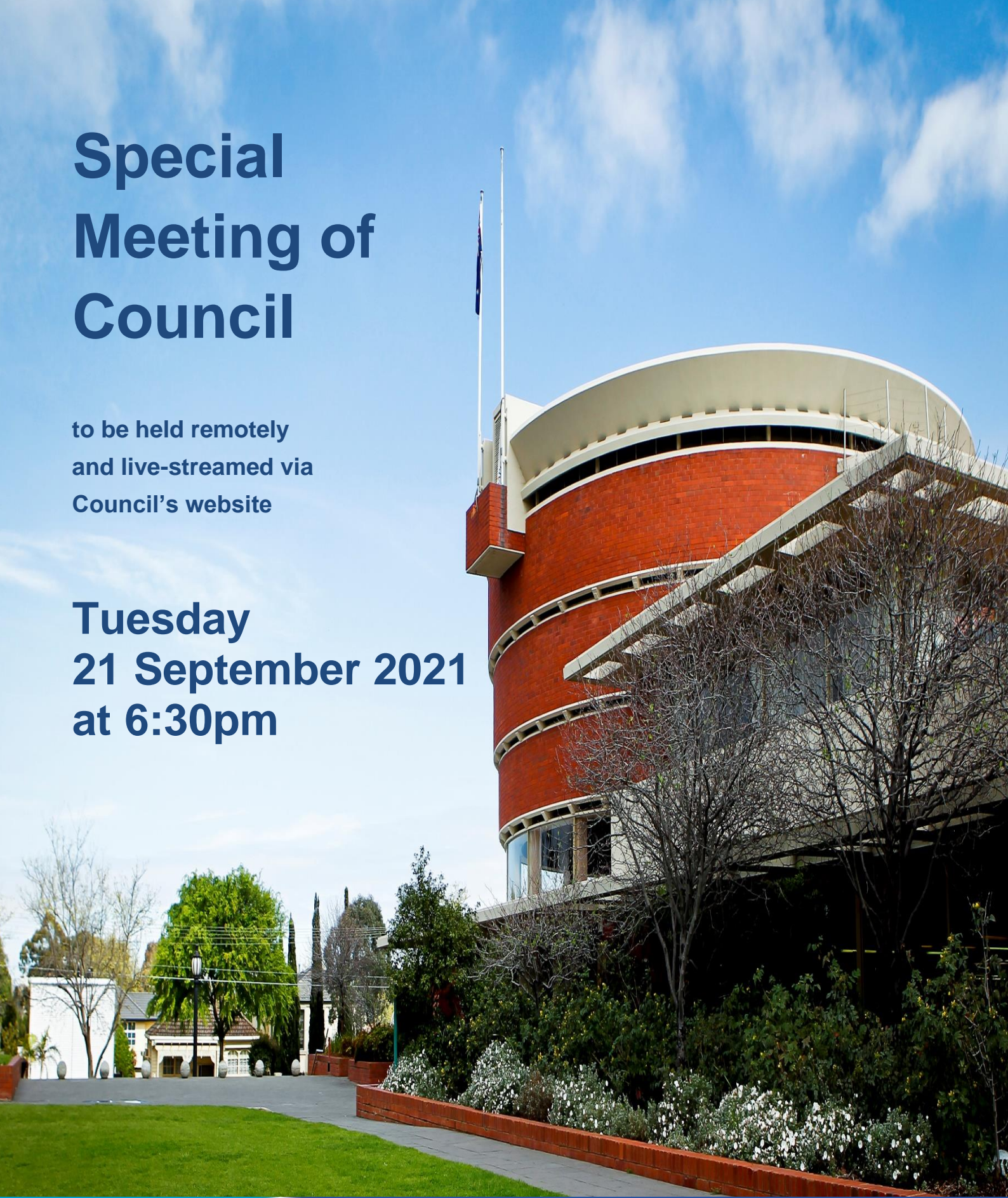


Special Meeting of Council

to be held remotely
and live-streamed via
Council's website

Tuesday
21 September 2021
at 6:30pm



Agenda

Chair: Cr Laurence Evans OAM (Mayor)

Councillors: Cr Sonia Castelli (Deputy Mayor)
Cr Alex del Porto
Cr Hanna El Mouallem
Cr Clarke Martin
Cr Jo Samuel-King MBBS
Cr Fiona Stiffold

Important Notice

In response to the ongoing COVID-19 pandemic, **Council and Planning and Amenity Delegated Committee meetings will be held remotely via electronic media and without members of the public present**; however, meetings will continue to be live-streamed via Council's website:

[Live-stream the meeting](#)

This protocol will be reviewed in line with changing restrictions and government advice.

