the new Council.	Scope for Customer Service Strategy for Bayside Council developed. Strategy to be completed in 2017/2018.
1.B.28	Deliver excellent customer service with enhanced use of technology.	-	Customer Service standards continued with ongoing access to technology by consumers.	New Bayside Website will include online options for customers to register and pay.
1.B.29	Enhance the use of technology to provide increased service delivery and information services.	-	Completed the implementation of external WAN setup through data links and lines. Completed the configuration of the internal network connections to the WAN sites.	Links have been completed at Rockdale Administration Building, Mascot Administration Building, and Bexley Depot. The remaining links will be completed before the end of September.

STATUTORY REPORTING

LG Act Section 428 (3) & (4)

In addition to the progress reporting, Council reports on the following matters in accordance with the Local Government Act 1993, the associated (General) Regulation and other legislation.

Additional Information

Local Government Act 1993

Sec 428 (3) & (4)(b)	Condition of Public Assets
Sec 428 (4)(b) cl 217(1)(a1)	Elected Members
Sec 428 (4)(b) cl 217(1)(b) & (c)	Senior Staff
Sec 428 (4)(b) cl 217(1)(a)	Overseas Visits
Sec 428 (4)(b) cl 217(1)(a2)	Contracts Awarded
Sec 428 (4)(b) cl 217(1)(a4)	Private Works
Sec 428 (4)(b) cl 217(1)(a3)	Legal Proceedings
Sec 428 (4)(b) cl 217(1)(a5)	Financial Assistance
Sec 428 (4)(b) cl 217(1)(a6), (a7) & (a8)	External organisations
Sec 428 (4)(b) cl 217(1)(a9)	Equal Employment Opportunity
Sec 428 (4)(b) cl 217(1)(e)	Stormwater Management
Sec 428 (4)(b) cl 217(1)(e1)	Coastal Protection
Sec 428 (4)(b) cl 217(1)(f)	Companion Animals Act
Sec 508 & 508(a)	Special Rate Variations

Access to Information

Government Information (Public Access) Act 2009

Financial Statements

Local Government Act 1993

Due to the delay in having the audited financial statements for the former Council of the City of Botany Bay finalised, expected to be completed by 31 December 2017, Council has requested an extension to 31 March 2018 for Bayside Council's audited financial statements to be finalised, which has been approved by the Office of Local Government. The audited financial statements are therefore not included in this report. They will be separately published at a later date.

CONDITION OF PUBLIC ASSETS

Sections 428 (3) & 4(b)
IP&R Planning & Reporting Manual

Assets deliver important services to communities. A key issue facing Bayside Council is the management of ageing assets in need of renewal and replacement.

Infrastructure assets such as roads, drains, bridges, recreation and public buildings present particular challenges. Their condition and longevity can be difficult to determine. Financing needs can be large, requiring planning for large peaks and troughs in expenditure for renewing and replacing such assets. The demand for new and improved services adds to the planning and financing complexity.

The creation of new assets also presents challenges in funding the ongoing operating and replacement costs necessary to provide the needed service over the assets' full life cycle.

The former councils of the City of Botany Bay and Rockdale City both prepared Asset Management Strategies to assist the councils in improving the way it delivers services from infrastructure.

These reference strategies are:

▶ Asset Management Policy, Strategy and Plan, City of Botany Bay, 2012.
▶ Asset Management Strategy, Rockdale City Council, 2013-2025.

Both reference strategies remain current until they are reviewed by Bayside Council under the Integrated Planning and Reporting cycle.

Both strategies identify key assets under the control of the former councils, now Bayside, which include:

▶ Public Infrastructure assets:
  ▶ Transport, including road pavements, road edges, road islands, footpaths and paving, bridges;
  ▶ Buildings, including community buildings, administration buildings, operations buildings, library buildings, recreation buildings;
  ▶ Open Space, including active parks, passive parks, and furniture and land improvements;
  ▶ Stormwater, including pits, pipes, culverts, open drains, water quality management devices;
  ▶ Land.
▶ Service Delivery Infrastructure:
  ▶ Fleet, including vehicles, plant and equipment;
  ▶ Office, including information technology and communications.
▶ Library Resources.

Detailed information on the network evaluation of public assets, including scale of public asset inventory and condition rating, is included in detail in the reference strategies.

Additional details of the financial analysis of public assets may be found in the reference strategies, and in Special Schedule 7 to the audited financial accounts (to be published separately).

ELECTED MEMBERS

Administrator Fees

Following the amalgamation of the former councils of the City of Botany Bay and Rockdale City, the Minister for Local Government appointed an Administrator and determined the fee to be paid.

CLASSIFICATION	
Administrator Fees	$226,154

Council's Expenses and Facilities

Section 428 (4)(b) cl 217(1)(a1)

Council's Expenses and Facilities Policy can be found on the website. During the financial year, the amounts expended on the provision of facilities and payment of expenses is outlined in the table below. The Local Government (General) Regulations 2005, and Council's policy requires Council to itemise such expenditure incurred by the Administrator.

CLASSIFICATION	
Telephone Calls	$45.45
Conference & Seminars	$471.82
Training & Skill Development	0
Interstate Visits	0
Overseas Visits	0
Office Equipment	0
Spouse / Partner	0
Child / Family Care	0
Other Expenses *	$4904.42
Total	**$5421.69**

*Vehicle and Parking

SENIOR STAFF

Section 428 (4)(b) cl 217(1)(b) & (c)

A statement of the total remuneration comprised in the remuneration package of the general manager during the year that is to include the total of the following:

(i)   the total value of the salary component of the package;

(ii)   the total amount of any bonus payments, performance payments or other payments made to the general manager that do not form part of the salary component of the general manager;

(iii)   the total amount payable by the council by way of the employer's contribution or salary sacrifice to any superannuation scheme to which the general manager may be a contributor;

(iv)   the total value of any non-cash benefits for which the general manager may elect under the package;

(v)   the total amount payable by the council by way of fringe benefits tax for any such non-cash benefits.

GENERAL MANAGER

TOTAL TRP	SALARY	BONUS	SUPERANNUATION	NON-CASH BENEFITS	FBT FOR NON-CASH BENEFITS
390,767.30	283,965.79	0.00	68,029.75	26,021.32	12,750.44

All other Directors including those acting in the positions (amalgamated total for each category below):

A statement of the total remuneration comprised in the remuneration packages of all senior staff members (other than the general manager) employed during the year, expressed as the total remuneration of all the senior staff members concerned (not of the individual senior staff members) and including totals of each of the following:

(i)   the total of the values of the salary components of their packages;

(ii)   the total amount of any bonus payments, performance payments or other payments made to them that do not form part of the salary components of their packages;

(iii) the total amount payable by the council by way of the employer's contribution or salary sacrifice to any superannuation scheme to which any of them may be a contributor;

(iv)   the total value of any non-cash benefits for which any of them may elect under the package;

(v)   the total amount payable by the council by way of fringe benefits tax for any such non-cash benefits.

POSITION	PERIOD	TOTAL TRP	SALARY	BONUS	SUPERANNUATION	NON-CASH BENEFITS	FBT FOR NON-CASH BENEFITS
General Manager and Directors	9 September 2016 to 30 June 2017	1,061,357	888,077	0	83,821	60,007	29,452
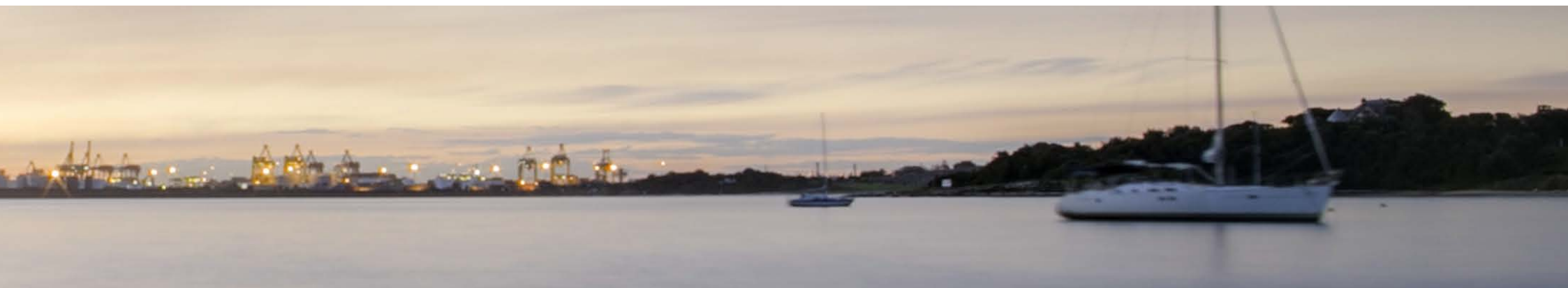
OVERSEAS VISITS

Section 428 (4)(b) cl 217(1)(a)

There were no overseas visits by the Administrator, Council staff and other council representatives during the financial year.

CONTRACTS AWARDED

Section 428 (4)(b) cl 217(1)(a2)

Council awarded the following major contracts during the financial year.

CONTRACTOR	GOODS OR SERVICES	CONTRACT VALUE
2020 Projects	Mascot Childcare Centre	$661,549.90
Camporeale Holdings Pty Ltd	Scarborough Park Amenities	$763,788
TPG	Provision of Data Link to Bayside Sites	$1,078,000.00
IQ3	Cloud Computing System	$1,779,691.20
Glascott Landscape & Civil Pty Ltd	SF16/1217 Cahill Park playground Construction – Stage 1 Works	$999,386.76
Patterson Building Group	Eastgardens Library and Customer Service Refurbishment	$2,950,269.09
Lanluas Consulting	Business Systems Consolidation (Former Rockdale / Botany to Bayside)	$149,600.00
Studio Thick	Website content analysis and new website prototype	$49,784.00
Mack Civil Pty Ltd	S16/96 Footpath, Kerb, Gutter and Pram Ramp Works	$555,440.43
Mack Civil Pty Ltd	S16/96 Footpath, Kerb, Gutter and Pram Ramp Works	$56,157.50
Contruction Partners	S16/96 Footpath, Kerb, Gutter and Pram Ramp Works	$448,206.83
Jezro Pty Ltd (Workin' Gear)	Manufacture and supply of Uniforms	$176,238.40

LEGAL PROCEEDINGS

Section 428 (4)(b) cl 217(1)(a3)

The following is a summary of legal proceedings and associated costs incurred during the financial year. The cost do date amounts shown are unaudited as the audit of the financial statements has not been completed at the time of this report.

Legal Proceedings Taken by Council

PLANNING AND DEVELOPMENT MATTERS

Class 4 matters are generally actions instigated in the Court by Council to stop illegal building works, illegal uses or non-compliance with Conditions of Consent.

NAME	ISSUES	STATE OF PROGRESS	RESULT (IF FINALISED)	COST TO DATE
Juan He	Class 4 action – Unauthorised use of premises	Finalised	Land and Environment Court – Consent Orders made and $4,000 professional costs awarded	$23,596
Thu Thuy Nguyen	Class 4 action – Unauthorised use of premises	Finalised	Land and Environment Court Consent Orders made and $3,000 professional costs awarded	$34,807
Yin Fengzhu	Class 4 action – Unauthorised use of premises	Finalised	Land and Environment Court Consent Orders made and $6,548 professional costs awarded	$18,216
John Tripolitis	Class 4 action - Fail to comply with EP&A Act Order	Finalised	Land and Environment Court Orders made	$17,983

OTHER MATTERS

NAME	ISSUES	STATE OF PROGRESS	RESULT (IF FINALISED)	COST TO DATE
Hussam Chachnie	Local Court defended Penalty Notice - Development not in accordance with consent - Individual	Finalised	Matter withdrawn by Council	$1,737
Plamen Chotchov	District Court appeal against Local Court penalty imposed (parking Penalty Notice)	Finalised	Fined $175 – Professional costs of $500 awarded	$500
Frank Russo and Vitina Russo	Local Court action- Fail to comply with EP&A Act Order	Finalised	Order complied	$27,477

Legal Proceedings Against Council

PLANNING AND DEVELOPMENT MATTERS

Class 1 matters are generally those appeals by an applicant against a Council decision to refuse an application or to vary a Condition of Approval.

NAME	ISSUES	STATE OF PROGRESS	RESULT (IF FINALISED)	COST TO DATE
Roman Bicioc	Land and Environment Court Class 1 Appeal against Council Order (EP&A Act)	Finalised	Land and Environment Court matter withdrawn by Council and Order revoked.	$5,494
Bernabe Ramos	Land and Environment Court Class 2 Appeal against Council Order (Local Government Act	Finalised	Land and Environment Court Section 34 agreement – Orders made	$8,360

OTHER MATTERS

NAME	ISSUES	STATE OF PROGRESS	RESULT (IF FINALISED)	COST TO DATE
Various Karimbla Properties	Land and Environment Court Proceedings regarding categorisation for rating purposes	Continuing	Land and Environment Court judgement but awaiting orders	$52,740
Goodman and Others	Supreme Court of NSW Proceedings regarding recovery of monies from misappropriation resulting from ICAC "Operation Ricco".	Continuing	-	$385,880

PRIVATE WORKS

Section 428 (4) (b) cl 217 (1) (a4)

Council did not resolve to undertake Private Works in accordance with Section 67 of the Local Government Act 1993 during the financial year.

FINANCIAL ASSISTANCE

Section 428 (4)(b) cl 217(1)(a5)

Council provided financial assistance and made contributions and grants as follows:

RECIPIENT	AMOUNT ($)	RECIPIENT	AMOUNT ($)
Al Zahra College	200	Egyptian National Day activities	2,950
Alsadeq Arabic Association Inc.	5,000	CO.AS.IT Italian Association of Assistance	500
Arncliffe Public School	200	Daceyville Public School	200
Arncliffe Scots Baseball Club Inc.	50,000	Eastlakes Public School	200
Arncliffe West Infants School	200	Embassy of the Republic of Macedonia	5,000
Astoria Paper Egyptian Day	317	Events Festivals & Weddings P/L	865
Athelstane Public School	200	Exodus Youth Worx	50,000
Australia Day Bowls Event 2016	500	Greek Seniors of Rockdale	500
Australia Day Botany Bay Regatta	950	Holistic Wellbeing Club	500
Australian Humanitarian Appeal	2,000	Indoor staff Christmas 2016	1,512
Banksmeadow Public School	200	JJ Cahill Memorial High School	200
Bardwell Park Infants School	200	James Cook Boys Technology H.S	200
Bay City Care	5,000	Kingsgrove High School	200
Bayside fun run 2017 St George District	3,000	Kingsgrove Public School	200
Bethany College Hurstville	200	Kyeemagh Infants Public School	27,632
Bexley Golf Club	500	Kyeemagh Infants School	200
Bexley North Public School	200	Kytherian Association of Australia	5,000
Bexley Public School	200	Macedonian Australian Pensioners Group	500
Botany Public School	200	Marist College Kogarah	200
Brighton Le Sands Public School	200	Mascot Junior Rugby League Football Club	3,000
Brighton Rockdale Anglican Church of Australia	1,484	Mascot Public School	200
Cairnsfoot Special School	200	Matraville Public School	200
Carlton Public School	200	Moorefield Girls High School	200

▶▶ ▶▶

RECIPIENT	AMOUNT ($)	RECIPIENT	AMOUNT ($)
Moving Forward DFV Case Management Services Inc.	7,458	St George College of TAFE	200
New South Wales Athletic League	5,000	St George District Athletic Club Inc.	1,500
Nurses on Wheels	380	St George Historical Society	1,500
OEEGA NSW	1,000	St George North Anglican Church	1,493
Our Lady of Fatima School	200	St George School	200
Outdoor Staff Christmas	1,110	St George-Sutherland Speech Dr.	500
Pagewood Botany Football Club Inc.	51,499	St Joseph Italian Pensioners Group	500
Pagewood Public School	200	St Joseph's Primary School	200
Pakistani Australian Women's Association Inc.	1,500	St Mary's & St Mina's Coptic	200
Paypal - Egyptian Day	13	St Mary's Star of the Sea Primary School	200
Project Youth Inc.	5,000	St Michael's Catholic School	200
Ramsgate Public School	200	St Therese's Primary School	200
Rockdale Staff Outdoor Social Club	1,300	St Thomas Moore School	200
Recreation Sports & Aquatics Club	4,750	St Ursula's College	200
Rockdale Community Services Inc.	1,500	Sunnyfield	33,822
Rockdale Public School	200	Sydney Technical High School	200
Rod's Sound & Lighting Service	453	The Bay Community Garden Group	10,000
Sans Souci Public School	200	The Deli Women & Children's Centre	1,500
Shopfront Theatre for Young People	50,000	The Knights of St George Heart	65
South Eastern Community Connect	49,002	The Shepherd Centre - For Deaf Children	5,000
St Bernards Catholic Primary School	200	TS Sirius - Parents & Citizens Community Inc	4,436
St Dominic Saviour School	200	Windgap Foundation	1,500
St Francis Xavier Primary School	200	Women's Community Shelters Ltd	50,000
St Gabriel's Primary School	200	Woolworths - Egyptian Day	38
St George Children with Disabilities Inc.	25,000	**Total**	**492,128**

▶▶

EXTERNAL ORGANISATIONS

Council participated in various ways in the following external bodies, including corporations, partnerships, trusts, joint ventures, syndicates or other bodies.

External Bodies with Council Delegation

Section 428 (4)(b) cl 217(1)(a6)

There are no external bodies which carry out functions delegated by Council. However, on 14 December 2016, Council resolved to establish an Independent Hearing and Assessment Panel, referred to as the 'Bayside Planning Panel'. It comprises appropriately qualified people independent of Council as well as community representatives.

The Bayside Planning Panel is charged with determining a range of development applications on behalf of Council and reviewing and making recommendations to the Council about planning proposals. Panel determinations are made as independent assessments consistent with the Local Environment Plan and Development Control Plans, adopted by Council.

Controlling Interest by Council

Section 428 (4)(b) cl 217(1)(a7)

Council has no controlling interest in companies or other bodies.

Participation by Council

Section 428 (4)(b) cl 217(1)(a8)

Council participates in the following external forums in order to further its objectives. Such forums are often community bodies or groups of councils with a particular interest and these are listed below:

AUSTRALIA DAY BOTANY BAY REGATTA COMMITTEE

Organises, conducts and promotes water-based activities for Australia Day.

AUSTRALIAN MAYORAL AVIATION COUNCIL

Represents aviation interests of councils that have airports in their area.

BAYSIDE BUSINESS ENTERPRISE CENTRE

A non-profit organisation that promotes and supports small business.

BAYSIDE FLOODPLAIN RISK MANAGEMENT COMMITTEE

This Committee has a number of community representatives including technical Council staff along with up to three (3) Councillor Representatives. Council chairs meetings of the Committee. Its main objective is to assist Council with the development and implementation of one or more floodplain risk management plans for its service area.

BOTANY HISTORICAL TRUST

The Botany Historical Trust was established in 1994 with the then Council of the Municipality of Botany Bay nominated as Trustee. The primary role of the Trustee under the Trust Deed is to acquire, preserve and display historic artefacts and records from and of the Botany Bay area for the people of the then local government area. While the Trust Deed allows for successors of the Council of the City of Botany Bay namely now Bayside Council, it limits its activities to the Botany Bay area.

CALD PARTNERSHIPS

Culturally and Linguistically Diverse (CALD) initiatives are delivered through a memorandum of understanding with Skills Council of Australia, and other partnering arrangements with Advanced Diversity Services, local and state government agencies, health organisations, educational institutions and other community organisations.

CIVICRISK INSURANCE GROUP

Council is a member of three related organisations delivering insurances to Council (as described below).

(i)   CivicRisk Mutual (previously named United Independent Pools)

CivicRisk Mutual is a Local Government discretionary mutual set up in 2005 to provide a variety of general insurances to its 16 member Councils. These include but are not limited to Property, Motor Vehicle, Councillor/Directors and Officers cover.

(ii)   CivicRisk Metro

CivicRisk Metro (previously named Metro Pool) was established approximately 30 years ago when public liability and professional indemnity insurance was almost impossible to obtain for Local Councils. The member Councils joined together pooling their resources to create a self-insured fund with a higher level of insurance purchased collectively from the market. The insurance Pool has successfully delivered public liability protection for its member Councils and is regarded as the most successful example of Councils working together in partnership. The pool has protected the members from the cyclical nature of the insurance market with an objective to maintain excellent coverage for its members and stability in contributions. CivicRisk Metro also ensures that its members apply an enterprise risk management philosophy by providing training, support and professional development to meet the member's needs.

(iii) Mutual Management Services

Mutual Management Services Ltd (MMS) is a company limited by guarantee and was created to provide administration services to the 3 CivicRisk self-insurance pools CivicRisk West (previously Westpool), CivicRisk Metro (previously Metro Pool) and CivicRisk Mutual (previously United Independent Pools). MMS operates as a mutual for the benefit of the members who are the 16 Councils which make up our combined CivicRisk membership being Bayside, Blacktown, Blue Mountains, Burwood, Camden, Cumberland, Fairfield, Hawkesbury, Hunters Hill, Kiama, Lane Cove, Liverpool, Parramatta, Penrith, Shellharbour and Wollongong.

MMS was created to move the administration staff and responsibilities from Westpool (now CivicRisk West) to a separate entity that provides the services to all 3 pools. The creation of the administration company was an internal structure change to assist with meeting commercial obligations rather than a change in the underlying operations. MMS holds an Australian Financial Services License (AFSL) number 493789 which ensures it meets the ASIC obligations for the management of the 3 CivicRisk insurance Pools.

COOKS RIVER ALLIANCE BOARD

An association of councils, implementing a strategic plan for the Cooks River Catchment.

GEORGES RIVER COMBINED COUNCILS COMMITTEE (GRCCC)

The GRCCC is a formal group of nine Councils, as well as community and agency representatives in the Georges River catchment, whose mission is to advocate for the protection, conservation and enhancement of the health of the Georges River, by developing programs and partnerships, and by lobbying government organisations and other stakeholders.

LYDHAM HALL MANAGEMENT COMMITTEE

Lydham Hall is one of the oldest homes in the St George area and dates back to the 1860s. The Committee comprises a group of volunteers and Councillors who meet on a regular basis to run and administer the historical Lydham Hall for functions including weddings and morning teas.

METROPOLITAN MAYORS ASSOCIATION

An association of the Sydney councils focused on coordination, advocacy and action on matters of shared concern of all councils in the Sydney metropolitan area.

NSW METROPOLITAN PUBLIC LIBRARIES ASSOCIATION

Represents the concerns of local government libraries in the Greater Sydney Region to the State and Federal Governments.

ROCKDALE COMMUNITY NURSERY, MANAGEMENT COMMITTEE

The purpose of this committee is to direct the operations of the nursery by providing guidance, professional advice, funding and community support to the Nursery Manager. The committee is made up of representatives from Council and the Intellectual Disability Foundation of St George.