Alternative arrangements are in place for members of the community to **be heard** in relation to eligible items listed on the agenda via the following link:

[**Requests to be heard \(Provide a Written Statement\)**](#)

For further information, please speak with the Governance office on 9599 4444.

In accordance with Chapter 2, Section 11 of Council's Governance Rules, a **Special Meeting of Bayside City Council** will be held remotely via electronic media on **Tuesday 21 September 2021 at 6:30pm** for the purpose of transacting the following business:

Order of Business

1. Apologies
2. Disclosure of any Conflict of Interest of any Councillor
3. Reports by the Organisation
 - 3.1 Audit and Risk Committee Annual Report 1 July 2020 to 31 August 2021 5
 - 3.2 Annual Report on Operations 2020–2021 17
 - 3.3 Performance Statement for Year Ending 30 June 2021 25
 - 3.4 Draft Annual Financial Statements for the year ended 30 June 2021 49
 - 3.5 Victorian Child Safe Standards..... 55
 - 3.6 Bayside Environmental Sustainability Framework 2016-2025 – Annual Progress Report 93
 - 3.7 CONTRACT CON/20/55 Provision of Facility Maintenance Services Contract 139
 - 3.8 CONTRACT CON/20/80 Dendy Street Beach Redevelopment Works 145
 - 3.9 CONTRACT CON/21/67 Kerb and Channel Renewal Program 2021–22 and 2022–23 151
 - 3.10 CONTRACT CON/21/68 Road Renewal Program 2021–22 and 2022–23 155
4. Urgent Business

1. Apologies

2. Disclosure of any Conflict of Interest of any Councillor

3. Reports by the Organisation

3.1 AUDIT AND RISK COMMITTEE ANNUAL REPORT 1 JULY 2020 TO 31 AUGUST 2021

Corporate Services - Governance
File No: PSF/21/23 – Doc No: DOC/21/281513

Executive summary

Purpose and background

To report to Council on the activities of the Audit and Risk Committee for the period 1 July 2020 to 31 August 2021.

The Local Government Act 2020 received Royal Assent on 24 March 2020. Sections 53 and 54 of the *Local Government Act 2020* has expanded the scope of the Audit and Risk Committee from that required by the previous legislation.

In accordance with the Audit and Risk Committee Charter (Section 9 – Reporting) and sections 53 and 54 of the *Local Government Act 2020*, the Chairperson must now prepare a report to Council through the Chief Executive Officer on the Committee's activities twice per annum.

This report presented to Council includes the meeting of the Audit and Risk Committee at which the annual Financial and Performance Statements have been considered and recommended to Council for adoption. The report as presented in Attachment 1 indicates how the Committee has discharged its responsibilities as set out in the Charter.

Key issues

This report summarises the work of the Audit and Risk Committee for the period 1 July 2020 to 31 August 2020. It should be noted that following each Committee meeting, a more detailed summary of the Committee's activities is also submitted to Council as part of the adoption of the Minutes.

It is proposed going forward that bi-annual reports will be submitted to Council following the February and August meetings, with the Chairman of the Committee presenting the report to a briefing of Councillors.

The Audit and Risk Committee is an important part of Council's commitment to good governance and probity. The actions outlined in this report ensure that Council's approach remains consistent with leading practice.

Recommendation

That Council:

1. notes the Audit and Risk Committee Annual report for the period 1 July 2020 to 31 August 2021 in accordance with the provisions of the *Local Government Act 2020*
2. publishes the Annual Report of the Audit and Risk Committee on Council's website.

Support Attachments

1. DRAFT Audit Committee Annual Report 2020-21 to Council (LGA54(5) ↓

Considerations and implications of recommendation

Liveable community

Social

There are no social implications associated with this report.

Natural Environment

There are no natural environment implications associated with this report.

Climate Emergency

There are no climate emergency implications associated with this report.

Built Environment

There are no built environment implications associated with this report.

Customer Service and Community Engagement

All members of the Audit and Risk Committee have been circulated with the Annual Report to provide feedback on the content.

Human Rights

The implications of the report have been assessed and are not considered likely to breach or infringe upon, the human rights contained in the *Victorian Charter of Human Rights and Responsibilities Act 2006*.

Governance

Officers involved in the preparation of this report have no conflict of interest.

Legal

It is a requirement of the *Local Government Act 2020* that a report of the activities of the Audit and Risk Committee be presented to Council. Given the quarterly reporting throughout 2020–21 year has occurred, a more formal bi-annual reporting will occur in February and August of each year.

Finance

There are no financial implications associated with this report.

Links to Council policy and strategy

This report relates to Goal 4 of the Council Plan relating to Our Promise specifically relating to the strategic objective “to ensure flexible and transparent decision making through open and accountable governance”.

Bayside City Council

Audit and Risk Committee

(established in accordance with section 53 of the Local Government Act 2020)

Annual report of

Audit and Risk Committee activities

For the period 1 July 2020 to 31 August 2021

(in accordance with section 54 (5) of the Local Government Act 2020)

Annual Report | 2020/21

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Audit and Risk Committee

As part of Bayside City Council's (Council) duty to fulfil its governance obligations to the community, Council has an Audit and Risk Committee (Committee) that is established as an independent Committee of Council in accordance with Section 53 of the Local Government Act 2020. The Committee's role is set out in an Audit and Risk Committee Charter adopted by Council on 28 July 2020. The Charter outlines the Committee's objectives, authority, composition and tenure, responsibilities, reporting and other administrative arrangements.

Role of the Audit and Risk Committee

The Committee supports Council in fulfilling its responsibilities related to financial and performance reporting, risk management, fraud prevention systems and control, maintenance of a sound internal control environment, Council's performance with regard to compliance with its policies and legislative and regulatory requirements, and assurance activities including internal and external audit. It acts in this capacity by monitoring, reviewing, endorsing and advising on the above matters as set out in the Charter.

The Committee also provides an effective means of communication between the external auditor, internal audit, management and the Council.

The Committee's independence is a fundamental component of a strong corporate governance culture. It is independent as it is not involved in any operational decisions and Committee members do not have any executive powers, management functions or delegated financial responsibilities.

Reporting Period

This report covers Committee activity over the past year and up to the date of the report. This means that the report covers the Committee's work for meetings held on 17 and 31 August 2020, 30 November 2020, 22 February 2021, 24 May 2021, 25 and 30 August 2021. These meetings align with the Committee's Work Plan in terms of the cyclical nature of its work.

Committee Membership

The Committee consists of five members, three independent members and two Councillors. Councillors are appointed at the Annual Meeting of Council for a two-year period and may be appointed by Council for a further two-year term.

Independent members are appointed for a three-year term and are eligible to be reappointed after the expiry of their term for a second three-year term, unless otherwise resolved by Council. Member terms are arranged so that there is an orderly rotation of membership and avoidance of more than one member retiring at the same time. Independent members are required to have appropriate skill sets and experience as mandated in section 53 of the Local Government Act 2020.

Annual Report | 2020/21

The Local Government Act 2020 also requires that there must be a majority of independent members and that an independent member must be Chairman of the Committee. All members have full voting rights.

The Chairman of the Committee is appointed annually by Council at its Annual Meeting of Council from the independent members, following a recommendation by the Committee.

Members and member terms during the reporting period are set out below:

Member	Role	Expiry Date of Term
Ms Lisa Woolmer	Chairman and Independent Member	30 September 2021
Mr Geoff Harry	Independent Member	30 September 2022
Mr Mick Ulbrick	Independent Member	31 March 2021
Ms Jenny Johanson	Independent Member	20 September 2023
Cr Sonia Castelli	Council Member	18 November 2022
Cr Hanna El Mouallem	Council Member	18 November 2022
Cr Rob Grinter	Council Member	23 October 2020

External members receive a meeting fee in accordance with the Local Government Act 2020. The fee for independent members was set at \$1,607 per meeting and the Chairperson's fee was set at \$2,040 per meeting for the entire period. These fees reflect the time, commitment and responsibility involved in serving as an independent member of the Audit and Risk Committee.

Councillor appointed members of the Committee do not receive remuneration for attending Committee meetings.