SOUTHERN SYDNEY REGIONAL ORGANISATION OF COUNCILS (SSROC)

SSROC is an association of 11 municipal and city councils in the southern area of Sydney. SSROC provides a forum for the councils to deal with common issues, particularly those that cross boundaries. Key issues include planning, environment, transport, sustainability, procurement and waste management.

SYDNEY COASTAL COUNCILS COMMITTEE

The Sydney Coastal Councils Committee is a group of 15 councils established to promote coordination between member councils on environmental issues relating to the sustainable management of the urban coastal environment.

EQUAL EMPLOYMENT OPPORTUNITY

Section 428 (4)(b) cl 217(1)(a9)

Implementation of EEO Plan

Council's Equal Employment Opportunity (EEO) Management Plan sets out six primary objectives, that aim to:

1. Create a diverse and skilled workforce, one that reflects the diversity of the organisations communities.

2. Create a workplace culture that displays fair practices and behaviours.

3. Create a workplace free of discrimination, bullying and harassment.

4. Target EEO groups through employment.

5. Ensure that all prospective employees are given equal opportunity when applying for a position at Council.

6. Provide equal opportunity to all staff to advance their careers and/or to maximise their potential.

During the financial year a number of initiatives were implemented against Council's EEO objectives.

IN REGARD TO OBJECTIVE 1:

▶ Council had entered into a Partnership with Settlement Services International participating in the Friendly Nation initiative, four employees have been employed through this partnership.

▶ A graduate program was developed and implemented and six students are participating in this program.

▶ The gender balance has substantially improved in the Leadership Team, 47% of the leadership team are female.

▶ A number of staff across Council were recognised and rewarded for additional skills being utilised through Council's Skills Assessment processes.

▶ The collection of data on our culturally diverse workforce will progress with the upgrade of the Human Resources Information Management System, from CHRIS 21 to iCHRIS.

IN REGARD TO OBJECTIVE 2 AND 3:

▶ Council developed and implemented its Performance, Planning & Review System which has been designed to provide feedback on performance and on the key workplace behaviours and focus competencies displayed by staff.

▶ Council undertook a Council-wide project to discover the values we demonstrate when we do our work well. The values identified will form the foundation that underpins how we do things at Bayside Council.

▶ Council developed and implemented a Bullying and Harassment Policy.

▶ All staff were trained in Bayside Council's Code of Conduct and EEO requirements.

▶ Council developed and implemented its new structure to create maximum service delivery to the community and to ensure fairness and the optimal behaviours to serve the community.

IN REGARD TO OBJECTIVE 4:

Council's low staff turnover rate (12.9%) limited employment opportunities for EEO target groups. However the year again saw Council facilitate a number of work placement for students from both secondary and tertiary institutions.

IN REGARD TO OBJECTIVE 5 AND 6:

▶ Council developed and implemented the NSW State Government Capability Framework to ensure council recruit, develop and manage its people fairly and equitably whilst assessing their performance.

▶ Council developed and completed its Recruitment and Selection policies against the ICAC Guidelines, and the legislation and the requirements in an amalgamation situation to ensure Council's 'merit based' system continues to enhance equality and fairness and training in Selection Practices was provided.

▶ A comprehensive Learning and Development Program was implemented and 1208 employees attended internal and external training courses.

STORMWATER MANAGEMENT

Section 428 (4)(b) cl 217(1)(e)

As a result of increased urbanisation, councils are faced with an increasing financial burden of managing the quantity and quality of stormwater runoff. Council levied an annual charge during the financial year for stormwater management services. The stormwater management service charge, which is levied against privately owned urban land, assists with funding the cost of providing new or additional stormwater management services for the community. The services will result in a stormwater system that provides a cleaner and safer environment for the local community.

The following projects were funded during the financial year:

▶ Reconstruction of headwall and flexible outlet at the foreshore to Cahill Park.

▶ Installation of tide flaps at Marsh Street.

▶ Repair to Kookaburra Lane, Kingsgrove.

▶ Botany Bay Foreshore Flood Study was completed.

▶ Flood study for Birds Gully and Bunnerong Creek commenced.

▶ Flood Risk Management Study and Plans were substantially advanced for Springvale Drain and Floodvale Drain, Flood Risk Management Study and Mascot, Eastlakes, Rosebery Risk Management Plan and Mitigation Strategy.

▶ Isaac Smith Street, Daceyville works.

▶ Park Parade and Firmstone Reserve, Pagewood.

▶ Aylesbury Street, Botany.

▶ Sutherland Street, Botany.

▶ Designs completed for Edgehill Street, Botany in conjunction with adjacent development.

▶ Design completed for Bronti and Beresford Streets, Mascot.

COASTAL PROTECTION

Section 428 (4)(b) cl 217(1)(e1)

Council did not levy an annual charge for coastal protection services during the financial year.

COMPANION ANIMALS

In accordance with the 'Guideline on the Exercise of the Functions under the Companion Animals Act', a summary of the activities of Council during the financial year are provided.

Pound Data Collection Returns

Pound data collection returns were submitted to the Office of Local Government.

Data Relating to Dog Attacks

Council investigated 33 dog attack reports, ensuring all attacks were entered into the Companion Animals Register within 72 hours.

Companion Animal Management Expenditure

$185,911 was the cost to Council on animal management, education, control and pound facilities.

Companion Animal Community Education Programs

An education program providing information to the community on the lawful reasons for the seizure of cats was continued by Council resulting in an ongoing reduction in the number of cats being transported to the Pound.

Strategies for Alternatives to Euthanasia for Unclaimed Animals

In relation to section 64 of the Companion Animals Act, all dogs and cats associated with Council are kept at the Sydney Dogs and Cats Home Inc (the Pound). A total of 440 cats and 310 dogs were received by the Pound for this reporting period and they continue their successful re-homing program for pets with 55 or 18% of dogs and 234 or 53% of cats re-homed during the year. Further, 243 or 78% of dogs and 18 or 2% of cats seized were reunited with their owners.

Strategies to Promote and Assist the Desexing of Dogs and Cats

Desexing of dogs and cats is promoted in the following ways:

- ▶ Information on desexing of Companion Animals on Council's website
- ▶ Promotion by Regulations Inspectors as they deal with pet owners while investigating complaints
- ▶ Distribution of Cat Protection Society pamphlets by Regulations Inspectors
- ▶ Publicising discounted cat de-sexing programs run by the Cat Protection Society at Council's Customer Service Centre.

Off-Leash Areas

Eleven strategically located 'dogs off-leash' exercise areas continued to be maintained throughout Bayside Council. The locations are promoted on Council's website and Council's Regulations Inspectors also provide information to dog owners encouraging the use of the designated exercise areas.

Companion Animals Fund Details

$90,224 was generated in animal registration and fines income which was put towards the $276,145 for companion animal management and control, being $94,229 for pound services, $77,800 for contracted animal seizure / impounding, and $104,116 for staff and other resources associated with Regulatory enforcement.

SPECIAL RATE VARIATIONS

Section 508 & 508(a)

Council has two levies arising from three approved Special Rate Variations. The additional income raised through these levies (and the movement in the associated reserves) is shown in Note 6(c) of the Financial Statements which will be published separately.

Safer City Program

The Safer City Program contributes to the Delivery Program's Outcome 1 'Rockdale is a welcoming and creative city with active, healthy and safe communities', and in particular Objective 1.2 'Our community feels safe in their homes, workplace and in public spaces'.

It is funded by the Community Safety Levy (Special Rate Variation), which came into effect on 1 July 2007 and continues in perpetuity, yielding $287,205 in the financial year.

The Safer City Program has three key components:

▶ Graffiti – assessment and removal;

▶ CCTV – maintenance and coordination of facility;

▶ Community safety vandalism and education.

Graffiti was removed from 2,555 different sites during the 2016/17 financial year. A total of 5,799m^2 was removed as shown in the table.

This represents a reduction of 789m^2 over the 2016/17 financial year.

GRAFFITI REMOVED			
Month	2014/15 Area (m^2)	2015/16 Area (m^2)	2016/17 Area (m^2)
July	476	407	554
August	466	550	335
September	350	507	418
October	580	652	401
November	444	531	392
December	527	613	505
January	473	711	360
February	673	807	534
March	542	431	452
April	562	430	595
May	724	373	633
June	508	575	620
Total	**6,325**	**6,588**	**5,799**

A summary of the expenditure for the various financial years is shown in the table:

SAFER CITY PROGRAM	2010/11	2011/12	2012/13	2013/14	2014/15	2015/16	2016/17
Graffiti	$108,000	$104,000	$104,966	$84,430	$99,006	$91,050	$94,308
CCTV	$14,000	$59,000	$4,949	$44,076	$33,546	$145,400	59,135
Community safety and vandalism education	$152,000	$161,000	$136,480	$128,826	$152,400	$150,550	$133,763
Total	$274,000	$324,000	$246,395	$257,332	$284,952	$387,000	$287,205

Infrastructure Program

A special rate variation program was approved to assist the former Rockdale City Council in partly meeting the funding gap for the renewal of assets. The program includes renewal and replacement works on community buildings; public amenities, kerb and guttering; sporting facilities; parks and playgrounds as well as town centre improvements.

The following table lists projects, the status as at 30 June 2017 and identifies projects for 2017/2018.

If projects have not yet commenced, the financial year in which they are programmed are indicated with ✗ in the table below.

CIVIL INFRASTRUCTURE	SUBURB	2016/17 ACHIEVEMENT	2016/17	2017/18
Kerb and guttering rehabilitation.	-	Program complete. Ongoing annual program.	✗	✗
Resheet and rehabilitation of road pavements.	Various	Contract awarded. Works programmed July – September. Ongoing annual program.	✗	✗
Alfred Street north car park.	Ramsgate Beach	-		✗
Cook Park – Banks/Solander Street Car Park rehabilitation.	Monterey	-		✗

THRIVING TOWN CENTRES PROGRAM	SUBURB	2015/16 ACHIEVEMENT	2016/17	2017/18
Ramsgate Beach Thriving Town Centre.	Ramsgate Beach	Works substantially complete.	✗	✗
Wollongong Road.	Arncliffe	-		✗

PLAYGROUND AND PARK IMPROVEMENTS	SUBURB	2015/16 ACHIEVEMENT	2016/17	2017/18
Safety renewals program to meet compliance requirements.	Various Locations	Complete. Ongoing program.	✗	✗
Silver Jubilee Park – Playground upgrade.	Bardwell Valley	Project complete.	✗	
Cahill Park (Sect 94 to supplement) – Playground upgrade.	Wolli Creek	Construction well underway. Scheduled completion in September 2017.	✗	✗
Slade Road Reserve – Playground upgrade.	Bardwell Park	Project complete.	✗	
Cook Park.	Ramsgate Beach	Design complete. Project coordinated with Stronger Communities Fund proposal for Pine Park. Playground will proceed as first stage.	✗	✗
Highgate Street Reserve.	Bexley	-		✗

▶▶

				2016/17	2017/18
Yamba Woora Reserve.	Rockdale	-			✘
Kingsgrove Avenue Reserve.	Kingsgrove	-			✘
Charles Daly Reserve.	Bardwell Park	-			✘
Shaw Street Reserve.	Bexley North	-			✘
Scott Park – Minor equipment replacement.	Sans Souci	-			✘
Seaforth Park – Embellishment.	Bexley	-			✘

SPORT & RECREATION	SUBURB	2015/16 ACHIEVEMENT	2016/17	2017/18
Scarborough Park.	Kogarah	Masterplan prepared.	✘	✘
Scarborough Park – Cricket net replacement.	Kogarah	-		✘
Frys Reserve – Cricket net replacement.	Kogarah	-		✘
Cycleway rehabilitation.	Various	Rehabilitation of lines and signs.		✘
Gardiner Park – Stabilisation of embankment.	Banksia	-		✘

COMMUNITY BUILDINGS AND PUBLIC AMENITIES	SUBURB	COMMENT	2016/17	2017/18
Cook Park opposite Emmaline Street public amenities.	Ramsgate Beach	Under construction.	✘	
Depena Reserve – South amenities.	Dolls Point	Scope revised – Consolidation of three amenity buildings into one facility. South amenities to be demolished.		✘
Jack & Jill Preschool.	Bexley	Completed – Provision of accessible ramp from Queen Victoria Street.	✘	
Arncliffe Preschool.	Arncliffe	Completed stage 1 of structural repairs.	✘	✘
Bicentennial Park Central Amenities.	Rockdale	Location of building endorsed by the Sport & Recreation Advisory Committee. Revised program under development. Location to be coordinated with proposed basketball court.	✘	✘
Wilson's Cottage heritage item.	Rockdale	Statement of Heritage Significance complete. Lodgement of plans with NSW Office of Environment and Heritage.	✘	✘

▶▶

			2016/17	2017/18
Bexley Oval Toilets and Kiosk.	Bexley	Design complete, project tendered. Construction scheduled to commence September 2017.	✖	
Scott Park Toilet Block.	Sans Souci	Design only in 2016/17. Construction in 2017/18.	✖	✖
Depena Reserve Toilets West.	Dolls Point	Demolition only – not to be replaced. Project rescheduled with other building works in Depena Reserve.	✖	✖
Old St David's Church.	Turrella	Building works complete. Minor landscaping programmed for Spring 2017.	✖	
Scarborough Park – Barton Street amenities (near bridge) – Demolition only.		Scarborough Park central amenities extended to include new public toilets. Old block now redundant.		✖
Tonbridge Street Reserve Amenities and Kiosk.	Ramsgate Beach	Design complete. Construction is due to commence in September 2017 and scheduled for completion in March 2018.	✖	✖
Administration Building refurbishment.	Rockdale	-		✖
Kyeemagh Boat Ramp Reserve.	Kyeemagh	Project to be brought forward due to successful grant application. Concept design complete.		✖

FORESHORE INFRASTRUCTURE	SUBURB	COMMENT	2016/17	2017/18
Cahill Park Seawall – Preliminary assessment.	Wolli Creek	-		✖
Sandringham Seawall – Repairs.	Sandringham	-		✖
Brighton Le Sands Boardwalk – Stage 2 decking replacement.	Brighton Le Sands	-		✖
Dune restoration.		-		✖
Bestic Street to Rowley Street.	Kyeemagh	-		✖
Beach access improvement.	Sans Souci	-		✖
Swimming net renewals.	Sans Souci	-		✖

CODE OF CONDUCT COMPLAINTS

Sections 440 and 440 AA (Local Government Act 1993)

In accordance with Part 12 of the Code of Conduct Procedures, details of complaints made during the period of 1 September to 31 August in each year are now provided.

Introduction

Bayside Council has adopted Code of Conduct Procedures based on the 'Model Code Procedures', which are prescribed for the purposes of the administration of the Model Code of Conduct for Local Councils in NSW (the Model Code).

The Model Code and Model Code Procedures are made under sections 440 and 440AA respectively of the Local Government Act 1993 and the Local Government (General) Regulation 2005.

The Procedures support Council's Code of Conduct. They outline the administrative framework, including how complaints are made and managed, and reporting requirements. This report fulfils the requirements of the legislation and the Procedures.

Bayside Council's Commitment

Council is committed to setting, promoting and expecting ethical and behavioural standards that are higher than the abovementioned Model Code. In particular, Council's Code and the Gifts and Benefits Policy require that:

In normal circumstances, all gifts and / or benefits offered to a Council official of Bayside Council are to be declined. No gift or benefit will be personally retained by a Council official.

Council has appointed a Complaints Coordinator and is committed to managing the complaints process with rigor, impartiality and in accordance with the Procedures.

The statistical information on Code complaints (about the Mayor, Councillors [or Administrator] and General Manager) is to be reported to Council within 3 months of the end of September of each year.

For the relevant period (1 September 2016 to 31 August 2017) Council was under administration from 9 September 2016 ceasing on 9 September 2017. The Administrator was subject to the reporting requirements.

Statistical Information on Code Complaints (1/9/2016 – 31/8/2017)

DETAILS	NUMBER
The total number of Code of Conduct complaints made about the Administrator and the General Manager under the Code of Conduct in the year to September.	0
The number of Code of Conduct complaints referred to a conduct reviewer.	0
The number of Code of Conduct complaints finalised by a conduct reviewer at the preliminary assessment stage and the outcome of those complaints.	0
The number of Code of Conduct complaints investigated by a conduct reviewer.	0
The number of Code of Conduct complaints investigated by a conduct review committee.	0
Without identifying particular matters, the outcome of Code of Conduct complaints investigated by a conduct reviewer or conduct review committee under these procedures.	Nil
The number of matter reviewed by the Office and, without identifying particular matters, the outcome of the reviews.	0
The total cost of dealing with Code of Conduct complaints made about the Administrator and the General Manager in the year to September, including staff costs.	$0

PUBLIC INTEREST DISCLOSURES

Council has adopted a Public Interest Disclosures Policy in accordance with the requirements of the Public Interest Disclosures Act 1994. The Policy provides a mechanism for Council officials to make protected disclosures about serious wrongdoing.

There was one (1) public interest disclosure received by Bayside Council during the 2016/17 reporting year and it was referred to the Independent Commission Against Corruption (ICAC). No response has been received.

ACCESS TO INFORMATION

Government Information (Public Access) Act 2009 – Section 125

Activity Report

The Government Information (Public Access) Act 2009 gives members of the public a means to access Government Information. Information is restricted only when there is an overriding public interest against disclosure. Allowing access to Council information and documents engenders a more open, accountable, fair and effective government.

Council received 1058 requests for information in this reporting period. Forty four formal access applications were received. All other requests were dealt with as open or informal requests.

Council is proud of these statistics as it indicates information is being provided informally, without requiring a formal access application and accompanying fee, and facilitating improved public access to Government Information in accordance with the intentions of the GIPA Act.

Obligations under the GIPA Act

Review of Proactive Release Program – Clause 7(A)

Under Section 7 of the GIPA Act, agencies must review their programs for the release of government information to identify the kinds of information that can be made publicly available. This review must be undertaken at least once every 12 months.

Our agency's program for the proactive release of information involves identifying documents and information consistently applied for, and making these documents available online where possible.

Throughout this reporting period Council received an increased number of requests to view Complying Development documents submitted to Council by Private Certifiers.

As a result of this review Council is currently investigating options to make these documents more accessible to the public, which may include making the documents available online, subject to copyright restrictions.

Number of Access Applications Received – Clause 7(B)

During the reporting period, our agency received a total of 44 formal access applications (including withdrawn applications but not invalid applications). Two applications were brought forward from the previous reporting period and decided during this reporting period. Forty two formal access applications in total were decided in this reporting period.

Number of Refused Applications for Schedule 1 Information – Clause 7(C)

During the reporting period, our agency refused no requests because the information requested was information referred to in Schedule 1 of the GIPA Act.

Statistical information about access applications – Clause 7(d) and Schedule 2

TABLE A: NUMBER OF APPLICATIONS BY TYPE OF APPLICANT AND OUTCOME*								
	Access granted in full	Access granted in part	Access refused in full	Information not held	Information already available	Refuse to deal with application	Refuse to confirm or deny whether information is held	Application withdrawn
Media	0	0	0	0	0	0	0	0
Members of Parliament	0	0	0	0	0	0	0	0
Private sector business	19	0	0	1	0	0	0	1
Not-for-profit organisations or community groups	2	1	0	0	0	0	0	0
Members of the public (application by legal representative)	10	0	0	3	0	0	0	0
Members of the public (other)	6	1	0	0	0	0	0	0

TABLE B: NUMBER OF APPLICATIONS BY TYPE OF APPLICATION AND OUTCOME								
	Access granted in full	Access granted in part	Access refused in full	Information not held	Information already available	Refuse to deal with application	Refuse to confirm or deny whether information is held	Application withdrawn
Personal information applications	0	0	0	0	0	0	0	0
Access applications (other than personal information applications)	37	1	0	4	0	0	0	1
Access applications that are partly personal information applications and partly other	0	1	0	0	0	0	0	0

TABLE C: INVALID APPLICATIONS	
Reason for invalidity	*Number of applications*
Application does not comply with formal requirements (section 41 of the Act)	0
Application is for excluded information of the agency (section 43 of the Act)	0
Application contravenes restraint order (section 110 of the Act)	0
Total number of invalid applications received	0
Invalid applications that subsequently became valid applications	0

TABLE D: CONCLUSIVE PRESUMPTION OF OVERRIDING PUBLIC INTEREST AGAINST DISCLOSURE: MATTERS LISTED IN SCHEDULE 1 OF THE ACT	
*	*Number of times consideration used**
Overriding secrecy laws	0
Cabinet information	0
Executive Council information	0
Contempt	0
Legal professional privilege	0
Excluded information	0
Documents affecting law enforcement and public safety	0
Transport safety	0
Adoption	0
Care and protection of children	0
Ministerial code of conduct	0
Aboriginal and environmental heritage	0

TABLE E: OTHER PUBLIC INTEREST CONSIDERATIONS AGAINST DISCLOSURE: MATTERS LISTED IN TABLE TO SECTION 14 OF THE ACT	
	Number of occasions when application not successful
Responsible and effective government	0
Law enforcement and security	0
Individual rights, judicial processes and natural justice	0
Business interests of agencies and other persons	1
Environment, culture, economy and general matters	0
Secrecy provisions	0
Exempt documents under interstate Freedom of Information legislation	0

TABLE F: TIMELINESS	
	Number of applications
Decided within the statutory timeframe (20 days plus any extensions)	44
Decided after 35 days (by agreement with applicant)	0
Not decided within time (deemed refusal)	0
Total	**44**

TABLE G: NUMBER OF APPLICATIONS REVIEWED UNDER PART 5 OF THE ACT (BY TYPE OF REVIEW AND OUTCOME)			
	Decision varied	*Decision upheld*	*Total*
Internal review	O	O	O
Review by Information Commissioner*	O	O	O
Internal review following recommendation under Section 93 of Act	O	O	O
Review by NSW Civil and Administrative Tribunal	O	O	O
Total	**O**	**O**	**O**

TABLE H: APPLICATIONS FOR REVIEW UNDER PART 5 OF THE ACT (BY TYPE OF APPLICANT)	
	Number of applications for review
Applications by access applicants	O
Applications by persons to whom information the subject of access application relates (see Section 54 of the Act)	O

Download the "Administrator's End of Term Report on Council's website at:

www.bayside.nsw.gov.au/EndOfTermReport

![Administrator's End of Term Report cover — Bayside Council, Serving Our Community. 9 September 2016 to 9 September 2017]
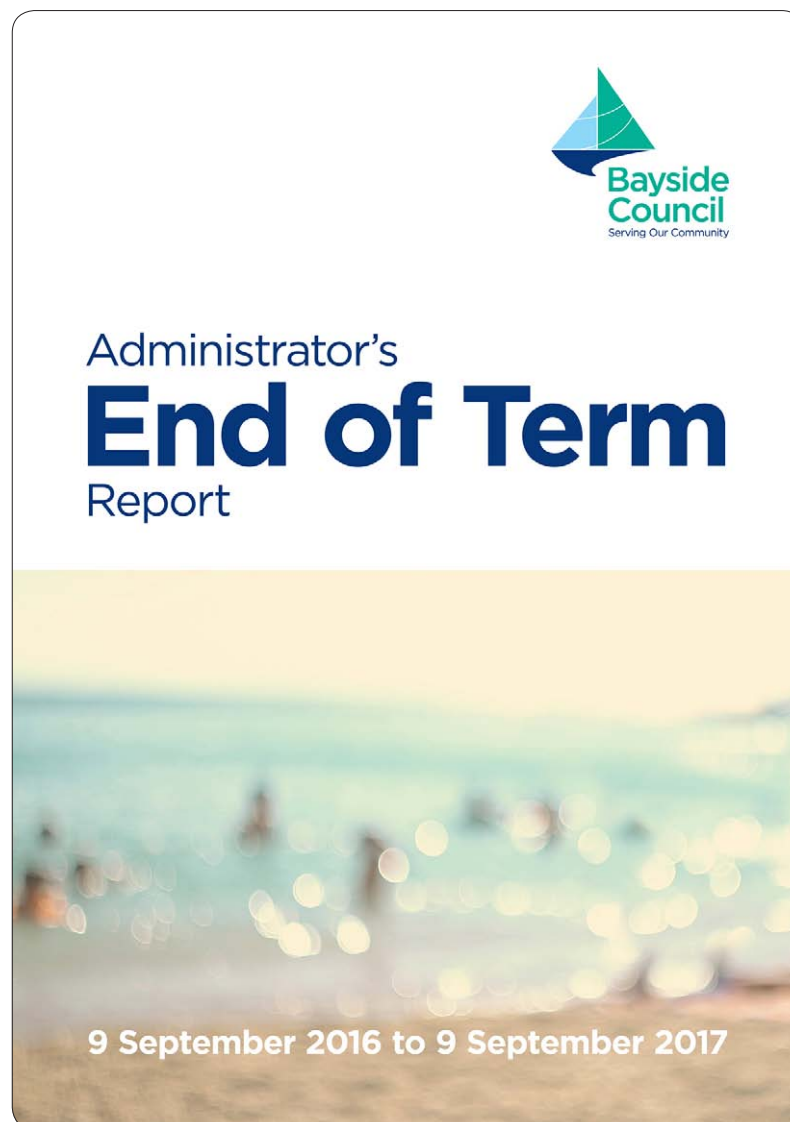
Administrator's
End of Term
Report

9 September 2016 to 9 September 2017

Contents

1 Introduction

On 9 September 2016 the New South Wales Government, by Governor's proclamation, dissolved the former Council of the City of Botany Bay and the Rockdale City Council and merged them to form the new Bayside Council. At that time, all of the positions of councillor and Mayor of the two Councils were declared vacant and I was appointed as Administrator to stand in their stead for a 12 month period until fresh elections were to be held on 9 September 2017.

Together with the interim General Manager, also appointed by proclamation, I was given the task of creating the new Council organisation and transitioning the two former entities into one modern local government authority.

This document is my report on the challenges, achievements and the progress of the past year. It is provided to give some context to the newly elected Council and to record, for the community of Bayside, how we went about building a new Council.

In addition, a separate document will be provided to the new Council with a range of initiatives that have been identified during the transition period but have not been able to be completed or commenced due to the truncated timeframe of the administration period. That document will set out the respective issues, provide some context and background and will identify the work still required. Where practical, recommendations will be provided for the new Council's guidance. Of course, the new Council is under no obligation to adopt any of those recommendations.

It has been a great privilege to work with the management, staff and communities of the Bayside local government area. By Administrator's Minute at the Council's meeting of 9 August 2017 I set out, in particular detail, those people and organisations to whom I owe a debt of gratitude for their contribution to the successful merging of the two former councils. I extend my heartfelt thanks, once again, to all involved.

Greg Wright

Administrator
Bayside Council

9 September 2016 – 9 September 2017

2 Background

2.1 The Local Government reform process

The NSW Government had been working with local councils since 2011 to strengthen council performance and to ensure that the local government sector was well placed to meet future community needs.

Following a sector-wide consultation in 2011 called "Destination 2036", an Independent Local Government Review Panel (ILGRP) was commissioned to undertake a comprehensive review of local government in NSW and to make recommendations for reform to the NSW Government. The ILGRP subsequently made a series of wide ranging recommendations for structural reform and improvements to the sector.

After considering the ILGRP's report the Government initiated the "Fit for the Future" reforms which, among other matters, required each Council to undertake a self assessment against key performance indicators and submit proposals demonstrating how they would meet future community needs, as represented by the performance indicators.

In 2015 the NSW Government appointed the Independent Pricing and Regulatory Tribunal (IPART) to assess each Council's submission. Both the City of Botany Bay and the Rockdale City Council made "Fit for the Future" submissions to remain as stand alone Councils. Both Councils satisfied the financial performance criteria of the assessment, however, IPART concluded that both of the Councils (along with 60% of Councils in NSW) were 'not fit' primarily because they did not satisfy the required benchmark for scale and capacity that would be needed to meet the needs of residents then and into the future.

Having considered the IPART report and recommendations, the NSW Government, in January 2016, formally proposed that the two Councils should be merged and commenced a review and community consultation process.

Between January and April 2016 an assessment of the merger proposal was undertaken by a delegate of the Chief Executive of the NSW Office of Local Government, Mr Rod Knockles. That assessment included a public enquiry, community and Council submissions and an assessment, by the Delegate, of the eleven criteria set out in Section 263(3) of the Local Government Act. Though the former Rockdale City Council was broadly supportive of a merger that did not financially disadvantage ratepayers and residents, the City of Botany Bay Council was firmly opposed to the proposal.

On 20 April 2016 the Delegate submitted his report to the Chair of the NSW Local Government Boundaries Commission recommending *"that the proposed merger of the City of Botany Bay Council and Rockdale City Council proceed…"*.

In May of that year the NSW Government announced its intentions to merge a total of 41 existing Councils into 24 new Councils. However, several of the Councils quickly launched legal proceedings attempting to overturn the merger process, including the City of Botany Bay.

Pending the outcome of the legal proceedings, the Government deferred 5 of the proposed metropolitan mergers and proceeded with the creation of 19 new Councils on 12 May 2016. The merger of Botany Bay and Rockdale was one of the mergers deferred at that time.

In late August 2016, after losing its case in the NSW Supreme Court, the City of Botany Bay Council conceded its position and, on 9 September 2016 the merged Bayside Council became the 20th new Council in NSW.

The merger process has been a source of considerable political and community contention since the various merger proposals were announced in January 2016. Just prior to finalising this report the NSW Government abandoned the outstanding metropolitan mergers, having already abandoned the outstanding rural and regional mergers some months previously.

2.2 The role of the Administrator

Established by proclamation, the role of the Administrator is set out within the NSW Local Government Act of 1993.

The proclamation states that *"The Administrator of the new council has, during the initial period, the functions of the council and the mayor of the council".* The "initial period" in Bayside's case was 12 months from 9 September 2016. Within the local government legislation the functions of the council and the mayor are set out in Sections 223, 226 and 232.

Simply put, my view of the Administrator's role, in the framework of a merger, encompasses the roles of:

1. Making decisions on behalf of the community in the context of the Council meeting process;
2. Representing the community and the Council at public occasions;
3. Advocating on behalf of both individual citizens and the broader community;
4. Providing support to the General Manager and staff in implementing the merger.

Certainly, the formal decision making processes have been undertaken in a proper and transparent manner. We have conducted Council meetings at least monthly during the Administration period and have transacted the business of the Council in accordance with the legislation and the Code of Meeting Practice.

In addition, I have attended as many community events, meetings and other functions as was possible. As only one individual replacing 22 former councillors, this was always going to be difficult and I am grateful to the members of the Local Representation Committee (comprising 20 of the former councillors) for assisting me in this process. I trust that I have adequately represented the community's interests and have enjoyed my interactions with local groups and individuals. Of particular pleasure to me was conducting 11 Citizenship Ceremonies during the year and officially conferring Australian citizenship on 1,182 Bayside residents.

However, the role that has been of the most importance, in my humble opinion, has been to support the General Manager in her role and to offer some modest advice gleaned from my 40 years in the local government sector in NSW including time as a former Council General Manager and as an Administrator in another Council context.

2.3 The former councils of the City of Botany Bay and Rockdale City

The merge of the former Botany and Mascot Municipal Councils approximately 100 years ago, created the Botany Municipal Council and in 1996, the name change to incorporate City status was granted to the City of Botany Bay. Located on the northern shores of Botany Bay, the former Council was relatively small, by metropolitan Sydney standards, in both population (44,700 people) and geographic size (22 square kilometres). The area was a collection of traditional, low density, working class suburbs and contained a range of commercial and industrial activities including the Port of Botany, manufacturing plants and a large portion of Kingsford Smith Airport. In recent years, the area had begun a significant urban transformation with the rezoning of substantial areas of industrial lands to high density residential and the construction of high rise apartment developments, particularly in the suburb of Mascot.

Though only slightly larger geographically (27 square kilometres), the former Rockdale City Council had a significantly larger population than the former City of Botany Bay at the time of the current merger (108,000 people). This reflected a much smaller industrial and commercial footprint and more of its area given over to low density residential uses. Occupying much of the western shoreline of Botany Bay and proceeding approximately three kilometres inland, the council area is dissected by the Princes Highway and South Coast rail line. This area is also being converted to higher density urban uses along the highway and rail corridor and in the locality of Wolli Creek particularly. Rockdale City Council was also the product of an earlier amalgamation of the former municipalities of Rockdale (West Botany) and Bexley in 1948.

The following table identifies the relative sizes of several key elements of the two former Councils:

	City of Botany Bay	Rockdale City Council
Population	44,700	108,000
Annual Operating Budget	$65,554,000	$89,153,031
Asset Base	$164.5 million	$359.7 million
Total Staff	430 FTE	364 FTE
Number of elected Councillors	7	15
Number of properties	16,215	40,211
Average Residential Rate	$678.65 per annum	$1,138.44 per annum
Average Garbage Charge	$481.00 per annum	$443.00 per annum (including the domestic admin fee)
Number of Businesses	4,423	8,886
Employment (Local jobs)	18,397	44,953

As part of the "Fit for the Future" reform program (described in 2.1 above) both of the former Councils were determined, by the IPART's 2015 assessment, to be "not fit" to remain a stand alone entity.

The key commonality of the two former Councils was their shared positioning around Sydney's major airport and Botany Bay.

3 The New Bayside Council

Bayside Council now comprises a large proportion of southern and eastern Sydney; occupies 50 square kilometres in area and is home to a population of nearly 160,000 people. Its population is increasing rapidly due to high levels of urban growth and renewal experiencing the second highest level of new dwelling approvals in New South Wales for 2016/2017.
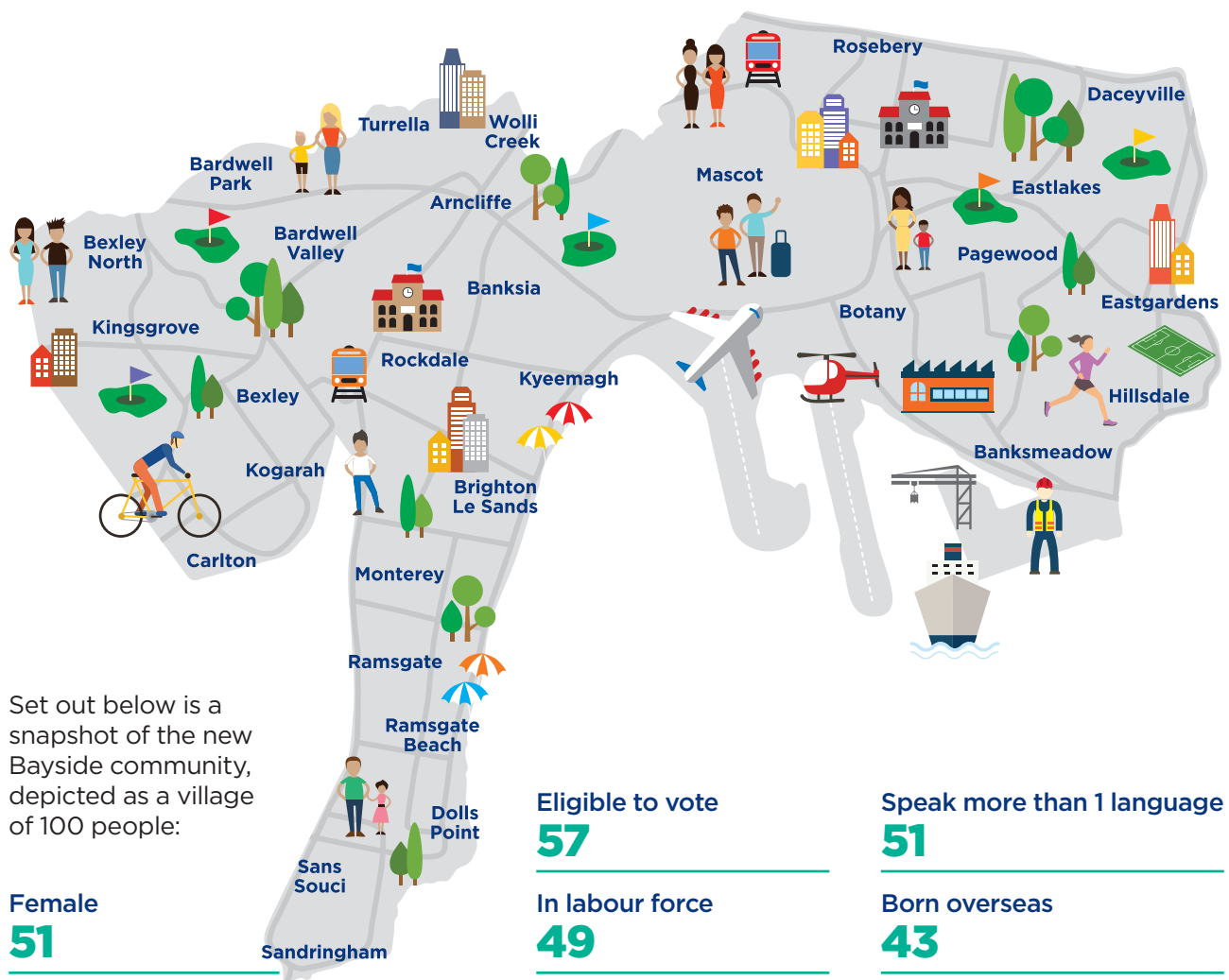
Set out below is a snapshot of the new Bayside community, depicted as a village of 100 people:

Category		
Female 51	**Eligible to vote** 57	**Speak more than 1 language** 51
Male 49	**In labour force** 49	**Born overseas** 43
Children & youth (0-24) 29	**Live alone** 24	**Born in China** 5
Older people (65+) 15	**Own/buying home** 55	**Born in Greece** 3
Citizens 74	**Renting** 32	**Born in Lebanon** 2
	Volunteers 10	**Need assistance (daily care)** 5

In addition to the new community's profile, the Council organisation itself is now much larger:

	Bayside Council
Population	160,000 (est.)
Annual Operating Budget	$197 million
Asset Base	$527 million
Total Staff	850
Number of elected Councillors	15
Number of properties	56,426
Average Residential Rate	$678.65 per annum
Average Garbage Charge	$481.00 per annum
Number of Businesses	13,309
Employment (Local jobs)	63,350

The new Council is stronger in so many ways than its forebears.

It is certainly much stronger in a financial sense with access to the substantial reserves of the former councils and the flexibility inherent in a $200 million annual budget; it has a larger voice in metropolitan Sydney covering four State Government electorates and three Federal electorates with a population base of 160,000 people; and it has access to a more diverse range of staff jobs and the ability to attract and retain a broader range of applicants and a broader range of specialist skills.

A perhaps under-rated strength is the ability to deal with the issues of the major international airport with one voice and one approach providing consistency for all parties.

4 The Challenges

Developing a new Council from two former Councils will always be a challenging task. Differences in service types and service levels; pricing and costing approaches; custom and practice; demographic and economic differences; staffing establishments and structures; and cultural differences in both the organisations themselves and the communities they represent can all be challenges to the transition process and provide obstacles to effective integration.

Some of the challenges encountered in the Bayside merger include:

4.1 The financial cost of change

Bringing two sizeable organisations together, under a new name, is always going to be a relatively expensive exercise. As part of the merger program, the NSW Government made an operational grant available to the new Council of $10 million to meet the costs of the merger. The funding was provided at the outset and there were no holding costs involved in the Council having to fund the expenses and then seek reimbursement.

There is little doubt, however, that the total cost over time of the merger will exceed the $10 million provided. Ultimately a broad range of activities will be required to continue the merger process and some of those activities will require continued funding. Notwithstanding this, significant savings in expenditure are projected as a result of the merger and some of those savings will be required to fund merger related expenses.

Expenditure has been, and will continue to be, required to fund personnel changes (senior staff redundancies and salary harmonisation), livery changes (stationery and signage), systems integration, accommodation changes at offices and depots, and a myriad of other operational requirements. A Project Management Office was established to work specifically on transitional merger issues and was funded from the NSW Government's contribution.

At the time of writing, it is estimated that $3.7 million has been spent on merger related activity and $14.7 million is still required to be spent over the next two years. Of course, some of that expenditure will pay dividends in better services as a result of harmonisation however the proportion involved is difficult to quantify and an exercise of that type would not be economically useful at this time.

4.2 Relatively short timeframes

Unlike the other 19 new Councils, Bayside has had only a bare 12 months to accomplish the majority of merger activity, 4 months less than the other Councils. This has imposed a considerable amount of additional pressure on staff and management in many respects. It is true that utilising the experience of the earlier Councils in transition has been of some benefit however it has still been necessary to carry out much of the required work within the shortened timeframe.

Notwithstanding the minimal period, the Council has achieved most of the benchmarks provided by the Government during the process.

Of particular benefit has been the settling of the new organisational structure and the populating of the three most senior tiers of the organisation. Final appointments were made in June and it is anticipated that the remainder of the staffing structure will be fully appointed by the changeover in September.

Information technology improvements have largely been implemented, bringing both former Councils to a series of common platforms in recent months. Common email, records and financial systems have been introduced and release of a single web site is imminent.

Given the short timeframes and the complexity of bringing the two organisations together, it has not been possible to build an entirely new Operational Plan and Budget for the 2017/2018 financial year. The adopted Budget, particularly, is more akin to simply bringing two different budgets together than a new, purpose built Budget. With the next iteration, in 2018, it will be possible to reflect the savings envisaged and the opportunities that those additional funds will present.

4.3 Service harmonisation

The two former Councils operated in very different ways in many respects and bringing together disparate service levels and standards is a continuing challenge. Service harmonisation is perhaps the greatest challenge facing the new Council and will continue to exercise the minds of management and the newly elected Councillors for some time yet.

The challenges include not only differing standards of service but different modes of delivery. As just one example, the former Botany Council utilised its own day labour and vehicles to collect domestic waste (except green waste) while the former Rockdale Council was part of a regional contract for waste collection. Today there remains this disparity in the mode of delivery and the cost structures in this area.

Together with management, I have compiled a list of matters requiring some determination around service harmonisation for the new Council. The list has been prioritised for the benefit of the new councillors as it will be a fundamental need for the organisation over time to ensure that there is equity and fairness in the way all residents and stakeholders are treated across the entire area of the Council.

4.4 Pricing and rating

As with service harmonisation, there are very different approaches taken to both the revenue and expenditure sides of the two former Councils.

The NSW Government, in proclaiming the new area, decreed that there can be no fundamental changes to the rating system for the first four years of the new Council's existence. This will continue to be a source of inequity among ratepayers for that period at least.

Both of the former Councils had very different approaches to rating policy. The former City of Botany Bay adopted a policy position that kept residential rates at low levels and pushed the rating burden onto commercial properties, while the former Rockdale City Council had a more even distribution of the rating revenue across all rating categories. In a similar vein, Rockdale had secured agreement from it community to impose a Special Rate Variation to generate additional funding for asset revitalisation. In Botany's case, this wasn't a priority as is evidenced by the relatively poor condition of many buildings, plant and equipment. I make no judgement as to which, if either, of these two differing approaches is better – simply observing that matters such as this will need to be dealt with over time. To illustrate the point, the average residential rate in the former Botany area was $649 (total residential rate revenue / total residential assessments) while in the former Rockdale area it is $970. The average business rate is $10,382 in Botany and $2,641 in Rockdale.

Similar disparities occur across a variety of pricing systems that will need to be addressed.

4.5 Community concern and opposition

There has been some resistance to the merger in some quarters of the community, noticeably the former Botany area where the former Council had promoted an anti-amalgamation campaign until it lost its court proceedings in August 2016. That resistance has not manifested itself in any significant impediment to the merger but has proved distracting on occasions. There have been several oppositional, social media activities throughout the merger period, however they appear to represent only a small (less than 1,000 participants) proportion of the population.

4.6 Practice, procedure and policy harmonisation

There is an enormous catalogue of policy, practice and procedure required in the metropolitan local government context. It will be a continuing challenge to harmonise practice and procedure as well as determining appropriate policy settings for the combined community and organisation. These elements of organisational infrastructure require regular review (either as the result of statutory obligation or simple good governance practice) and it will be important to grasp each of those review opportunities to harmonise the framework in which the new organisation functions.

4.7 Staff matters

By and large, the new Council's staff complement has been most willing to work with the new organisation in an effective and co-operative manner. There has been resistance in some areas of operations (as should be realistically expected) however it has been noticeable that engagement has improved as the staffing structure was finalised and career paths and team arrangements have been clarified. It is becoming clear that the new, larger staff organisation can offer greater opportunities for staff seeking greater challenges. In particular, the General Manager and executive staff have very effectively championed the changes in a consultative and participative manner with the general staff.

Of more concern has been the loss of corporate knowledge brought about by changes to the senior staff arrangements. The nature of the merger meant that senior staff were presented with redundancy opportunities that were very attractive. From two General Managers and a total of six Directors down to one General Manager and four Directors, the shrinking of the senior staff cohort has seen the loss of three very senior staff and the consequent loss of their corporate knowledge. It should be re-affirmed, however, that all of the departures were amicable and conducted with the utmost respect and dignity.

At the tier 3 manager levels there have been departures also although many of those were for opportunities in other organisations rather than for redundancy purposes.

Nevertheless, there has been some difficulty in gaining a full understanding of some of the policy context and operational activity, particularly on the Botany side, that has only been exacerbated by poor records and systems (see section 4.6 above).

4.8 Overcoming poor practice and questionable corrupt conduct

It has been common knowledge for some time that the former City of Botany Bay had been the subject of an investigation by the Independent Commission Against Corruption (ICAC) in relation to very significant corruption and fraud issues. The ICAC's report into Operation Ricco was tabled in Parliament just weeks ago, on Wednesday 26 July 2017.