Meeting attendance

Details of Committee meetings and attendance during the reporting period are summarised below:

Name	17/8/20	31/8/20 (a)	30/11/20	22/2/21	24 /5/21	25/8/21	30/8/21 (b)
Ms Lisa Woolmer	✓	✓	✓	✓	✓	✓	✓
Mr Geoff Harry	✓	✓	✓	✓	✓	✓	✓
Mr Mick Ulbrick	✓	✓	✓	✓	(c)	(c)	(c)
Ms Jenny Johanson	(c)	(c)	(c)	(c)	✓	✓	✓
Cr Rob Grinter	✓	✓	(c)	(c)	(c)	(c)	(c)
Cr Sonia Castelli	✓	✓	✓	✓	✓	-	-
Cr Hanna El Mouallem	(c)	(c)	✓	✓	-	✓	✓
Cr Laurence Evans OAM	(c)	(c)	(c)	(c)	(c)	(c)	✓ (d)

(a) Meeting considered the financial report and performance statement for the year ended 30 June 2020

(b) Meeting considered the financial report and performance statement for the year ended 30 June 2021

(c) Member not eligible to attend

(d) While the meeting was quorate, The Mayor Cr Evans attended as an observer to assist in year end reporting obligations of Council

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The Committee has been strongly supported by Council's CEO and members of the senior management team who have attended all meetings during the year but are not members of the Committee.

The External Auditors from the Victorian Auditor General's Office (VAGO) attended Committee meetings to present the external audit strategy and the outcomes of their audits of the annual financial report and the annual performance statement.

The Internal Auditors (Crowe) attended all meetings by invitation and presented reports on the outcomes of internal audit reviews. The Internal Auditors did not, and do not typically, attend meetings focussed on review of the annual financial report and performance statement.

The Committee enjoys strong and professional working relationships with the entire support team, which is a critical element in ensuring the Committee delivers positive and insightful support and advice to Council.

Key Activities of the Committee

The agenda for Committee meetings is driven by the Committee's Annual Work Plan and all meetings have been comprehensive in content for discussion. As with other such Committee's in the local government sector in Victoria, the new Local Government Act 2020 has added to the Committee's workload and in the broader governance sense, expectations of stakeholders about the work of the Committee have never been higher.

The Committee's Annual Work Plan reflects its key responsibilities as set out in the Committee Charter. Annually, the Committee confirms it has discharged its responsibilities in accordance with the Charter and develops its Work Plan for the following year. The Work Plan is reviewed at every meeting to ensure that it remains reflective of Council's business activities and ever-changing contextual environment.

The work of the Committee for the year is summarised below:

Financial and Performance Reporting

The Committee has a key role to review and recommend the annual financial report and annual performance statement to Council with input from management and assurance from the external auditors. For the years ended 30 June 2020 and 2021, the Committee was pleased to note that Council received unmodified / unqualified audit opinions as published in the Annual Report.

The Committee notes that the matters raised by the external auditors at the conclusion of their work were not substantive in nature. The Committee endorsed both the annual financial report and the annual performance statement for the years ended 30 June 2020 and 30 June 2021 to Council for approval.

Annual Report | 2020/21

In addition, the Committee received periodic financial and performance reports from management including:

- Quarterly Financial Reports
- Assessments of the financial impact of the COVID-19 pandemic both at the time of the reports and into the future
- Briefings on the 2021/22 budget and 10-year financial plan development, including underlying assumptions and anticipated outcomes
- Performance and service indicator reports – 2019/20 and 2020/21

The Committee was satisfied with these reports, assessing them as being of high quality.

Risk Management

The Committee has observed further maturing of Council's risk management framework with a broad range of reports and updates provided across the year.

The standing agenda item for the CEO update has been a useful means for the Committee to understand the impacts of COVID-19 on Council's activities, staff safety and well-being, and how Council has supported the community during the pandemic. The Committee was also pleased to see that the Executive Team Risk Management Committee is well established and provides added support to Council's governance and risk management activities at an officer level.

Specific matters considered include:

- Briefings from the organisation on significant, potential litigation issues
- Review of strategic risks and treatment plans with a recommendation to Council that the strategic risks be noted in accordance with Section 12, Schedule 1 of the Local Government (Planning and Reporting) Regulations 2014. This was supported by updates on emerging or changed risks in the intervening period.
- Review of the Risk Management Policy and strategies relating to implementation and further maturing of the Risk Management Framework
- Council's insurance portfolio including claims management and renewal premiums
- Crisis and Business Continuity testing, including briefings on pandemic planning and an independent review and assessment of Council's pandemic response
- Minutes of Executive Team Risk Management Committee Meetings
- Briefings on specific high rated risks and treatment actions relating to fraud and corruption, IT cyber and security risks and safety strategic risks
- Briefings on transition to Worksafe following the wind up of the MAV self-insurance scheme for workers' compensation
- Briefing on Employee Code of Conduct refresh

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Fraud Prevention Systems and Control

Council's Fraud Control Framework aims to minimise risks related to fraud and corruption. Council's Fraud and Corruption Prevention Policy is published on Council's Website and Intranet.