In addition, or perhaps as a contributing factor, the Auditor-General in conducting the audit of the final financial year's accounts (2015 – 2016) has identified a range of other deficiencies in financial policy and practice in that Council.

It would be inappropriate to comment further on these issues, as the new Council will be extensively briefed on the issues, but suffice to say these matters have been a major distraction for the management of the new organisation and dealing with them has been extremely expensive in terms of both time and money.

The ICAC Act requires Bayside Council to respond, *"...in writing within three months (or such longer period that the Commission may agree in writing) after receiving the recommendations, whether they propose to implement any plans of action in response to the recommendations and, if so, the plan of action"*.

I can safely say that all of the matters covered by the recommendations have already been addressed as part of the implementation of the merger. Council's management will prepare an appropriate response for the new Council to endorse prior to the expiry of the three month period.

5 The Achievements

Despite the challenges outlined above, the new Bayside Council organisation has made substantial progress in bringing together – and improving – the operations of the two former Councils.

Specifically, the following matters have been successfully implemented:

5.1 Stronger Communities funding

The NSW Government made a $10 million grant available to the new Council on start up for major infrastructure projects ($9 million) and smaller grants to eligible community grants ($1 million).

Three major projects were funded under the infrastructure component across the combined area following a dedicated community consultation program. Eastgardens Library and Customer Service Centre was funded for a major refurbishment, extension and upgrade to the total of $2.5 million. That work is now nearing completion. In addition, $4 million was allocated for major landscape and car park works at Pine Park along the Ramsgate Beach foreshore; and $2.5 million for upgrades to facilities and landscape improvements at Cahill Park, Wolli Creek.

The $1 million community grants program was broken into two tranches of $500,000 each. The first tranche was allocated among 11 groups in early May and the second tranche has now been opened for applications and will be allocated by the new Council after the September election.

5.2 Bayside Planning Panel

As Administrator, I resolved to transfer the elected Council's right to approve development applications that could not be determined by qualified staff under delegated authority. That approval power was vested in a new Bayside Planning Panel comprising a roster of five experts with qualifications in town planning, architecture, engineering and the like; and a roster of four community representatives who demonstrated the skills and acumen to sit on such a panel.

A very highly skilled and qualified range of panellists was appointed after a public expressions of interest process and commenced meeting in April. Feedback from applicants, objectors and others has been extremely positive. The panel is meeting every two weeks and has not had any deleterious impact on approval times. Very few of the former councillors have attended a meeting to assess it for themselves and I would commend that to the new councillors before making any decision to return approval powers to the elected Council. I am aware that a number of former councillors have explicitly stated their opposition to the independent panel but I would urge at least a 12 month trial before any review.

5.3 Information Systems Upgrade

The former Rockdale City Council had, before the merger, contracted to upgrade its corporate information systems and had selected Technology One as the provider through a public tender process. In doing so, and with a merger likely, it had also negotiated into the contract an extension to cover a potentially merged Council at the same licence rates.

This foresight enabled the new Council to proceed effectively with the implementation of the new systems – the finance and asset management systems in the first round. This has been complete and has added significant capacity in respect of the poorly implemented systems that were in place at the former City of Botany Bay.

The merger gave rise to the opportunity to both consolidate IT infrastructure and harmonise duplicated software applications.

Bayside has transitioned the infrastructure of both former councils to a single server environment housed in the cloud at the GovDC (data centre), lowering costs and increasing flexibility, availability and security. The team also modernised the network between Council facilities offering much greater data speed at a lower cost. This infrastructure and network environment will enable an integrated system for the sharing of data and the delivery of voice and video communication using the internet to replace an outdated and unserviceable analogue telephone system.

Application harmonisation has resulted in an initiative to reduce the software suite from 43 to 19 distinct applications. The benefits include a common email system, a single electronic document management system, one finance, rating and property system and the development of a Council intranet enabling seamless information sharing with the Councillor portal, developed for the newly elected Council.

Council is also creating a new website using insights from the community to enable much improved dealing with Council. This is the first step to providing a greater range of digitised services in the future to achieve anytime, anywhere and any device service delivery.

5.4 Medium term staff accommodation

The merging of the staff cohort in common locations and teams has been a priority of the management Executive. Co-location of teams is fundamental to the building of cohesion, consistency and common corporate culture. None of the existing buildings or depots of either former Council were suitable "as is" to utilise as common sites and so a range of options has been adopted.

In terms of the majority of administrative and professional staff, the Rockdale administrative centre has been selected as having the most capacity and alterations are under way at present to accommodate approximately 80 additional administrative and technical staff. The Hillsdale Community Centre is currently nearing the completion of a refit to accommodate much of the City Life division and the Bexley depot has had a renovation of two buildings to accommodate the Major Projects team and the Environmental Health and Compliance team. Given the age, condition and capacity of the former Mascot administrative centre, it has not been selected for longer term accommodation of staff and will be available to the Council for re-allocation or disposal.

In the longer term it would be desirable to acquire a larger administrative centre purpose designed for the use of the Council's major teams, particularly if it could promote sustainable building practices and offer easy access to reliable public transport. There are a number of opportunities available and these are discussed in a separate paper to the new Council.

5.5 Financial savings

As part of the initial merger proposal the NSW Government commissioned accounting firm KPMG to model the potential financial savings for the new Council. At the time the KPMG estimate of the net financial benefit was $52 million over twenty years. The KPMG modelling was relatively generic in nature and was the source of much controversy among both opponents and proponents of council mergers. Ultimately it proved to be a critical element in one of the court cases.

Soon after the merger was proclaimed the management of the Council undertook its own modelling utilising more locally reflective data and came to the conclusion that the KPMG estimates were a reasonable approximation of the savings potential. It was clear that the composition of the savings was different between the two assessments but the broad total was likely to be achieved.

Notwithstanding the arguments, in principle, about the savings total and how it was developed, it is clear that there are very obvious financial savings to be made. Two obvious examples include:

1. Fewer senior executives - $750,000 per annum / $15 million over 20 years
2. Fewer Councillors – $90,000 pa / $1.8 million over 20 years

In addition, an assessment of community event expenditure could see savings of $3 million due to the differing way that each Council had run events. There are many other examples and a separate report will be provided to the new Council in due course.

5.6 Refreshed Executive Team

As identified in Section 3.7, there has been a transition of senior staff as a direct result of the merger. In coming down from a total of 2 General Managers and 6 Directors to one and four, respectively, the Council has made significant savings. It has also provided an opportunity to refresh the team and introduce new blood and new ideas. Once the original structure was determined it comprised four directors, one from the former Rockdale, one from the former Botany, one from outside of the Council and one who was originally a contractor to Botany. Subsequent to the offers being made to these individuals, the former Botany director declined and sought a redundancy which was granted. After a further external recruitment process, a former Rockdale employee was promoted to the position. This mix of executive staff from both former Councils and outside of the area has proven to be creative and collaborative and I commend them all to the new councillors.

5.7 Asset renewal and fleet replacement

It has been mentioned earlier in this report that the former Rockdale Council had secured community support for a major building asset renewal program funded by a special rate variation. That program had been underway for two years and the Council's other assets, including fleet and plant assets were renewed on a regular basis. Regrettably, the same could not be said for the former Botany Council. Despite its success and good work in some areas, asset renewal had not been a strong suit for the Council. In fact, the vehicle and plant fleet was of such poor quality and condition that I was gravely concerned about our work health and safety obligations, let alone service efficiency.

In becoming aware of the poor state of the plant fleet and the risks that it represented, a decision was made to implement an accelerated plant renewal program. The former Council had provided for the replacement of garbage trucks (separately funded by the domestic waste management charge) but not the "general fund" assets. A total of $9 million was committed to replacing the fleet over two or three years. Largely this will be funded from reserves of the former Rockdale Council and this demonstrates the greater operational capacity that is possible as a result of the merger.

5.8 New corporate livery and logo

By taking a pragmatic approach to the likelihood of the merger, the former Rockdale Council had undertaken some preliminary work on new corporate livery prior to the merger. The teal colouring and Bayside name configuration was available on day 1 of the merger.

By moving to a completely different name (the State Government's choice, not Council's), typestyle and colouring than either of the two former Councils, the opportunity has been taken to provide a fresh image that doesn't suggest any seniority of one former council over another and reinforces the new organisation's position.

The development of a new corporate logo has taken a somewhat different path. Rather than commissioning an expensive graphic design exercise from the commercial design industry, the development of a logo was offered to the Bayside community. Essentially, a public competition was arranged and an extraordinary range of potential logos were submitted. Entries were restricted to Bayside residents and came from children, amateur and professional designers. The shortlisted logos were all of exceptional quality and the final winner will be determined at the final Council meeting of the Administration period.

Savings of hundreds of thousands of dollars and a great community development initiative in one program!

5.9 Strategic Reference Groups

In common with many NSW Councils, the two former councils had a range of committees to manage or advise on a myriad of local issues. Most of them were operational in nature and, despite the participants' best efforts, were limited in scope and capacity. With two or three notable exceptions, we disbanded them all.

Instead we have established six Strategic Reference Groups to advise the Council on matters of importance at a higher, strategic level. An impressive range of applicants have sought to be a part of these groups, following an extensive community consultation process. Four of the six groups will deal with issues thematically and based around the Council's delivery structure:

1. City Life   Community development and community services
2. City Futures   Planning and development, property and traffic
3. City Presentation   Roads and streets, recreation and waste services
4. City Performance   Corporate performance, audit and risk

In addition, there are two specific groups to deal with high profile demographic issues:

5. Youth
6. Seniors

These Strategic Reference Groups are just being established as the Administration period comes to a close. I would commend them to the new Councillors and ask them to implement a 12 month trial period to establish the benefit of this higher level of community engagement.

5.10 Independent Audit & Risk Committee

Although both former Councils had Audit Committees, the new Council has developed a more strategic model and a broader range of independent members. Following an extensive expressions of interest process four well qualified independent members have been appointed. The Administrator is also a member and will be replaced with two councillors from the new Council. Unlike the members of the former committees, the members of the new committee are remunerated.

The independent members are:

Jennifer Whitten Bayside resident and qualified accountant with experience in assurance and business advisory services.

Barry Munns Head of Audit at the City of Sydney with extensive experience in corruption prevention, fraud control and business continuity.

Catriona Barry Bayside resident and General Manager of Rainbow Club Australia and Harvard Business School graduate.

Lewis Cook Bayside resident and executive Chairman of eLearning company, Obvious Choice with vast experience in IT, governance and management.

Given the issues coming to light as a result of the work of both the ICAC and the Auditor-General, the new Committee will have a difficult, but vital, role to play over the coming term.

5.11 Events and Community celebrations

In the past, the former Rockdale City Council had a dedicated team of event staff to design, organise and run community events and celebrations. The former City of Botany Bay, on the other hand, had one dedicated staff member and outsourced much of the organisation and delivery of these types of events. The Botany approach has recently been criticised by the Auditor-General as being unnecessarily expensive. My view is that it was indeed expensive, overly expensive, however it did aspire to a very high standard. The question, of course, is whether that standard is justified.

By employing the salaried team to develop and deliver the events and celebrations, rather than the expensive contractors, it is estimated that $3 million in savings will be achieved. Already a number of events on the Botany side that were previously outsourced have been delivered by employed staff to good reviews by the participants.

5.12 Overcoming Poor Practice and Corrupt Conduct

Given that the ICAC investigation, Operation Ricco, had conducted a public inquiry, many of the failures of financial practice and good governance were known to the former leadership team of the City of Botany Bay and that of the former Rockdale City Council.

The General Manager of the former City of Botany Bay at the time of the merger had, in fact, begun the work of improving the situation there by employing independent consultants and contractors to review and revise the financial systems and practices. Due to the severity of the problem, however, progress was relatively slow.

Upon the merger being proclaimed it became a high priority for the General Manager of the new Council to ensure that poor practice was eliminated and better governance processes implemented. It was helpful that the former Rockdale Council had, at that time, contemporary policy and practice in place.

With the release of the ICAC report has come eight major recommendations for the new Council to implement and I am confident that, as part of the merger transition work, all of them have been complied with prior to their release.

Beyond the financial management sphere there are many areas of policy and practice, from both former Councils, that have benefitted from the merger process and the necessary review that comes with the merger.

6 Work Still To Be Done

I mentioned early in this report that 12 months was too short a period in which to achieve the full transition of the two former Councils into one new organisation. Much has been achieved but just as much still needs to be addressed.

There are a number of major issues that have been identified during the past year that need attention but time has not permitted a thorough review of all of them. Instead I leave behind a series of brief issues papers, on a variety of matters, that I hope will provide the new Council with some guidance will make the most of the opportunities presented for its community by the merger.

Given the sometimes commercial or sensitive nature of these discussions, I do not propose to publish them in the public realm in detail. However, I have set out below a listing of those matters so that the public and the community of Bayside might understand the scale and diversity of the matters still to be resolved.

Briefing papers on the following topics will be provided to the newly elected Councillors:

- ✦ Standardisation of service levels, delivery techniques, pricing and access
- ✦ Service level reviews generally
- ✦ Harmonisation of the broader policy framework and content
- ✦ Longer term considerations around rating and property issues
- ✦ One, new Local Environmental Plan for the Bayside Council area
- ✦ Long term office accommodation
- ✦ Membership of regional and special interest groups
- ✦ Independent planning and reporting (Community Strategic Plan) update
- ✦ Airport Business Unit

Apart from these issues that I feel are important, there will be a wide ranging series of briefings and workshops provided by Council management to the new councillors over the first three months of the new Council. They will be both operational and strategic in nature and I commend this to the new councillors, as much has changed.

Bayside
Council
Serving Our Community

Councillor Induction and Professional Development

Guidelines

December 2017

NSW GOVERNMENT

About these guidelines

The Councillor Induction and Professional Development Guidelines (the Guidelines) have been issued under section 23A of the *Local Government Act 1993* (the Act) to assist general managers and council staff to develop, deliver, evaluate and report on the induction and professional development programs they are required to provide mayors and councillors under the Local Government (General) Regulation 2005 (the Regulation). Councils are required to consider the Guidelines when undertaking these activities.

The Guidelines have also been developed to ensure mayors and councillors are aware of the knowledge, skills and personal attributes expected of them in their civic roles under the Act, and of the support their council should be providing to ensure they are able to effectively fulfil their roles.

THESE GUIDELINES ARE DIVIDED INTO FIVE PARTS:

Part 1   introduction

Part 2   explains the statutory requirements for **induction and professional development programs** for mayors and councillors in NSW.

Part 3   guides councils on how to develop and deliver **information sessions** to potential candidates considering nominating for election.

Part 4   guides councils on how to develop and deliver **induction programs** for newly elected and returning mayors and councillors.

Part 5   guides councils on how to develop and deliver **ongoing professional development programs** that ensure mayors and councillors continue to develop their skills and knowledge throughout their terms in office.

Part 6   outlines how councils are to **report** on the induction and professional development activities offered to mayors and councillors and their participation in those activities.

It is acknowledged that many NSW councils already have induction and ongoing professional development programs for mayors and councillors. It is also recognised that the needs and circumstances of councils vary, as do the skills and needs of individual mayors and councillors. The aim of the Regulation and the Guidelines is to ensure that all mayors and councillors across the state have access to such programs, and that the programs delivered by councils meet a consistent minimum standard. The Guidelines have therefore been designed to be used flexibly by councils and to accommodate, and in some cases build upon, existing programs.

These Guidelines include:
- details of the knowledge and skills that mayors and councillors are required to have or acquire in order to fulfil their roles effectively
- a framework for the development of pre-election information sessions for candidates, and induction and ongoing professional development programs for elected members
- information about the developmental stages of each program and what to consider at each stage, and
- checklists of the content that could be included in each program.

Contents

Page 188

Part 1:
Introduction

Background

Mayors and councillors come from a diverse range of backgrounds and bring different knowledge, skills, perspectives and insights to their roles. This is one of the strengths of a democratic and representative system of local government.

However, few new mayors or councillors have extensive knowledge of the system of local government, how a council works or the full range of their roles and responsibilities when they assume office for the first time. Some are unaware of the need for mayors and councillors to work as a team, despite their political differences, to make decisions that are in the best interests of the community. There may be others who, if they had been fully aware, prior to their election, of the nature of the role of a mayor or councillor, and of the time commitment involved, may not have nominated to stand.

The role exercised by mayors and councillors is a very demanding one and the community rightly has high expectations of the performances of the mayor and councillors. As the governing body of the council, mayors and councillors must work together as a cohesive team to meet the needs of the community. The multi-faceted nature of the roles also requires mayors and councillors to have a wide variety of skills, experience and knowledge, along with the time, passion and commitment to achieve results for the community.

From their first council meeting, mayors and councillors will be required to work together to make important decisions on behalf of their communities, and to take responsibility for those decisions. These decisions will impact on local communities, the services and infrastructure delivered by the council, and the local natural and built environments. They will often involve significant use of public money. Proper induction into their roles, and the building of the governing body as a unified and collaborative team, are vital if mayors and councillors are to be effective from the start of their terms in office.

Some mayors and councillors may need to develop knowledge and skills in areas that are unfamiliar to them in order to undertake the breadth of their roles successfully. These may include, for example, understanding council meeting procedures, understanding land use planning regulatory requirements, or interpreting financial statements.

Even experienced mayors and councillors say they can find it challenging to keep abreast of changes to the legislative and policy context for local government as well as changes to their councils' policies and procedures.

Ongoing professional development and training, as well as early relationship building between councillors, is essential if the community is to be well served by their elected representatives on council.

Statutory requirements

The Act prescribes the roles and responsibilities of mayors and councillors collectively as the governing body of the council and as individual members of the governing body. It also places a responsibility on each mayor and councillor to make all reasonable efforts to acquire and maintain the knowledge and skills necessary to perform their roles.

To assist mayors and councillors to meet this obligation, the Regulation requires general managers to deliver induction and professional development programs that will help mayors and councillors to acquire and maintain the knowledge and skills necessary to perform their roles. Mayors and councillors have a reciprocal obligation to participate in these programs. **Part 2** of these Guidelines further explains what is required of councils, mayors and councillors under the Regulation.

Each council is required to publicly report on the activities offered to the mayor and councillors as part of council's induction and professional development programs, and their participation in those activities. **Part 6** of these Guidelines outlines these reporting requirements.

Page 190

Induction and professional development – an overview

Pre-election candidate information sessions

Whilst not a regulatory requirement, it is recommended that general managers begin induction and professional development activities by holding at least one candidate information session prior to the election for people considering nominating for election.

These sessions should be designed to ensure potential candidates are fully aware and informed of what will be expected of them if they are elected. **Part 3** of these Guidelines provides more information about how each council should develop and deliver candidate information sessions.

Induction programs

An induction program is a process used within many businesses, government agencies and non-government bodies to welcome new people to an organisation and to prepare them for their new roles.

It ensures the organisation provides a person commencing a role with all the information they need to do their job in the first few months. It also enables the person to become a useful, integrated member of the organisation, rather than being 'thrown in at the deep end' without understanding how to perform their role, or how it fits in with the rest of the organisation.

A good councillor induction program can build early positive relationships and teamwork between councillors, increase productivity and provide essential knowledge from the moment a mayor or councillor is elected. This can ensure newly elected mayors and councillors are more productive in a shorter period of time.

Part 4 of these Guidelines outlines how each council should develop its councillor induction program.

Professional development programs

A professional development program is any program which involves a deliberate and ongoing process of improving and increasing the professional knowledge, competence, skill and effectiveness of people in the workplace through training specific to their needs.

In local government, an effective professional development program can ensure mayors and councillors fill any skills or knowledge gaps they have that may otherwise prevent them from making the best possible contributions to their communities. **Part 5** of these Guidelines outlines how each council should develop its councillor professional development program.
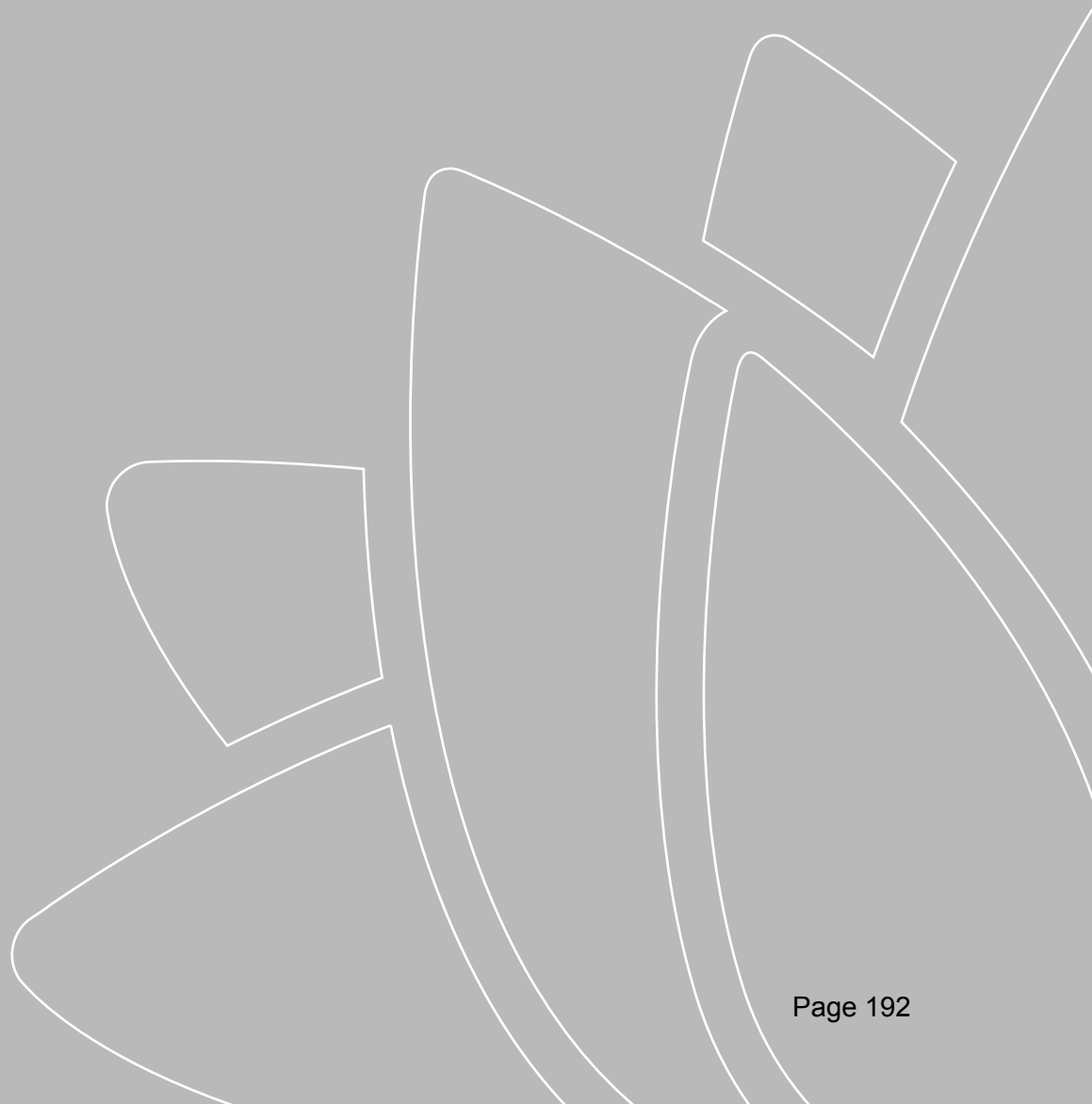
Part 2:
Statutory Context

Under section 232(1)(g) of the Act, all mayors and councillors have a responsibility to make all reasonable efforts to acquire and maintain the skills necessary to perform their roles.

To support this, the general manager is required under clause x of the Regulation to ensure the delivery of:

- an **induction program** for newly elected and returning councillors and a specialised supplementary induction program for the mayor within six months of their election, and

- an **ongoing professional development program** for the mayor and each councillor over the term of the council to assist them to acquire and maintain the skills and knowledge necessary to perform their roles. The content of the ongoing professional development program is to be determined in consultation with the mayor and each councillor. It must be needs-based and reflect the specific skills and knowledge required by the mayor, each individual councillor and the governing body as a whole, to perform their roles effectively.

Under the Regulation, mayors and councillors must make all reasonable efforts to participate in the activities offered to them as part of an induction or professional development program.

Principles, roles and responsibilities under the Act

Councils are required to apply the five sets of guiding principles prescribed under the Act in exercising their functions. These principles (outlined in **Appendix A**) seek to ensure that each council carries out its functions in a way that facilitates the creation of a strong, healthy and prosperous local community. Mayors and councillors must understand these principles and be able to apply them when exercising their functions.

The Act also prescribes the roles and responsibilities of mayors and councillors, both collectively as the governing body of the council, and individually as members of the governing body (these are outlined in

Appendix B). Mayors and councillors must have a strong understanding of their prescribed roles and responsibilities under the Act in order to be able to fulfil them.

Councils must design their induction and professional development programs to ensure that mayors and councillors have the knowledge and skills needed to apply the guiding principles, and to undertake their roles and responsibilities prescribed under the Act.

Reporting requirements

Mayors and councillors are ultimately accountable to the community that elects them for the performance of their duties.

To facilitate this accountability, the general manager is required under clause x of the Regulation to report to the first council meeting held after the induction program is delivered:

- the activities offered to the mayor and each councillor as part of the induction program, and

- whether or not the mayor and each councillor participated in them.

The general manager is also required to report to the first council meeting held after 30 June each year:

- the ongoing professional development activities that were offered to the mayor and each councillor in the year to 30 June, and

- whether or not the mayor and each councillor participated in these activities.

The general manager is also required to ensure these reports are published on the council's website.

The Chief Executive of the Office of Local Government may, at the request of the general manager, exempt the council from the requirement to publish details of induction and ongoing professional development activities offered to the mayor or an individual councillor where he or she is satisfied that there are exceptional circumstances.

Page 194

Part 3:
Pre-election Information Sessions for Potential Candidates

Benefits of a pre-election candidate information session

It is vital that people who are considering nominating for election to a council have a solid understanding of the role before they nominate. This includes an understanding of what will be expected of them should they be elected, and the legislative boundaries they must work within.

Being fully informed will ensure that candidates who nominate have seriously considered whether they have the skills and personal attributes required to fulfil the responsibilities of civic office (noting that the specific knowledge required can be developed if these skills and personal attributes are present). Being fully informed will also assist them to judge whether they will be able to effectively meet the demands of representing their community on council.

The general manager should therefore ensure that at least one candidate information session is held prior to nomination day for people considering nominating for election to council.

The benefits of a pre-election information session/s include:

- candidates being fully informed about the:
  - roles and responsibilities of a mayor and/or councillor
  - the legislation and council policies they are expected to comply with
  - time commitment required, and
  - the skills, knowledge and personal attributes needed.
- candidates being given the opportunity to learn from experienced mayors and councillors
- candidates being given the opportunity to ask council any questions about the role
- candidates being aware of the financial and other support available to them to fulfil the role of a mayor and/or councillor

- candidates understanding that their behaviour as a mayor and/or councillor will be governed by council's code of conduct and that there are penalties for breaches
- council being able to provide potential candidates ahead of time the key dates of any known events that they will be required to participate in during council's term if they are elected (for example, council meetings, induction) so that candidates may then make tentative arrangements to enable them to attend the induction program if they are elected
- the community benefiting from each candidate seeking election based on a platform that reflects what they can and cannot do or achieve as councillor, and
- reduced tension and conflict due to newly elected mayors and councillors having a better understanding of their roles and what can be achieved by a unified governing body.

Delivering a pre-election candidate information session

Timing

Councils should plan to hold at least one candidate information session before the deadline for nomination. The session/s could be held at council premises, or another appropriate public venue/s, at a convenient time that will enable as many potential candidates as possible to attend. For councils divided into wards, consideration should be given to holding sessions in different wards.

Councils will need to ensure that the details of the candidate information session/s are well advertised in the local community (for example, the council's website, local radio, social media, newspapers, and/or any other effective means) so that any potential candidates are aware the information session/s is being held.

Page 196

Content

A checklist of the content to be included in a candidate information session/s is provided in **Appendix C**. Recommended content covers:

- the role of council
- the roles and responsibilities of the governing body and mayor and councillors, and of the general manager and other staff
- legal and ethical responsibilities
- the time commitment required of a mayor and councillor
- the support available to assist the mayor and councillors in their roles, and
- the knowledge, skills and personal attributes required to successfully fulfil the roles of mayor and councillor.

The NSW Electoral Commission provides a range of information and educational resources about the election process and the legal obligations of candidates when nominating and campaigning. More information can be found at www.elections.nsw.gov.au and www.votensw.info.

Delivery

The candidate information session/s should be delivered by the person who is best able to engage attendees and deliver the content in a way that will achieve the outcomes sought. This person could be the general manager, another staff member or an external provider. The general manager should be present, however, to answer any questions.

Previous or current mayors or councillors may also be invited to provide overview/s of their experience in council, and any significant issues they think potential candidates should consider before deciding whether to nominate. This could take the form of an informal talk, a panel discussion or a councillor question and answer session.

Consideration should be given to which delivery method, or combination of delivery methods, would best suit the information being conveyed and should recognise that attendees are likely to have a variety of learning styles.

Candidate information pack

Councils should prepare a candidate information pack for attendees that provides key information for continued consideration after the session/s. This can take the form of printed material presented in a folder that potential candidates can take away and read, or a dedicated section on council's website that provides all the necessary information. The pack can also include any relevant information or resources made available by external bodies. The NSW Electoral Commission, for example, provides a range of educational resources that guide candidates through the election process.

Cost

The cost of the information session/s should be covered by council's councillor induction and professional development budget.

Evaluation

The information session/s should be evaluated by council to determine how effective it was in helping potential candidates understand what is involved in being a councillor or mayor, and to enable them to assess their suitability for these roles.

The outcomes achieved from the information session/s should include, at a minimum, potential candidates fully understanding:

- the roles and responsibilities of a councillor and mayor, including the personal attributes, skills and knowledge needed to perform these roles effectively
- the legislation, code of conduct and other council policies they will need to comply with
- the time commitment that will be required from them, and
- the financial and other support available to them to fulfil the role of a mayor and/or councillor.

The evaluation should assess whether these outcomes were achieved.
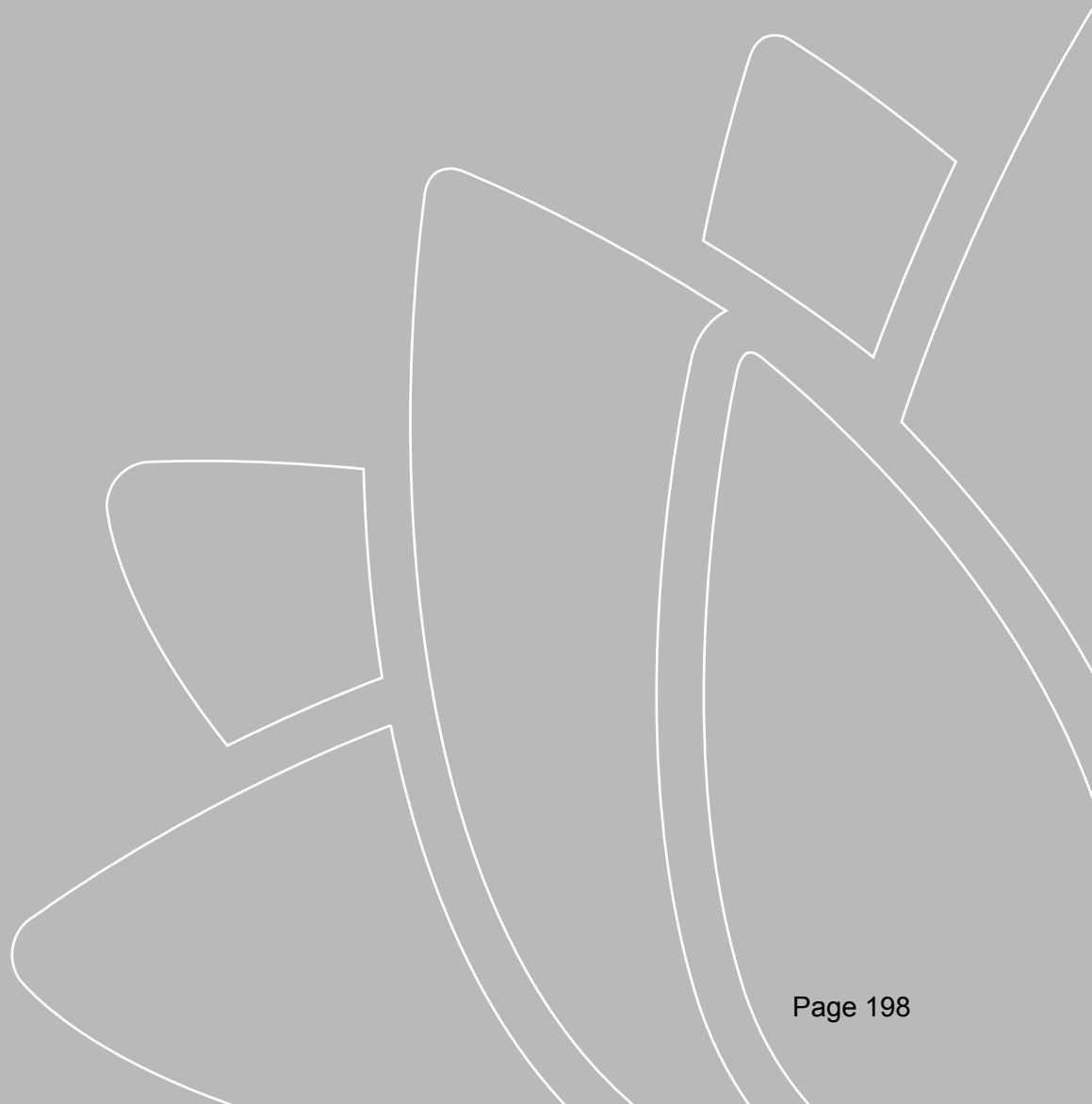
Part 4:
Induction Program for Mayors and Councillors

Benefits of a councillor induction program

An induction program enables the mayor and councillors to quickly become familiar with how the council works, the rules under which it operates and the complexities of the roles. It is a vital way to ensure new and returning mayors and councillors get the information they need to be effective leaders from the very beginning of the council's term.

It is important that an induction program is not simply used to present dry facts. It is also a vital opportunity to talk with councillors and the mayor about the accepted values and behaviours of the council that they have become a part of.

The induction program is also an invaluable opportunity to sow the seeds for a governing body that functions as a strong, collaborative team. It provides the chance for the mayor and each councillor to understand what motivated their new colleagues to become councillors, and to bond as a team with a common focus on making a difference for the community. It can also be used as an opportunity to have early conversations about how they would like to operate as a team to work towards common goals and to identify success factors for council and the community.

In this way, an induction program also provides an opportunity to set a positive tone for the governing body, establish clear roles and responsibilities and build trust and positive working relationships from the outset. This lays the foundations for a successful, collaborative and cooperative term in office for new mayors and councillors.

The induction program will benefit mayors and councillors by:

- providing them with access to essential information in a structured and consistent way that will assist them to function well in their role and to make informed and effective decisions from the start of their term in office

- enabling more active and rapid participation in the business of the council

- enabling them to meet, build rapport, share knowledge and experiences, and form positive working relationships with each other

- identifying common goals and a shared vision as a governing body

- introducing councillors to staff to help break down any 'us and them' divide and create one team working for the community whilst still recognising the legislated separation between the two groups

- providing an opportunity for appropriate role models and mentoring relationships to be established between experienced mayors and councillors and new councillors

- helping participants to understand key legislation

- helping participants to understand their prescribed roles and responsibilities

- briefing them on the 'big picture', and providing them with a clear understanding of council's health and performance

- enabling them to understand and agree on the key issues and tasks for the new council, and to build a vision for the governing body's term

- enabling them to understand key council information, policies and procedures

- enabling them to understand the council and the local government area

- enabling them to feel empowered with key information about the integrated planning and reporting processes and their opportunities for influence, and

- increasing their self-confidence in their ability to perform their roles.

Returning councillors

Because local government is complex and subject to change, the mayor and all councillors, both new and experienced, should attend council's induction program at the commencement of each term.

Page 200

Whilst returning councillors may already know much of the information provided in the induction program, their attendance at these sessions will demonstrate to new councillors that their roles and responsibilities are important. Returning councillors can also contribute valuable information and lessons learnt from previous council terms, and help build a positive and collaborative culture for the new governing body.

Important aspects of the induction program include building trust and positive relationships between the members of the new governing body, establishing working bonds and determining how they can work together as a team. All councillors need to be part of this process.

Delivering a councillor induction program

Planning

Councils should aim to have their induction programs finalised in time to provide potential candidates the proposed induction timetable at the candidate information sessions. Candidates can then make tentative arrangements to enable them to attend the induction program if they are elected.

It is important that councillors feel welcome when they start their terms. This will send a supportive message that builds on the positive culture being encouraged for the governing body. Council should also ensure that the resources each councillor and the mayor needs are set up and ready when they start. This includes any IT equipment, office facilities or other necessary resources that will ensure they are productive from their first day in office.

Timing

The Regulation allows a maximum of six months for the delivery of the induction program to provide councils the flexibility to develop an approach that best meets the needs of its mayor and councillors.

The first induction training session should take place as soon as possible after the results of the election are declared and prior to the first council meeting. It should aim to provide councillors with the information they need to function in their roles, including in meetings, until the rest of the induction program is delivered. The rest of the induction program must be delivered within six months of the polls being declared.

The delivery of the components of the induction program should be timed to reflect the information the councillors and the mayor need in the first week, the first month and the first three months of council. In addition, the relevant components of the induction program should be delivered before the review of the council's community strategic plan, and before the adoption of its delivery program.

Some councils prefer to deliver the full induction program as soon as possible to provide councillors with all of the information and induction training they need from the start of their term in office. However, this approach runs the risk of councillors feeling overloaded with information.

Other councils prefer to deliver the induction program approximately six weeks after the election so that new councillors have the opportunity to gain some practical experience first. However, this approach runs the risk of councillors not being effective or lacking confidence during the weeks preceding the induction training.

Alternatively, some councils choose to do a mixture of these approaches by staging the induction program over a number of weeks. Ultimately, the optimum timing for delivery of an induction program will vary depending on local circumstances.

Content

A checklist of recommended content for induction programs for councillors and a supplementary program for mayors is provided at **Appendix D**.

Page 201

16

There should be two core components of council's induction program:

- a knowledge-based component that ensures new mayors and councillors have the information they need to undertake their roles during the first few weeks of their term, and

- a team-building component designed to bring councillors together to form a collaborative, positive and united governing body.

Knowledge component

In the first few weeks in particular, new mayors and councillors will need to know:

- their roles, responsibilities and legislative obligations

- what the council does and how the council operates, including an overview of integrated planning and reporting and land use planning

- their financial management responsibilities

- the key issues and tasks for the new council

- the legislation, rules, principles and political context under which councils operate

- the council's organisational structure and the roles and responsibilities of staff

- key council policies and procedures they must comply with

- the role of council meetings and how to participate effectively in them

- the support available to the mayor and councillors, and where they can go to get more information or assistance

- how to speak to the media appropriately and effectively, and

- information on the process for electing the mayor (where applicable).

Mayors will also need to know:

- the roles and responsibilities of the mayor as leader of the council, including ceremonial functions

- how to chair council meetings

- the role and functions of regional and other external bodies council is a member of

- how to oversee the general manager, including understanding recruitment processes and leading performance reviews

- how to lead council's integrated planning and reporting, and

- how to manage code of conduct complaints about the general manager.

Team building component

Team building activities should be held, where necessary, depending on the relationships that exist between councillors and how they are likely to function as a team. The activities should aim to ensure mayors and councillors, as a governing body, understand the need to:

- build relationships with each other based on trust and mutual respect

- contribute to a positive and ethical culture within the governing body

- encourage and facilitate collaboration with each other

- work towards consensus as members of the governing body for the benefit of the community

- win concessions without damaging relationships within the governing body

- champion and communicate the council's vision and strategic plans as a cohesive team

- respect the diversity of skills and experiences on the governing body, and

- communicate and uphold the decisions of council in a respectful way, even if their own positions are not adopted.

Page 202

Activities should also help the mayor, as the leader of the governing body, to:

- act as a stabilising influence and show leadership, and
- promote a culture of integrity and accountability within council and when representing council in the community and elsewhere.

Structure and delivery

Each component of the induction program should be presented by the person who is best able to deliver the content and achieve the outcomes sought. This could be the general manager, another staff member or an external provider. Previous or current mayors or councillors may also be invited to provide an overview of their experiences on council, as might an experienced former or current mayor from outside the council.

The induction program should be conducted in a way that avoids the mayor and councillors being overloaded with information, particularly if this is at the expense of team building. This may be achieved by limiting the length of sessions, having a number of short sessions rather than one longer session and/or through the use of a range of delivery modes and materials.

Some councils structure their councillor induction programs intensively over two or more days – possibly a weekend – while others choose to hold shorter, evening sessions over several weeks. Others choose a combination of these two approaches.

When planning and delivering their induction programs, councils may consider making use of resource sharing arrangements with other councils, including Joint Organisations or Regional Organisations of Councils. For example, one part of the induction may be provided at the regional level to cover the more generic and regional issues, and another part within the council may cover local issues, policies and procedures. Printed and face-to-face training resources could also be utilised.

The Office of Local Government also offers 'Hit the Ground Running' workshops, held shortly after each council election, which councils may wish to include in their induction program.

Consideration should be given to which delivery method, or combination of methods, would best suit the information being conveyed and the different learning styles of councillors. Options could include:

- intensive blocks over two or more days (including weekends)
- evening or dinner sessions over several weeks
- a mix of regional and local level induction sessions
- informal briefings from the general manager and other senior staff
- guest speakers and presenters from other councils, state government agencies or other local government groups
- a guided tour of the council's administration building/s, depot, council facilities and local government area
- in-house workshops by council staff and/or professional training providers
- seminars and conferences
- panel discussions
- a mock council meeting or meetings
- training booklets and discussion papers distributed to councillors to work through at their own pace, and/or
- online information and training resources.

Where possible, presentations should be supported by written materials, including an induction manual or handbook that councillors can retain and refer to.

Induction manual

Councils should develop an induction manual or handbook to support councillors in the first weeks following the commencement of the council's term of office. This resource may also include relevant background reference material for the longer term, and printed or online resources specifically developed for new councillors. It could also include a copy

of the Councillor Handbook which has been developed by the Office of Local Government for councillors. The induction handbook may be provided prior to, at or after induction training.

How the information is presented in the induction manual will affect how useful it is. For example, some councils have found that a manual is most likely to be used if the information is presented in a folder. Some councils may consider also providing the information as an online resource. An online resource may be easier for councils to keep updated and can make topic searching easier for users.

Appendix E provides a checklist of the content that could be included in an induction manual or online resource. Recommended content includes:

- basic information about the council
- profiles (demographic, economic etc.) of the local government area
- information about council meetings
- key planning and policy documents and information
- key legislation
- information about support for councillors, and
- other useful resources, such as Bluett's Local Government Handbook NSW, and/or details about where they may be accessed.

It is suggested that online resources include hyperlinks to electronic versions of any plans, policies or other documents referred to in the councillor induction manual.

Cost

The cost of the induction program should be budgeted for within the council's councillor induction and professional development budget.

By-elections

Under the Regulation, an induction program must also be delivered by a council for any newly elected mayor or councillor who joins the council as a result of a by-election to fill a casual vacancy.

Evaluation

Council should evaluate the induction program to determine what elements worked well and whether there were any deficiencies that need to be addressed.

The methodology for the evaluation should be determined when the induction program is being developed to ensure that relevant data is collected. At a minimum, the evaluation should assess whether the induction program resulted in councillors and the mayor:

- understanding the need to build trusting and positive relationships with a common purpose as a team of councillors
- understanding the need to build a cohesive and positive culture for the governing body
- understanding the need to build a positive working relationship with the general manager and other staff
- understanding their roles and the roles of internal and external stakeholders, and feeling confident in their ability to perform their roles
- understanding key council information and how council works
- being aware of all relevant legislation and council policies and procedures, and being committed to complying with them
- understanding the key issues and tasks for the new council
- being able to make informed and effective decisions from the start of their term in office
- being able to effectively participate in council meetings and apply meeting rules correctly from the start of their term in office
- being able to fulfil their integrated planning and reporting responsibilities, including financial management responsibilities
- knowing how to speak to the media appropriately, and
- feeling confident in understanding and using financial information to manage council's finances.