The Committee noted that additional resources were in place to support ongoing review and update of the Fraud and Corruption Control Framework and fraud risk assessments by management. The Committee received updates from management on risk assessments completed for Finance, Development and Procurement related fraud and corruption risk.

Internal Control Environment

In monitoring the internal control environment, the Committee considers information from a range of sources including management reports and briefings, internal audit, external audit and other assurance providers or consultants appointed by Council.

The Committee continued to monitor reports released by State based integrity agencies and received officer briefings / organisational self-assessments on reports that were relevant to Council. The Committee focusses on whether there are any learnings for Council arising from these reports and monitors implementation of improvements. This includes reports and papers from VAGO, Ombudsman Victoria and IBAC.

Management reports have been received in relation to:

- VAGO Parliamentary Report – Personnel Security: Due Diligence over public service.
- Ombudsman Victoria Parliamentary Report – Investigation of alleged improper conduct by Executive Officers at Ballarat City Council.
- Ombudsman Victoria Parliamentary Report – Investigation into three councils; outsourced of parking fine internal reviews.
- Ombudsman Victoria Parliamentary Report – Investigation into corporate credit card misuse at Warrnambool City Council.
- Ombudsman Victoria Parliamentary Report – Investigation into review of parking fines by City of Melbourne.
- VAGO Parliamentary Report – Sexual Harassment in Local Government.
- VAGO Parliamentary Report – Maintaining Local Roads.
- VAGO Parliamentary Report – Results of the 2019/20 Audits Local Government.
- Ombudsman Victoria Parliamentary Report - Investigation into Melton City Council's engagement of IT company MK Datanet Pty Ltd.
- Ombudsman Victoria Parliamentary Report - Investigation into how local councils respond to ratepayers in financial hardship.
- VAGO Annual Plan – 2021/22 including performance audits that may be undertaken
- Publications and media relevant to corporate governance, particularly in the Local Government sector, through a quarterly update from Council's Internal Auditors (Crowe)

The Committee also reviewed a self-assessment against the Child Safe Standards, considered the implementation action framework and received updates on progress to implement actions.

Annual Report | 2020/21

Of particular interest to the Committee, was the Victorian Auditor General's Office report on a survey it undertook on sexual harassment in the Victorian local government sector which was of particular interest to the Committee. The significance of the survey is that there were almost 10,000 respondents over 75 (of 79) councils in Victoria. The survey indicated that 28% of people working in the sector experience sexual harassment, 90% of which occurs in day-to-day work. Council is considering the findings from this report as part of a broad improvement program that incorporates the new Gender Equality Act (referred to below) and other inclusion and diversity initiatives.

Compliance – regulatory, legislative and policies

The Committee maintained a focus on compliance oversight, including with the introduction of new or changed legislation, and the associated risks of significant fines or non-monetary sanctions for non-compliance with laws and regulations. New or changed obligations included the Local Government Act 2020, Gender Equality Act, swimming pool and spa regulations, and public health orders due to the pandemic. In addition to receiving reports on regulatory and legislative developments, implementation requirements and actions taken by management, the Committee has continued to receive a quarterly compliance status update report.

With the introduction of the Local Government Act 2020, a focus for the Committee has been developing a program of rolling reviews of key policies (starting with the procurement policy) and revisiting the robustness of the overall policy framework. In addition to reports from Internal Audit on compliance, other management updates on compliance have been received in relation to purchase orders, gifts and hospitality, and Councillor and Delegated Committee member expenses.

Internal Audit

The Internal Audit function is delivered by Crowe and provides an independent review of the effectiveness and efficiency of governance frameworks, systems, processes and controls. Crowe's contract for the provision of Internal Audit Services commenced on 1 July 2018 following a public tender process for these services. The work of Internal Audit is guided by an Internal Audit Charter which was considered by the Committee on 17 August 2021 and will be adopted by Council on 21 September 2021. Internal Audit is not involved in the day-to-day internal transaction checking but provides an independent and objective assurance mechanism.

The Committee reviewed the three year rolling Strategic Internal Audit Plan and endorsed the Annual Internal Audit Plan, which was adopted by Council. The Internal Audit Plan is aligned to Council's risks and priorities to ensure internal audit resources are directed to areas where assurance or assessment is required over frameworks, systems, processes and controls.