Page 204

In the case of the mayor, being able to:

- act as a stabilising influence and show leadership in times of crisis
- build a positive working relationship with the general manager
- oversee the general manager, including leading recruitment processes and performance reviews
- chair council meetings
- undertake his or her ceremonial functions
- lead the council's integrated planning and reporting, and
- manage code of conduct complaints about the general manager.
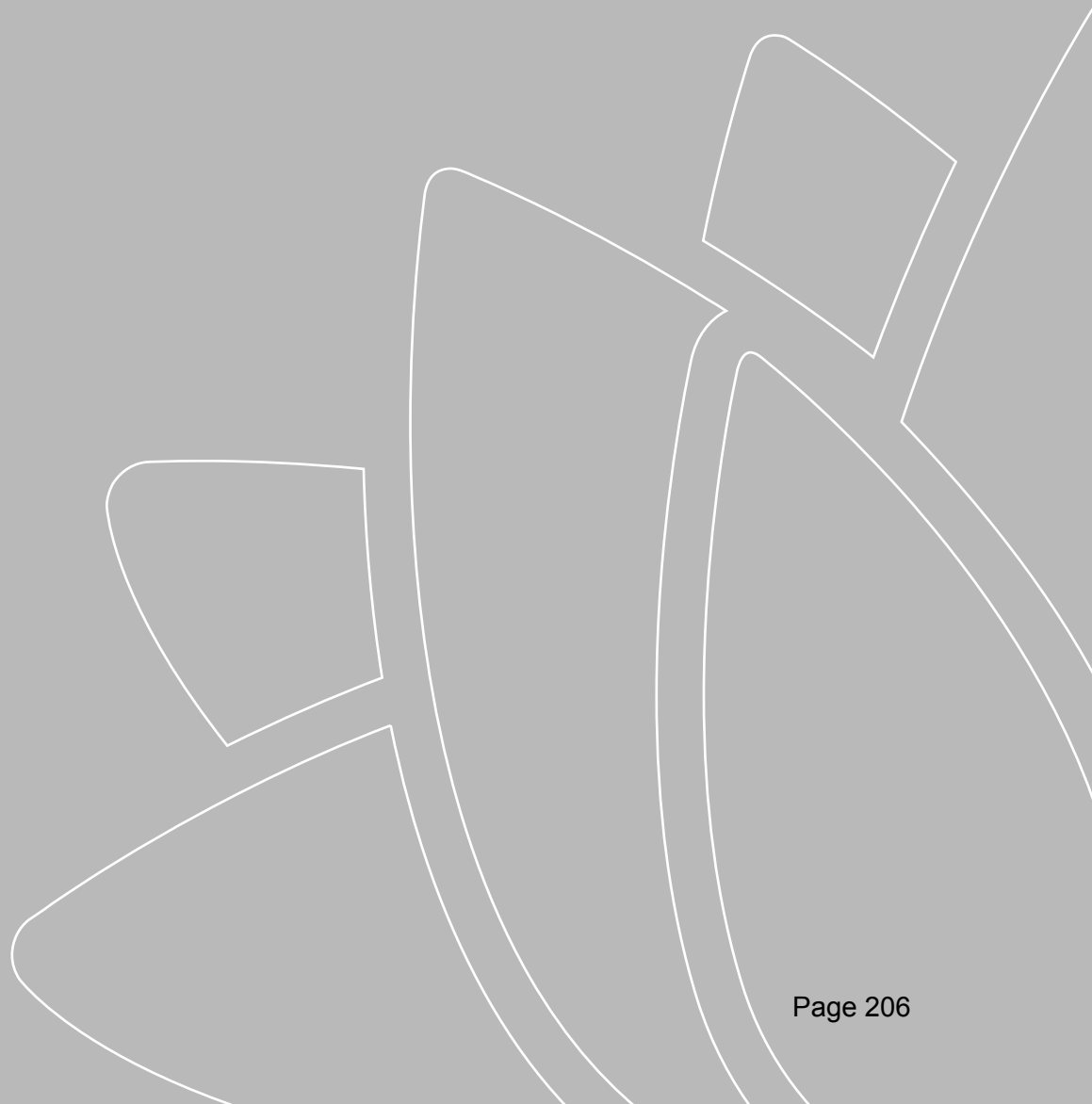
Part 5:
Professional Development Program for Mayors and Councillors

Benefits of a professional development program for mayors and councillors

Ongoing professional development for mayors and councillors is an investment which will enhance the effectiveness of a council's performance in achieving its goals.

The benefits of an ongoing professional development program for councillors and mayors include:

- mayors and councillors representing their communities to the best of their ability
- mayors and councillors feeling confident and supported in their roles
- the governing body making decisions based on a full understanding of all the key issues and consequences
- improved performance of council overall
- greater understanding of, and compliance with, legal responsibilities
- better management of the council's finances and resources, and
- mayors and councillors developing skills and knowledge that they can take into their personal and professional lives.

Enshrine commitment in council policies

Each council needs to enshrine its commitment to the ongoing professional development of mayors and councillors in all relevant council policies. This will ensure that this commitment is embedded in council's values and operations, and that an effective ongoing professional development program is implemented.

Policy on the provision of expenses and facilities to councillors

Each council's ongoing professional development program should be accommodated by and reflected in its councillor expenses and facilities policy. The expenses and facilities policy should make clear and adequate provision for relevant training and professional development activities as legitimate expenses.

Other mechanisms

Councils may also wish to consider other mechanisms to reinforce their commitment to ongoing professional development for the mayor and councillors, and they may wish to develop a structured approach for realising this commitment in practice.

This may be done through developing and adopting a resolution or a charter as a statement of commitment to support ongoing professional development for the mayor and councillors.

Alternatively, councils may wish to develop and adopt a councillor training and professional development policy. A model policy is provided in **Appendix F**.

Development of a training and professional development plan

As part of council's professional development program, council should develop a professional development plan for the mayor and each councillor. The plan should be developed in consultation with the mayor, each individual councillor and the governing body as a whole, and the general manager.

Depending on the needs of the council and the governing body, council's professional development program could comprise:

- generic activities delivered to all councillors which address the needs of council (identified in council's needs analysis), with a supplementary program for the mayor, or

- an individualised program for each councillor or mayor which caters to their specific professional development needs, and which addresses the skills and knowledge gaps that the councillor or mayor is identified as having, or

- a generic program that offers activities to meet council's skill and knowledge requirements, supplemented with individual activities to meet the specific needs of individual councillors or groups of councillors and the mayor.

The program can span the council's term, with individual activities implemented over time according to priority.

Needs analysis

The first step in creating a professional development plan is to identify any gaps in the knowledge and skills required by the mayor and each councillor to perform their roles and responsibilities effectively. These needs should be assessed individually for the mayor and each councillor, and for the governing body as a whole.

To do this, each council will first need to conduct a needs analysis prior to each new council term to determine what knowledge and skills their mayor and councillors must have to effectively serve their local community.

The knowledge and skills listed in **Appendix G**, together with any additional needs a council may have (for example, specific services or particular environmental, social or economic challenges facing their community), should form the basis of this needs analysis.

Assessment of skills and knowledge gaps

Once the council has determined the knowledge and skills required of the mayor and councillors, an assessment should be undertaken of what skills and knowledge the mayor and each councillor bring to their roles. The assessment should identify areas where they require development. This should be done for both new and experienced mayors and councillors.

Council, the mayor and councillors can use information obtained through a range of activities to identify any gaps. Examples of information sources include: self-assessments, questionnaires, councillor feedback, observations during council meetings and workshops, and interviews.

Any deficit identified through the assessment process should form the basis of the professional development plans for the mayor and councillors.

Structure and timing

Councillors' professional development plans should outline:

- the outcome of council's needs analysis

- the knowledge and skills the councillor or mayor brings to their role

- the development needs of each councillor or mayor

- the priority given to each development need

- how the knowledge or skill will be developed (i.e. on-the-job training, mentoring, internal training, external training, briefing session etc.)

- timeframes for development

- who is responsible for organising training/ development

- approval processes, and

- estimated costs.

The timing of the delivery of each component of the professional development plans for the mayor and councillors should be designed in such a way so as to not overload councillors with learning activities in the early part of council's term. The timing should reflect what knowledge and skills councillors and the mayor need at various points in council's term to undertake their roles.

For example, council should ensure that the mayor and councillors have acquired the knowledge and skills necessary to effectively contribute to the review of the community strategic plan and the development of the delivery program before these activities are undertaken.

Delivery

A range of delivery methods and materials should be used to support the training and development needs of the mayor and councillors, recognising the varied learning styles councillors may have. These could include:

- in-house workshops, seminars and briefing sessions conducted by the council with appropriate staff, trainers and guest speakers
- workshops, seminars and conferences for mayors and councillors offered by external training providers and industry bodies
- printed material, including training booklets and discussion papers, that may be distributed to councillors for information, and
- online training courses and webinars.

Councils could also consider making use of resource sharing arrangements with other councils, including Joint Organisations and Regional Organisations of Councils.

Each councillor's professional development plan should outline possible delivery methods for each training need identified.

Cost

Each year the council should allocate a budget to support professional development activities to be undertaken in that year. Progress against expenditure of the budget allocation should be reported on a quarterly basis as part of the budgetary cycle.

Councils will need to determine the size of the budget allocation, which may change annually, depending on training needs. It is to be expected that costs will be higher in the first year of council's term due to the need to deliver candidate information sessions and the induction program. The delivery program financial estimates and the Long Term Financial Plan will reflect the varying training and development budget requirements over the term of the council.

Evaluation

As with the pre-election information session and the councillor induction program, the professional development program should be evaluated to assist the council to determine the program's effectiveness and to identify areas of possible improvement.

The outcomes of the professional development program should, at a minimum, include councillors and mayors demonstrating the core skills and knowledge areas listed in council's needs analysis.

The evaluation should assess whether these outcomes were achieved.

Page 210

Part 6:
Public Reporting

Holding elected office in a council is a role that carries with it significant responsibilities. All holders of elected offices in councils owe it to the communities that entrust them with this responsibility to ensure that they hold and maintain the knowledge and skills necessary to exercise their functions effectively on behalf of the community.

Mayors and councillors are ultimately accountable to the community that elects them for the performance of their functions. For this reason, councils are required to publicly report on the activities offered to the mayor and each councillor as part of induction and professional development programs and their participation in those activities.

In the case of induction programs, the general manager must prepare a report for the first council meeting held after the induction program is delivered. The report must identify the activities offered to the mayor and each councillor as part of the induction program and indicate whether they participated in them.

In the case of ongoing professional development programs, general managers must prepare a report to the first council meeting held after 30 June in each year. The report must identify the professional development activities offered to the mayor and each councillor in the year to 30 June and indicate whether they participated in them.

The general manager is also required to ensure these reports are published on the council's website.

Under the Regulation, the Chief Executive of the Office of Local Government may, at the request of a general manager, exempt a council from the requirement to publish details of induction and professional development activities offered to the mayor or an individual councillor where he or she is satisfied that there are exceptional circumstances.

Such an exemption would be likely to be granted in circumstances where the public reporting of a development activity offered to a mayor or councillor would cause them undue embarrassment, may serve to deter them from identifying a training or development need, or where there are other compelling public interest grounds not to do so.

Appendix H of these Guidelines provides a suggested template for public reporting on participation in induction and ongoing professional development program activities.

Page 212

Appendix A:
Guiding Principles for Councils

General principles (section 8A(1))

Councils should:

- provide strong and effective representation, leadership, planning and decision-making

- carry out functions in a way that provides the best possible value for residents and ratepayers

- plan strategically, using the integrated planning and reporting framework, for the provision of effective and efficient services and regulation to meet the diverse needs of the local community

- apply the integrated planning and reporting framework in carrying out their functions so as to achieve desired outcomes and continuous improvements

- work cooperatively with other councils and the state government to achieve desired outcomes for the local community

- manage lands and other assets so that current and future local community needs can be met in an affordable way

- work with others to secure appropriate services for local community needs

- act fairly, ethically and without bias in the interests of the local community, and

- be responsible employers and provide a consultative and supportive working environment for staff.

Decision-making principles (section 8A(2))

Councils should:

- recognise diverse local community needs and interests

- consider social justice principles

- consider the long-term and cumulative effects of actions on future generations, and

- consider the principles of ecologically sustainable development

Council decision-making should be transparent and decision-makers are to be accountable for decisions and omissions.

Community participation principle (section 8A(3))

Councils should actively engage with their local communities, through the use of the integrated planning and reporting framework and other measures.

Principles of sound financial management (section 8B)

Council spending should be responsible and sustainable, aligning general revenue and expenses.

Councils should:

- invest in responsible and sustainable infrastructure for the benefit of the local community

- have effective financial and asset management, including sound policies and processes for:
  - performance management and reporting
  - asset maintenance and enhancement
  - funding decisions, and
  - risk management practices

- have regard to achieving intergenerational equity, including by ensuring that policy decisions are made after considering their financial effects on future generations, and by ensuring that the current generation funds the cost of its services.

Page 214

Integrated planning and reporting principles (section 8C)

Councils should:

- identify and prioritise key local community needs and aspirations and consider regional priorities

- identify strategic goals to meet those needs and aspirations

- develop activities, and prioritise actions, to work towards the strategic goals

- ensure that the strategic goals, and the activities developed to work towards them, may be achieved within council resources

- regularly review and evaluate progress towards achieving strategic goals

- maintain an integrated approach to planning, delivering, monitoring and reporting on strategic goals

- collaborate with others to maximise the achievement of strategic goals

- manage risks to the local community or area or to the council effectively and proactively, and

- make appropriate evidence-based adaptations to meet changing needs and circumstances.
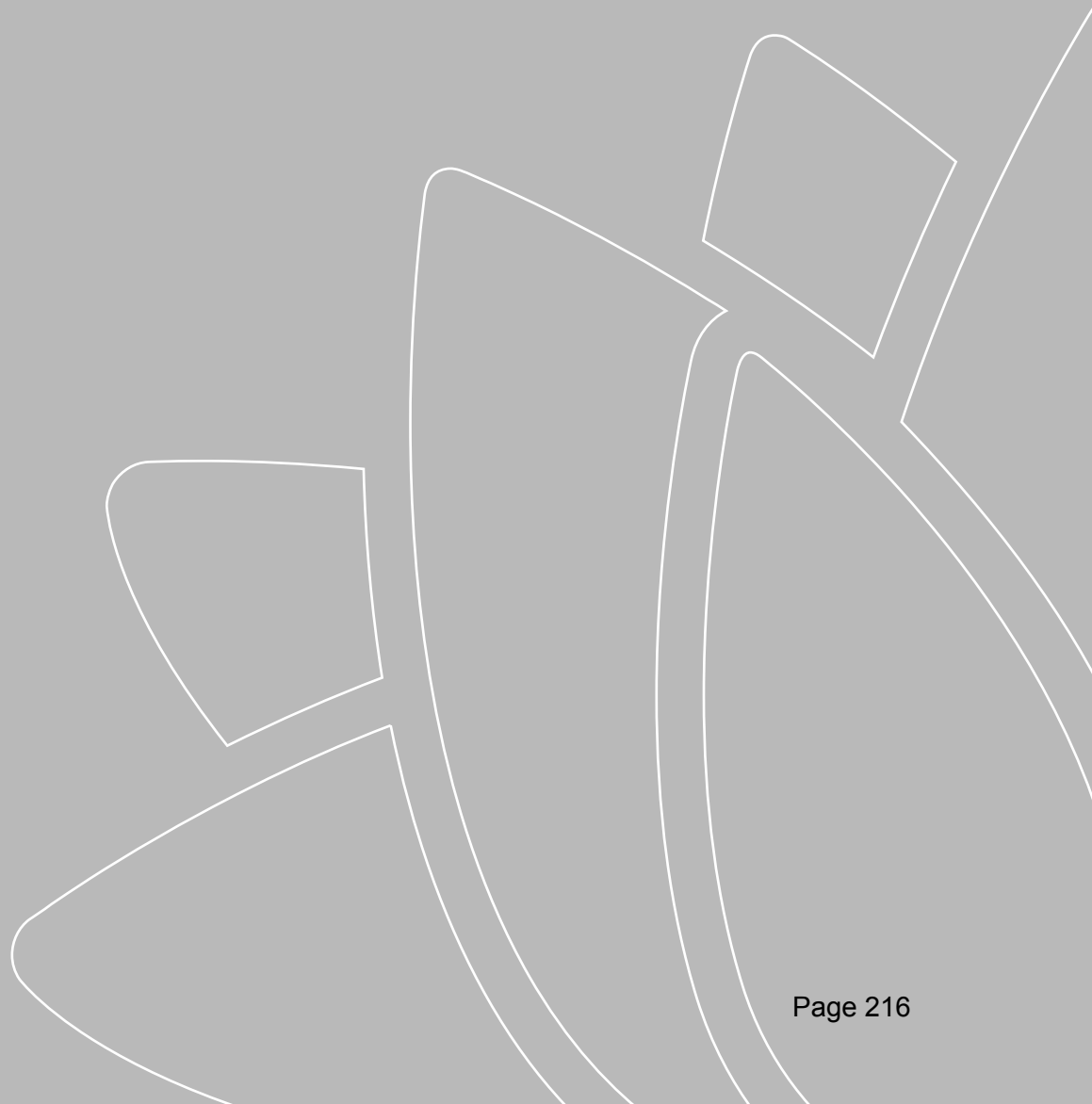
Appendix B:
Roles and Responsibilities
Under the Act

Governing body of a council (section 223)

The mayor and councillors collectively comprise the governing bodies of councils. The role of the governing body is to:

- direct and control the affairs of the council in consultation with the general manager
- provide effective civic leadership to the local community
- ensure as far as possible the financial sustainability of the council
- ensure as far as possible that the council acts in accordance with the principles prescribed under the Act and the council's plans, programs, strategies and policies
- develop and endorse the community strategic plan, delivery program and other strategic plans, programs, strategies and policies
- determine and adopt a rating and revenue policy and operational plans that support the optimal allocation of the council's resources to implement the council's strategic plans and for the benefit of the local area
- keep the performance of the council under review, including service delivery
- make decisions necessary for the proper exercise of the council's regulatory functions
- determine the process for the appointment of the general manager and for monitoring their performance
- determine the senior staff positions within the organisation structure of the council
- consult regularly with community organisations and other key stakeholders and keep them informed of the council's decisions and activities, and
- ensure that the council acts honestly, efficiently and appropriately.

The governing body is to consult with the general manager in directing and controlling the affairs of the council.

Individual councillors (section 232)

Councillors are individually and collectively accountable to the local community for the performance of the council. Each councillor has a responsibility to:

- be an active and contributing member of the governing body
- make considered and well informed decisions as a member of the governing body
- participate in the development of the council's integrated planning and reporting framework
- represent the collective interests of residents, ratepayers and the local community
- facilitate communication between the local community and the governing body
- uphold and represent accurately the policies and decisions of the governing body, and
- make all reasonable efforts to acquire and maintain the skills necessary to perform the role of a councillor.
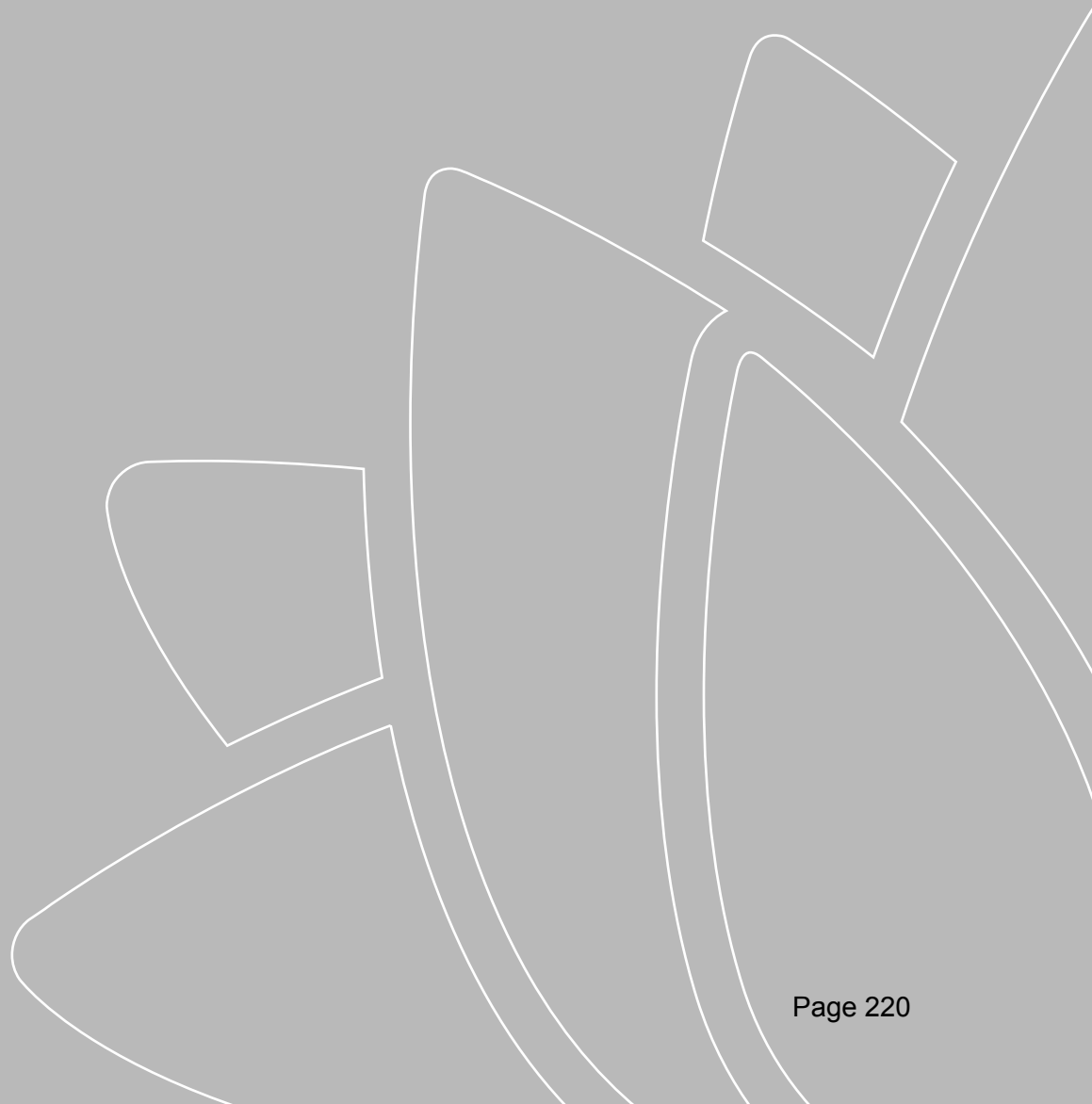
The mayor (section 226)

The mayor is often considered the voice of the council and the leader of the community. While the mayor has the same roles and responsibilities as councillors, the mayor is essentially the "first among equals" and is expected to exercise a leadership role within a council. This leadership role is reflected in the mayor's extra responsibilities.

The role of the mayor is to:

- be the leader of the council and a leader in the local community
- advance community cohesion and promote civic awareness
- be the principal member and spokesperson of the governing body, including representing the views of the council in regard to its local priorities
- exercise, in cases of necessity, the policy-making functions of the governing body of the council between meetings of the council

Page 218

- preside at meetings of the council and ensure that meetings of the council are conducted efficiently, effectively and in accordance with the Act

- ensure the timely development and adoption of the council's strategic plans, programs and policies

- promote the effective and consistent implementation of the council's strategic plans, programs and policies

- promote partnerships between the council and key stakeholders

- advise, consult with and provide strategic direction to the general manager in relation to the implementation of the council's strategic plans and policies

- in conjunction with the general manager, ensure adequate opportunities and mechanisms for engagement between the council and the local community

- carry out the civic and ceremonial functions of the mayoral office

- represent the council on regional organisations and at inter-governmental forums at the regional, state and commonwealth levels

- in consultation with the councillors, lead performance appraisals of the general manager, and

- exercise any other functions of the council that the council determines.
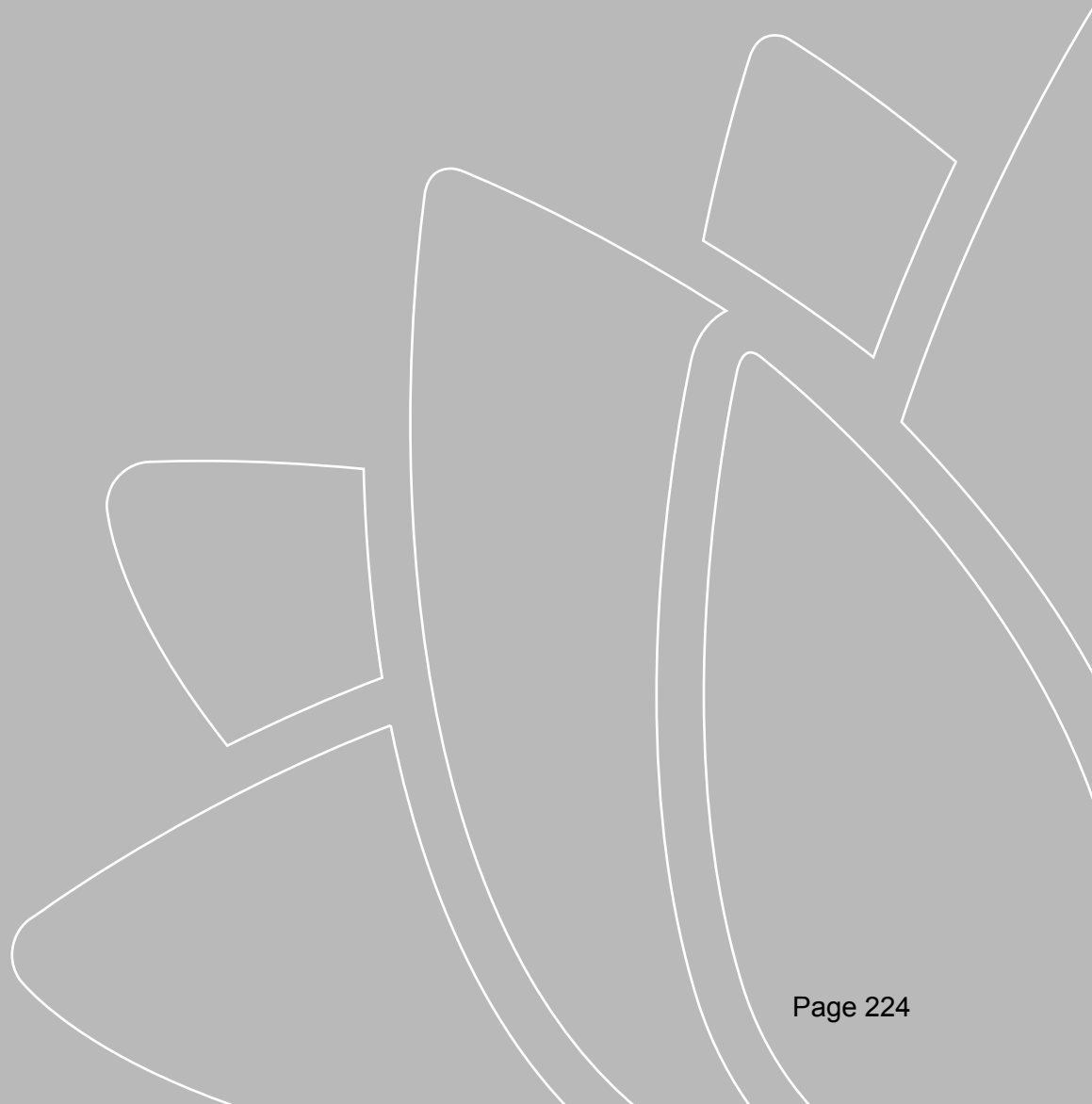
Appendix C:
Candidate Information Session Content Checklist

Topic Area	Suggested Content
Role of council	• The role and responsibilities of local government • The guiding principles under the Act that govern council's functions • The purpose of council and committee meetings
Roles and responsibilities of councillors and staff under the Act	• The roles and responsibilities of the governing body and individual councillors under the Act, including in relation to integrated planning and reporting • The roles and responsibilities of the mayor as leader of the governing body, including oversight of the general manager • The strategic nature of the roles of elected members compared to the operational roles of the general manager and council staff • The regional and other bodies the council is a member of and the roles of those bodies

Legal and ethical responsibilities	• Requirement to take an oath of office
	
	• Requirement to meet the ethical standards prescribed under the Act, including managing pecuniary and non-pecuniary interests
	
	• Outline of the legal responsibilities of councillors under the Act and their personal responsibilities under other legislation, for example in relation to:
	  – work health and safety
	  – anti-discrimination
	  – privacy
	  – public access to information
	  – records management
	
	• Outline of any council policies that councillors will be expected to comply with, for example:
	  – councillor and staff interaction policy
	  – code of meeting practice
	  – code of conduct
	  – councillor expenses and facilities policy
	  – gifts and benefits policy
	  – councillor induction and professional development policy

Page 222

Topic Area	Suggested Content

Skills and knowledge	• Participation in council's councillor induction program
	• Participation in the mayor's supplementary induction program
	• Expected attendance at council meetings, their frequency and possible duration
	• Preparation required for council meetings, for example:
	  – attending pre-meeting briefings
	  – reading business papers
	  – ensuring councillors have a full understanding of issues requiring
	• decisions
	• Potential participation in other meetings, for example extraordinary council meetings, regional bodies, external bodies
	• Potential attendance at community events, ceremonies and other functions
	• Responding to media requests and inquiries
	• Potential participation in formal community consultation processes
	• Answering letters, emails and phone calls from residents and ratepayers as well as participating in regular informal conversations
	• Participation in any other activities that are likely to arise and require the mayor or councillors' time

Support available to assist councillors in the role	• The annual fees paid to councillors and the mayor • Council's policy on the payment of expenses incurred and the provision of facilities and resources to the mayor and councillors • Induction and professional development programs for councillors and the mayor • The responsibility of the general manager and staff to provide timely information and advice and the administrative and professional support necessary for councillors to effectively discharge their functions.

CONSULTATION DRAFT

Appendix D:
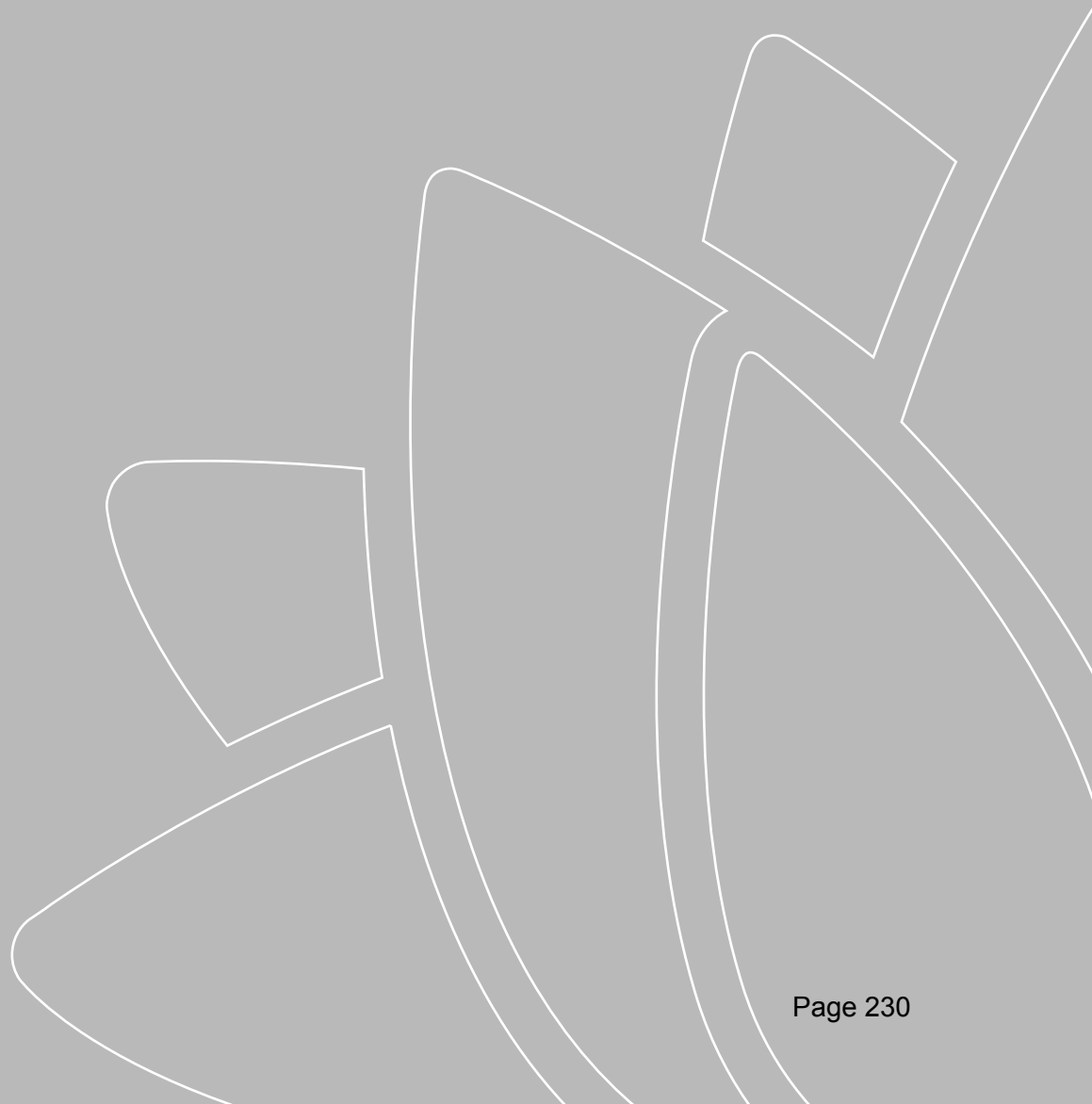# Induction Program
Content Checklist

Topic Area	Suggested Content

Establishment of a well-functioning governing body	• Team building activities to help councillors and the mayor:
	  – identify how they would like to work together as a team
	  – understand why each councillor is in office and help identify a common purpose and bond between councillors
	  – identify a common vision for the governing body
	  – identify what a successful term in office will look like for council and the community and what is needed from individual councillors and the mayor to achieve this
	  – identify accepted values and behaviours
	  – build relationships with each other based on trust and mutual respect
	  – contribute to a positive and ethical culture within the governing body
	  – value and develop teamwork and collaboration skills
	  – work towards consensus as members of the governing body for the benefit of the community
	  – win concessions without damaging relationships within the governing body
	  – develop respectful negotiation and conflict resolution skills
	  – champion and communicate the council's vision and strategic plans as a cohesive team
	  – respect the diversity of skills and experience of the other members of the governing body
	  – communicate and uphold the decisions of council in a respectful way, even if their own position was not adopted
	  – understand what supports or undermines the effective functioning of the governing body
	  – identify appropriate council meeting practice and behaviours
	  – understand their opportunities for influence

Orientation to council facilities and local government area	• Guided tour of the council facilities available to councillors, for example, chambers, offices, utilities • Guided tour of the local government area including council facilities, significant sites and projects • Introduction to council staff to help build a positive team culture between the governing body and administration (whilst respecting the legislated separation between the two)

Page 226

Topic Area	Suggested Content
Overview of the key issues and tasks for the new council	– The demographic profile of the local government area – Council's current social and economic health and performance – The key social, environmental and economic concerns facing the community – The key issues and tasks the new council will need to address – Any issues faced by previous councils or useful historical information that may impact or assist the new council – The current community strategic plan and the process that led to its development, including its role in informing the new council's activities – Council's current delivery program, operational plan, resourcing strategy and community engagement strategy

Legal and political context of local government	• The relationship of state and commonwealth governments to local government
	• The guiding principles under the Act that govern council's functions
	• The roles and responsibilities of oversight agencies such as the:
	  – Office of Local Government
	  – Department of Planning and Environment
	  – Environment Protection Authority
	  – Audit Office
	  – Independent Commission Against Corruption, and
	  – NSW Ombudsman

Roles and responsibilities of councillors and staff	– The roles and responsibilities of the governing body and individual councillors under the Act – The role and responsibilities of the mayor – The roles and responsibilities of the general manager and council staff – Council's policy on councillor and staff interaction and how councillors can request assistance from staff – The regional and other bodies the council is a member of and the roles of those bodies – Delegations – Integrated planning and reporting responsibilities

Overview of the key functional areas of council operations and staffing	• Council's organisational structure
	• The role and responsibilities of each business unit within council, for example:
	  – planning and other regulatory functions
	  – assets and infrastructure
	  – financial management
	  – community services
	  – governance
	  – teams responsible for implementing key council policies, strategies or programs
	• Council's workforce strategy

Topic Area	Suggested Content

Legal and ethical responsibilities and risk management	• Preparation for taking the oath or affirmation of office
	• Requirement to meet the ethical standards prescribed under the Model Code of Conduct for Local Councils in NSW, including disclosing and managing pecuniary and non-pecuniary interests
	• The legal responsibilities of councillors under the Act and their personal responsibilities under other legislation, for example in relation to:
	  – work health and safety
	  – anti-discrimination
	  – privacy
	  – public access to information
	  – records management
	• Council policies that councillors will be expected to comply with, for example:
	  – councillor and staff interaction policy
	  – code of meeting practice
	  – code of conduct
	  – councillor expenses and facilities policy
	  – gifts and benefits policy
	• Participation in the councillor induction and professional development program
	• How the council manages risk, including:
	  – council's risk management framework
	  – the role of the Audit, Risk and Improvement Committee
	  – internal audit

Decision-making	• The purpose of council meetings • Prescribed meeting rules • Council's code of meeting practice • The role of the chair • How to use closed meetings appropriately • What an orderly, effective and efficient council meeting looks like and how it is conducted • How councillors should prepare for a council meeting, including pre-meeting briefings • The role of business papers and meeting minutes and how to understand and interpret them • The role of committees and how they are established and structured

Page 228

Topic Area	Suggested Content

Strategic planning	• The statutory requirements for integrated planning and reporting
	• How integrated planning and reporting is conducted by council including:
	  – council's integrated planning and reporting frameworks, timelines and processes
	  – the mayor's and councillors' roles
	  – community consultation and participation
	  – change management processes
	  – reporting mechanisms

Land use planning	• Overview of the land use planning system, including:
	  – relevant legislation
	  – the role of council in land use and development approvals
	  – how development applications are considered and decided by council, including independent panels
	  – the role of environmental planning instruments and how to interpret them
	  – delegations
	  – the role of oversight agencies, for example, the Department of Planning

Natural resource management	• Council's public land management responsibilities and regulatory frameworks • Council's natural resource management responsibilities and regulatory frameworks
Financial processes and financial management	• The responsibility of councillors for the financial management and sustainability of the council under the Act • Council's long-term financial plan and other components of council's resourcing strategy • How to interpret and understand the financial information contained in financial reports prepared by council
Customer services and complaints handling	• Council's complaints handling process and how councillors should handle constituents' concerns
Support available to assist councillors in the role	• The annual fees paid to councillors and the mayor • Council's policy on the payment of expenses incurred and the provision of facilities and resources to the mayor and councillors • Ongoing professional development for the mayor and councillors • The responsibility of the general manager and staff to provide timely information and advice and the administrative and professional support necessary for councillors to effectively discharge their functions
Supplementary topics for mayor	• How to be an effective leader of the governing body and the council • The role of the chair and how to chair council meetings • How to manage code of conduct complaints about the general manager • How to conduct day-to-day oversight of the general manager • How to lead recruitment and performance reviews of the general manager • Citizenship and other ceremonial functions.

Appendix E:
Councillor Induction Manual Content Checklist

Topic Area	Suggested Content
Governing body	• Summary of the shared purpose, goals, vision and success markers identified by the governing body during the induction process • Summary of the values and behaviours identified by the governing body during the induction process that will characterise the council term
Basic information about the council	• Organisational chart and outline of key function and service areas, including those of senior staff • Information and/or chart showing the relationships between councillors and council staff and decision-making processes • List of council facilities and map of the local government area
Profile of the local government area	• Wards • Population statistics • Useful information about the local government area • Useful information about key issues or tasks for the new council
Information about council meetings	• Code of meeting practice • Agenda and minutes of recent meetings • Meeting times and venues • Deadlines related to meetings, business papers and minutes • List of council committees and their composition
Key planning and policy documents and information	• Integrated planning and reporting documents, for example, the current community strategic plan, delivery program, operational plan, community engagement strategy and resourcing strategy etc. • Delegations • Most recent annual report • End-of-term report of last council • Code of conduct • Policy on the provision of councillor expenses and facilities • Policy on access to information • Policy on councillor and staff interaction • Policy on gifts and benefits • Council's workforce strategy • Council's risk management framework and relevant audit- and risk management-related documents • Other relevant plans, policies and procedures • Policy register/list of policies

Page 232

Topic Area	Suggested Content

Key legislation	• Copy of key legislation or relevant excerpts from legislation such as the Act and the Regulation
	• List of key legislation under which council exercises its functions, for example:
	   – *Environmental Planning and Assessment Act 1979*
	   – *Protection of the Environment Operations Act 1997*
	   – *Work Health and Safety Act 2011*
	   – *State Records Act 1998*
	• How to access up-to-date versions of the legislation online (www.legislation.nsw.gov.au)

Information about support for councillors	• How to make a request or claim under council's expenses and facilities policy • Information about the induction and professional development program • Contact details of council officer/s that councillors may contact for information
Other useful resources and/ or details about where they may be accessed	• Induction program presentations and materials • Contact details for key organisations such as the Office of Local Government and Local Government NSW • A copy of useful publications such as the Councillor Handbook and the Meetings Practice Note and Bluett's Local Government Handbook NSW.

Appendix F:
Model Councillor Training and Development Policy

Purpose

The purpose of this policy is to demonstrate X Council's commitment to ensuring that the mayor and councillors have access to training and educational opportunities which will assist them to develop and maintain the skills and knowledge required to effectively perform their civic role and responsibilities under the *Local Government Act 1993* ('the Act').

Scope

This policy applies to all councillors of X Council, including the mayor.

Policy

Statement of commitment

X Council is committed to developing an induction and ongoing professional development program for the mayor and councillors to ensure they can fulfil their statutory roles and responsibilities. As part of this program, the general manager will work with the mayor and each councillor to develop a professional development plan that identifies and addresses the specific gaps in skills and knowledge that the mayor and councillors and/or Council has recognised as needing attention.

Induction program

X Council will develop an induction program for new and returning councillors as well as a supplementary program for the mayor to ensure they are provided all the information they need to effectively fulfil their roles in the first few months of Council's term and feel confident in their ability to do so. The induction program will cover:

- their roles, responsibilities and formal obligations
- what the council does and how the council operates, including an overview of integrated planning and reporting and land-use planning
- their financial management responsibilities

- the key issues and tasks for the new council
- the legislation, rules, principles and political context under which councils operate
- Council's organisational structure and the roles and responsibilities of staff
- key Council policies and procedures they must comply with
- the role of Council meetings and how to participate effectively in them
- the support available to the mayor and councillors and where they can go to get more information or assistance,
- how to speak to the media appropriately and effectively, and
- information on the process for electing the mayor (where applicable).

In the case of the mayor, the program will also cover:

- the role and responsibilities of the mayor as leader of the council, including ceremonial functions
- how to chair Council meetings
- the roles and functions of regional and other external bodies Council is a member of
- how to oversee the general manager, including understanding recruitment processes and leading performance reviews
- how to lead Council's integrated planning and reporting, and
- how to manage code of conduct complaints about the general manager.

The mayor and councillors must have a working knowledge and understanding of these areas by the end of the induction program.

The induction program will also include activities to help the governing body establish itself as a cohesive and collaborative team focused on a common purpose with shared values and goals. Activities will aim to ensure mayors and councillors, as a governing body, understand the need to:

- build relationships with each other based on trust and mutual respect

Page 236

- contribute to a positive and ethical culture within the governing body
- encourage and facilitate collaboration with each other
- work towards consensus as members of the governing body for the benefit of the community
- win concessions without damaging relationships within the governing body
- champion and communicate the council's vision and strategic plans as a cohesive team
- respect the diversity of skills and experiences on the governing body, and
- communicate and uphold the decisions of Council in a respectful way, even if their own position was not adopted.

Activities should also help the mayor, as the leader of the governing body, to:

- act as a stabilising influence and show leadership, and
- promote a culture of integrity and accountability within Council and when representing Council in the community and elsewhere.

The mayor and councillors must attend all induction sessions when first elected. Returning councillors (including the mayor) must also attend all induction sessions to ensure the effective and cohesive operation of the governing body.

X Council will evaluate the induction program at the end of each Council term to determine whether it has achieved these outcomes, and to identify and address areas for improvement.

Assessment of skills and knowledge

The minimum skills and knowledge required of councillors to perform their roles and responsibilities effectively are listed at the end of this policy. Council will conduct a needs analysis prior to each new term to determine whether this list is appropriate and whether it reflects Council's needs.

An assessment will be made of the skills and knowledge each councillor brings to their role against these minimum requirements to identify any gaps that their professional development plan should address.

To identify any gaps, Council will obtain this information through activities such as self-assessments, questionnaires, councillor feedback, observations during Council meetings and workshops and interviews.

Ongoing professional development program

A professional development plan will be developed for the mayor and each councillor to address the gaps identified. The plans will include:

- the outcome of Council's needs analysis
- the knowledge and skills the councillor or mayor brings to their roles
- the development needs of each councillor or mayor and the priority given to each development need
- how the knowledge or skill will be developed (i.e. on-the-job training, mentoring, internal training, external training, briefing session etc.), and
- operational information such as timeframes for development, who is responsible for organising training/development, approval processes and estimated costs.

Training activities may include:

- in-house workshops and briefing sessions conducted by the council with appropriate staff, trainers and guest speakers
- attendance at external training courses and events, for example, seminars, conferences and workshops
- practical on-the-job training
- printed materials such as training booklets
- mentoring and/or
- online training resources.

The professional development plans are to be developed in consultation with the mayor, each individual councillor and the governing body as a whole, and the general manager.

X Council will evaluate the professional development program at the end of each council term to assess whether it was effective in assisting the mayor and councillors to develop the skills and knowledge listed in Council's needs analysis.

Responsibilities

The mayor and each councillor are responsible for making themselves available to attend any development activities identified in the professional development plan. The mayor and all councillors must make all reasonable endeavours to attend and participate in the induction sessions and professional development activities arranged for them during the term of the council.

[Identify the role or responsible staff member] is responsible for planning, scheduling and facilitating induction and professional development sessions for the mayor and councillors in consultation with the general manager.

The general manager has overall responsibility for X Council's induction and professional development program.

Notification of induction and professional development activities to the mayor and councillors

The mayor and councillors will be provided with as much notice as possible for upcoming induction and professional development activities.

Budget

An annual budget allocation will be provided to support the training and professional development activities undertaken by the mayor and councillors. Expenditure will be monitored and reported quarterly.

Approval of training and/or expenses

The mayor and councillors are encouraged to identify professional development opportunities and may seek approval from the general manager to attend any such activities.

Approval of training and payment and reimbursement for expenses relating to a councillor's registration and attendance at training, will be determined in accordance with X Council's Councillor Expenses and Facilities Policy.

Reporting

[Identify responsible team or unit] will maintain data pertaining to councillor induction and professional development activities and attendance.

The general manager of X Council will:

- report to the first Council meeting held after the induction program is delivered the activities offered to the mayor and each councillor as part of the induction program, and whether or not they participated in them

- report to the first Council meeting held after 30 June each year identifying the professional development activities offered to the mayor and each councillor in the year to 30 June and whether or not they participated in them, and

- publish these reports on Council's website.

Page 238

Appendix G:
Skills and Knowledge Required by Councillors and Mayors

The core skills and knowledge required by mayors and councillors to exercise their roles and responsibilities are listed below. These are drawn from the Municipal Association of Victoria's Councillor Competency Framework (but have been adapted to reflect NSW statutory and operational requirements) and the Local Government Capability Framework developed by Local Government NSW.

Additional attributes, skills and knowledge are included for mayors given the additional responsibilities of their roles under the Act. Induction and professional development in these areas can be included in the mayor's supplementary program if required.

Highest priority

A ranking system has been applied to the skills, attributes and knowledge needed by councillors and mayors to reflect the influence each has on how successfully a person will be able to fulfil these roles.

To **'understand'** means to know and be able to apply this knowledge in a practical way without the assistance of others. This refers to the **knowledge** that a councillor or mayor must have and be able to apply if they are to be successful in their civic role.

To '**be able to**' means is capable of demonstrating in action without the assistance of others. This phrase is generally used in connection with the **personal attributes** or **skills** that a councillor or mayor must have in order to fulfil their roles effectively.

Skills, attributes and knowledge that mayors and councillors need to 'understand' or 'be able to' demonstrate are classified the **highest priority** because a councillor or mayor will not be able to fulfil their roles or responsibilities effectively if they do not know or are unable to apply this skill, attribute or knowledge in a practical way while performing their civic duties.

Lower priority

To '**have knowledge of**' means to know that this information/policy exists and affects their role, and to be able to source more information or assistance if application is needed. These attributes, skills or knowledge are considered a **lower priority** as they can be acquired when needed.

Page 240

A. LEADERSHIP	
Mayors and councillors	**are able to:** • fulfil their civic roles in accordance with the Act • be positive and unifying members of the governing body • provide effective and positive leadership to their community, as well as the council administration • build relationships with a diverse range of people in the community • listen to, understand and promote the interests of the community they represent, particularly on complex issues • initiate, support and champion change in their community • work with external stakeholders for the benefit of the community, including regional bodies, organisations, private businesses and other levels of government • represent council and the community in the media effectively.

	understand:
	  – the prescribed roles and responsibilities of the governing body, councillors and the mayor
	  – each of the guiding principles under the Act
	  – the key accountabilities of the council to the community, the NSW Government and oversight agencies.

	have knowledge of: • council's media policy • the regional and other bodies the council is a member of and the roles of those bodies.
Mayors (additional)	**are able to:** • lead and unify the governing body, particularly through contentious issues and decision-making • promote a positive community and council culture • represent council at community events and on regional/ external bodies to the benefit of the community.
	understand: • the prescribed role and responsibilities of the mayor under the Act • the mayor's civic and ceremonial role and the functions they exercise under it • how to be an effective leader.

B. COMMUNICATION AND WORKING WITH OTHERS

Mayors and councillors	**are able to:**
	• communicate effectively with individuals and groups and adjust their communication styles to cater to different audiences
	• work collaboratively and cooperatively with other councillors, the mayor, the general manager, council staff, external stakeholders and community members
	• listen to others and ask appropriate respectful questions
	• show sensitivity to religious and cultural differences
	• be open to the advice of others and reflect on and integrate feedback
	• negotiate and resolve differences respectfully and sensitively, with the aim of reaching consensus and finding common ground
	• manage their emotions and remain objective in challenging situations.
	understand:
	• the functions of the general manager and council staff prescribed under the Act
	• the different roles of the governing body and the general manager in relation to council's organisational structure and statutory requirements for consultation
	• the governing body's responsibility for appointing the general manager and monitoring their performance
	• the mayor's responsibility for exercising day-to-day oversight of the general manager and for leading performance reviews of the general manager
	• the strategic nature of their role compared to the operational roles and responsibilities of the general manager and council staff
	• the importance of good working relationships with the general manager to the effective performance of the council
	• the responsibility of the general manager and staff to provide timely information and advice and the administrative and professional support necessary to effectively discharge their functions
	• the council's adopted protocol for interaction with council staff
	• how to forward constituent and other action requests or information requests to council staff
	• their obligations under the council's code of conduct and the *Work Health and Safety Act 2011* in their dealings with and behaviour towards the general manager and other council staff.
	have knowledge of:
	• the council's workforce management strategy
	• each of the functional areas of responsibility of the council
	• the general manager's contract of employment and the need for key performance indicators for the general manager to align with council's integrated planning and reporting goals
	• the Guidelines for the Appointment and Oversight of General Managers.

Page 242

Mayors (additional)	**are able to:**
	• foster collaboration between councillors to build a unified governing body
	• support productive working relationships between the governing body and the general manager
	• guide debate towards achieving acceptable outcomes
	• build a productive working relationship with the general manager based on clear expectations, trust and respect
	• provide strategic direction and day-to-day oversight of the general manager
	• build partnerships between council and external stakeholders that are of strategic value to council and benefit the broader region.
	understand:
	• how to lead the general manager's performance review and recruitment.

C. ETHICAL CONDUCT AND ACCOUNTABILITY

Mayors and councillors	**are able to:**
	• follow all legislation, rules, policies and the code of conduct applicable to councillors and mayors
	• observe the highest standards of personal and ethical conduct at all times
	• be honest, transparent and accountable for their words, actions, decisions and behaviour
	• demonstrate council values
	• identify and manage different types of conflicts of interest
	• treat all people in the community equally
	• maintain confidentiality
	• contribute to a positive and ethical culture within the governing body
	• take responsibility and be accountable for fulfilling the roles of councillor and mayor to the best of their ability
	• uphold the principles of social justice.
	understand:
	• their ethical obligations under the council's code of conduct
	• their obligations under council's councillor expenses and facilities policy.
	have knowledge of:
	• the process for making and managing code of conduct complaints under the Procedures for the Administration of the Model Code of Conduct for Local Councils in NSW
	• the consequences of a breach of council's code of conduct
	• the definition of "corrupt conduct" under the *Independent Commission Against Corruption Act 1988* and the potential consequences of engaging in corrupt conduct.
Mayors (additional)	**are able to:**
	• manage code of conduct complaints about the general manager
	• promote a culture of integrity and ethical conduct within council and when representing council in the community and elsewhere.

CONSULTATION DRAFT

D. GOVERNANCE	
Mayors and councillors	**understand:** • what is good governance and its importance • the statutory framework that applies to local government • the role of the council's Audit, Risk and Improvement Committee and the role of internal audit
	have knowledge of: • council's statutory compliance and risk management frameworks • council's obligations in relation to the management of council information under the *State Records Act 1988*, the *Government Information (Public Access) Act 2009* and the *Privacy and Personal Information Act 1998* and understand their personal responsibilities under that legislation • council's complaints management processes
E. STRATEGIC PLANNING	
Mayors and councillors	**are able to:** • contribute effectively to integrated planning and reporting at council • contribute to and communicate the strategic plan, goals, priorities and vision for the community • make resourcing and budget decisions and strategies to achieve these goals • take account of the wider context and long-term impacts on future generations when considering options • participate effectively in community engagement processes relating to strategic planning • set performance goals that include quality measures, timeframes and budgets for delivery • consider the impact of changes (e.g. government policy, economic conditions) on council's strategic plan and goals • identify potential risks to the achievement of council goals and take steps to address these • understand council performance reports and develop strategies to improve performance.

Page 244

	understand: • the statutory requirements for integrated planning and reporting, including its conceptual basis and the guiding principles under the Act • the relevance of integrated planning and reporting to the general principles and decision-making principles prescribed under the Act • the prescribed roles and responsibilities of the governing body, individual councillors, the mayor and the general manager in relation to integrated planning and reporting • the community strategic plan and the process that led to its development, as well as its role in informing council's activities over the current term of the council • council's delivery program, operational plan, resourcing strategy and community engagement strategy • the reporting mechanisms under the integrated planning and reporting framework and the importance of clear and measurable key performance indicators to ensure progress towards council's goals can be measured.
Mayors (additional)	**are able to:** • work with the general manager to translate the council's strategic direction into a delivery program and operational plan • continuously monitor progress against the delivery program and operational plan, ensuring the resourcing strategy is appropriate.

F. DECISION-MAKING

Mayors and councillors	**are able to:**
	 • make and uphold considered, timely and transparent decisions based on merit and the best interests of the community as a whole
	 • exercise good judgement
	 • research, understand and evaluate a wide range of information
	 • understand how to read and interpret council business papers and contribute constructively to debate in council
	 • work towards consensus as a member of the governing body for the benefit of the community
	 • weigh up the following when making decisions:
	   – financial and budget implications (including value for money)
	   – legislative and regulatory requirements
	   – community and social impacts
	   – environmental, social and economic sustainability
	   – the wider context
	   – the long-term impacts on future generations.

	understand:
	• the purpose of council and committee meetings
	• the meeting rules prescribed under the Act and the council's code of meeting practice
	• how to use closed meetings appropriately
	• the importance and attributes of orderly, effective and efficient meetings, and their individual roles in creating these types of meetings
	• the importance of preparing for meetings, including attending pre-meeting briefings and reading business papers
	• recognise the role of the Chair.
	have knowledge of:
	• the committee structure adopted by the council and the functions of each of the council's committees
	• the delegations made by the council.
Mayors	**are able to:**
	• lead constructive, orderly council meetings with a view to reaching consensus.
	understand:
	• their role and responsibilities as Chair.

G. LAND-USE PLANNING AND REGULATORY FUNCTIONS

Mayors and councillors	**are able to:**
	• make appropriate land-use planning and development approval decisions.
	understand:
	• the role of the council in relation to land use planning and development approvals.
	have knowledge of:
	• the *Environmental Planning and Assessment Act 1979* and relevant land use planning concepts
	• the environmental planning instruments that apply to the council's area and the development control plans adopted by the council
	• the role of the Minister for Planning, the Department of Planning and Environment and the Greater Sydney Commission (where relevant) in relation to land use planning
	• the development assessment and approval process and the statutory criteria prescribed under section 79C of the *Environmental Planning and Assessment Act 1979*
	• the delegations made with respect to development assessments and approvals
	• the role of Joint Regional Planning Panels and Independent Hearing and Assessment Panels in relation to development approvals.

Page 246

H. FINANCIAL MANAGEMENT

Mayors and councillors	**are able to:** • use basic financial terminology and demonstrate an understanding of recurrent and capital spending • interpret information in council's financial reports • make informed contributions to debate about the allocation of financial resources to community priorities • display an awareness of financial risk and exposure and solutions to mitigate these • identify and discuss the implications of council's long-term financial plan, audited financial statements and budget reviews.
	understand: • the statutory responsibility of the governing body to ensure as far as possible the financial sustainability of the council • the statutory responsibility of the governing body to determine and adopt a rating and revenue policy and operational plans that support the optimal allocation of the council's resources for the benefit of the local area • the guiding principles of sound financial management under the Act • council's long-term financial plan and other components of the council's resourcing strategy • financial reporting requirements • their responsibilities in relation to the review and approval of capital expenditure • the statutory principle that councils should manage lands and other assets so that current and future local community needs can be met in an affordable way.
	have knowledge of: • council's revenue sources • the role of external audit and the Audit Office • the tendering requirements under the Act and their responsibilities in relation to the acceptance of tenders.

I. ENVIRONMENTAL AND ASSET MANAGEMENT

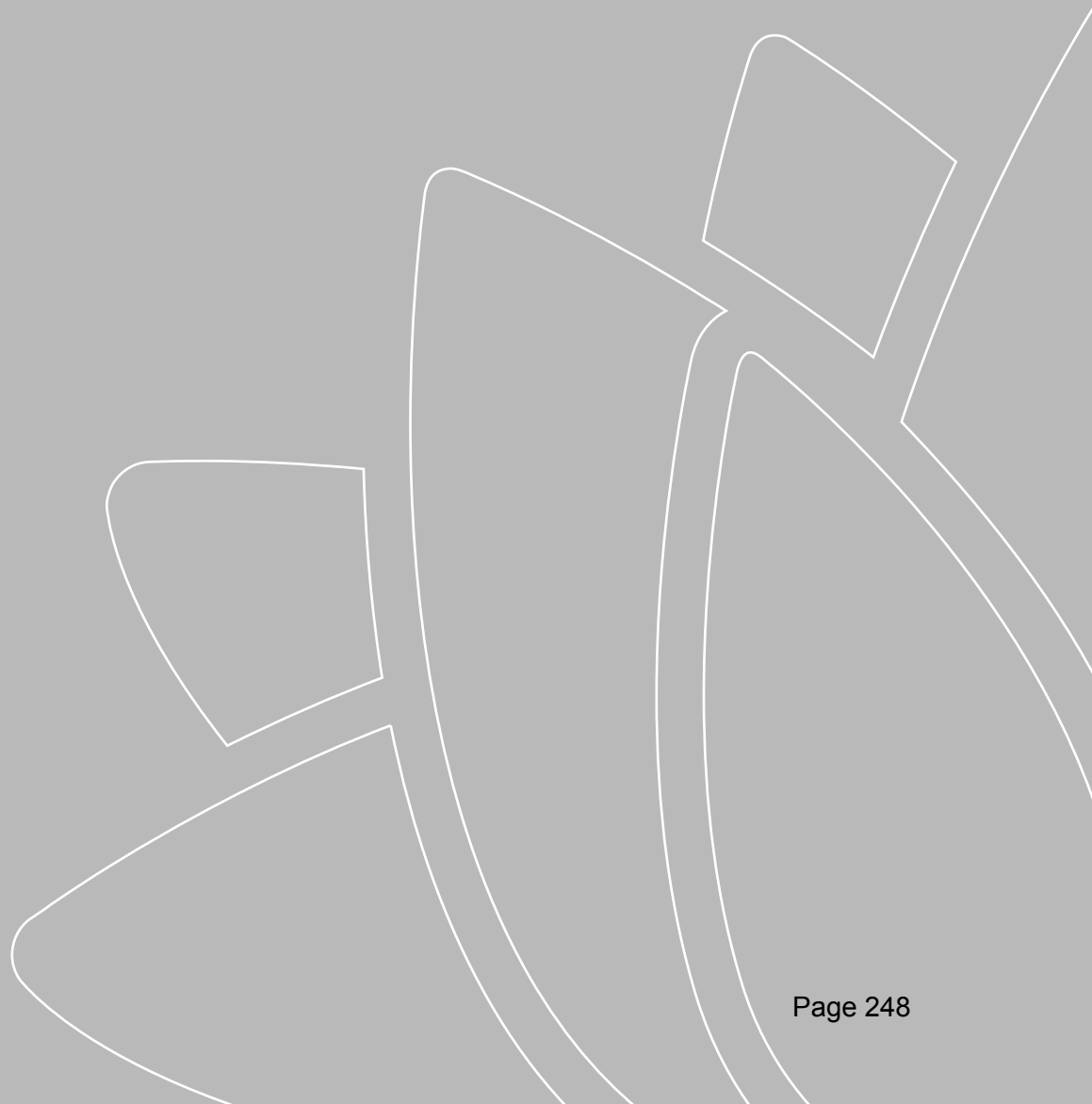|	
Mayors and councillors	**are able to:** • meet their obligations as custodians of council and community assets.
	understand: • the council's public land management responsibilities and the statutory requirements that apply to public land management • the importance of sound asset management and its impact on council finances • asset management planning requirements • the council's natural resource management responsibilities and the regulatory frameworks under which it exercises its functions.
	have knowledge of: • the principles of ecologically sustainable development • council's asset management strategy.

Appendix H:
Reporting Template

Councillor name:			
Induction/Professional Development activities for the period from:			
(start date)		to	(end date)
Activity	Applicable knowledge or skills developed	Date of activity	Participated (Yes/No) *if no, provide reasons*

Page 250

Councillor Induction and Professional Development Guidelines Consultation (Draft Submission – Bayside Council)

The Office of Local Government released a Consultation Draft for an Induction and Professional Development for Mayors and Councillors (Circular 17-39) for comment by 16 March 2018. This submission raises points for enhancement of the draft Guidelines.

Part 3 Pre-Election Information Sessions for Potential Candidates

1. Contents – Page 12

   Councils will be required to hold at least one candidate information session before the deadline for nominations. Under 'Content' there are a number of dot points recommending content for pre-election candidate information sessions including roles and responsibilities. It would seem that this would be an opportune time to emphasis to prospective candidates the requirement for time and commitment to undergo annual Professional Development training/education.

   <u>Recommended Amendment</u>

   Add an additional dot point – the requirement to commit to and attend annual professional development whether they be a councillor or mayor.

2. Appendix C Candidate Information Session Content Checklist

   The guidelines include a checklist covering the recommended content of any candidate information session.

   2.1. Legal and ethical responsibilities - Page 37

      The fourth dot point outlines a number of Council governance policies that should be drawn to the attention of prospective candidates and where compliance is required. It is noted that this is not an exhaustive list and includes key policies that support the Code of Conduct eg Gifts and Benefits Policy. Given this approach conflicts of interest is equally as important and therefore a conflicts of interest policy should be specifically mentioned.

      <u>Recommended Amendment</u>

      That a further policy 'conflict of interest' be included as an example in this section.

   2.2. Skills and knowledge – Page 38

      Typographical error - The fifth dot point is actually a continuation of the fourth dot point.

      <u>Recommended Amendment</u>

      Amend dot points accordingly.

Part 4 Induction Program for Mayors and Councillors

This part provides guidance on the preparation and delivering of an induction program following the general local government elections for newly elected and returning councillors. It also applies to those elected following a by-election. It also provides checklists of the recommended content for induction programs and for the content of induction manuals/online resources for councillors.

1.   Induction Manual – Page 18-19

The principle of providing induction material is supported. The emphasis seems to be on it being in printed form eg "manual" and "handbook". Consistent with the reforms for local government and recognising technology advancements and availability, the guidelines should be guiding councils to electronic material being provided online via 'Councillor portal' on a Council's website. This statement demonstrates that local government is progressive as well as reflecting the other advantages mentioned ie information is readily accessible anywhere and currency is easily achieved.

Recommendation

Rephrase the wording of the section titled "Induction Manual" to better reflect the progressive nature of local government in the use of technology for supporting councillors.

2.   Appendix D Induction Program Content Checklist

2.1   Legal and ethical responsibilities and risk management - Page 43

The fourth dot point outlines a number of Council policies that should be drawn to their attention of candidates that if elected Councillors will be expected to comply with. It is noted that this may not be an exhaustive list however it is considered that a further policy regarding conflict of interest should be included. Although this area is covered in the code of conduct most councils would have a separate policy to provide further guidance to councillors.

Recommended Amendment

That a further policy 'conflict of interest' be included in this section.

Part 5 Professional Development Program for Mayors and Councillors

1.   Needs Analysis – Page 24

In creating a professional development plan for each Councillor, the guidelines require that the needs for each Mayor and Councillor be assessed individually and that a needs analysis be conducted prior to each new council term. Appendix G lists the skills and knowledge required of Mayors and Councillors.

<u>Comment</u>

LGNSW has developed a Local Government Capability Framework which includes capabilities for Civic Leadership. To ensure consistency across the industry there should be alignment between the capabilities outlined in Appendix G and LGNSW Framework.

<u>Recommendation</u>

- OLG review Appendix G and LGNSW Local Government Capability Frameworks, as it applies to elected members, to ensure alignment.

- Clarify that the needs analysis undertaken prior to each new council term is a general assessment to form a basis of the individual assessment with elected members after the election.

2. Appendix F Model Councillor Training and Development Policy

   2.1 Induction program – Page 52

   The penultimate paragraph second sentence states 'Returning councillors (including the mayor) **must** also attend….."

   In Part 4 dealing with Induction Programs, the section titled "Returning Councillors" at page 15 the wording is "…should attend council's induction program…".

   <u>Comment</u>

   The messages should be consistent across the Guidelines and the use of "must" and "should" in the context of the attendance of returning councillors in induction programs is inconsistent.

   <u>Recommendation</u>

   OLG review the wording of the content in Part 4 and Appendix F relating to returning councillors to ensure consistency.

Part 6: Public Reporting

1. Public Reporting – Page 27

   Part 6 sets out the reporting requirements for Councils on the professional development activities and participation by Councillors. Reports are required to Council on the induction program and the annual ongoing professional development programs. The Guidelines provided a suggested template for reporting at Appendix H.

   <u>Comment</u>

   The phase one reforms to the Local Government Act has endeavoured to streamline the reporting requires of councils and supports working towards principle-focused governance. The integrated planning and reporting framework which includes the publication of an Annual Report is central to the reforms. Consistent with this approach the reporting of Councillor Professional Development is supported. It is noted that through the Annual Report councils are required to

Bayside Council - 17/155506

include the payment of expenses and provision of facilities to councillors. The expenses and facilities policy includes the provision of professional development for councillors.

In order to streamline the reporting process, it is considered that the reporting of the councillor professional development and participation would be best placed within the annual report. The public will be able to correlate policy, expenditure and involvement in one place.

<u>Recommendation</u>

That the reporting requirements on the councillor professional development program be moved reporting as part of the Annual Report.

Conclusion

Council supports the formulation of guidance for the industry to ensure consistency of approach to the professional development of councillors. Council considers that OLG should would with peak bodies eg LGNSW to ensure the delivery of appropriate training to the industry. In this regard it may be advantageous for the Office of Local Government to have a training unit or panel as a reference point for Councils to use to roll out training and refresher training similar to the approach taken by the NSW Ombudsman and PID Unit.

Council requests that the OLG give consideration to the abovementioned recommendations.