The internal audit reports provided at the conclusion of each review contain findings and recommendations for control improvements, together with management responses, and are presented to the Committee for review. These reports give the Committee and Council a level of assurance on the frameworks, systems and procedures employed by Council in the governance and control of its day-to-day operations.

Annual Report | 2020/21

The following summary provides a breakdown of the number of findings relating to each audit by rating:

Internal Audit	No: of findings	Level of control rating		
		High	Moderate	Low
Project Management Framework	6		2	4
Statutory Planning	8	1	2	5
Building Maintenance Essential Safety Measures	4		2	2

The following audit is in progress at the date of this report:

- Local Government Performance Reporting Framework

To enable the Committee to closely monitor the implementation of management's agreed actions to address the recommendations contained in each Internal Audit report, a progress update from management is provided to each meeting. It is pleasing to note that during the year many actions, including some very long-standing ones, have been completed by management. Management's ongoing focus on the completion of actions in accordance with agreed timeframes is acknowledged and appreciated.

The Committee reviewed the performance of the Internal Auditor each year through confidential conversations between management and Committee members. Performance was also monitored through the receipt of quarterly internal audit program status reports by the Committee.

In camera discussion opportunities are provided between the Committee and Crowe without management present to facilitate direct access by Internal Audit to the Committee.

External Audit

Council's External Auditor, VAGO, is responsible for providing an opinion on the annual financial report and performance statement. As noted above, once again Council received unmodified / unqualified audit reports for the annual financial report and annual performance statement for the years ended 30 June 2020 and 30 June 2021.

In overseeing the external audit process, the Committee:

- Reviewed the 2020/21 External Audit Strategy (the 2019/20 External Audit Strategy was reviewed in February 2020)
- Reviewed and discussed the draft 2019/20 and 2002/21 Financial Reports and Performance Statements with VAGO with reference to the VAGO Closing Report
- Held an in-camera discussion between Committee members only and VAGO representatives

When designing audit procedures, VAGO considers the internal controls relevant to the financial report and performance statement. It is also normal practice for the External Auditor to review the Internal Audit Program to better understand the internal control framework that exists at Council. VAGO communicates the outcomes of their annual audit at the conclusion of their work and provides Council with a Closing Report and a management letter, the latter of which includes any recommendations for improvements.

 Annual Report | 2020/21

The Management Letter is discussed with the Committee and actions taken to address findings are subsequently monitored by the Committee. During the year, this included ongoing reporting of actions taken in relation to the VAGO Information Technology (IT) Controls Audit previously undertaken. These actions have now been fully implemented.

The Committee notes that the external audit process had been thorough and was pleased with the outcomes of the audit which indicated that the systems and controls related to the preparation of the annual financial reports and the annual performance statements were efficient and effective.

Other Matters

There were no Conflicts of Interest declared by Committee members during the year pertaining to matters listed on the agendas for the relevant meetings.

This report has been reviewed and endorsed by the Committee by circular resolution on Wednesday 8 September 2021.

Acknowledgements

Audit and Risk Committee Members

I would like to acknowledge the professionalism and participation of all the members of the Committee in discharging their roles and responsibilities. I would particularly like to acknowledge the significant contribution of Mr Mick Ulbrick for his role during 2020/21 reporting year and in his 6 years of membership of the Committee. I also welcome new member Ms Jenny Johanson to the Committee from 24 May 2021.

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

Organisation

I also wish to record my appreciation of the work undertaken by Council staff in supporting the role of the Committee particularly the commitment and involvement of the Mr Mick Cummins, Chief Executive Officer, Ms Jill Colson, Director Corporate Services, Mr Bill Shanahan, Manager Finance and Mr Terry Callant, Manager Governance. Other organisational Directors and Managers have made a significant contribution to assist the Committee in discharging its duties in accordance with the Charter during the year and I also thank them.

Lisa Woolmer

Chairman – Audit and Risk Committee

Signed by Ms Lisa Woolmer, Chairman

31 August 2021

Presented to the Special Council meeting on 21 September 2021.

3.2 ANNUAL REPORT ON OPERATIONS 2020–2021

Corporate Services - Governance
File No: PSF/21/23 – Doc No: DOC/21/280886

Executive summary

Purpose and background

The purpose of this report is for Council to consider and adopt the draft Annual Report on Operations for the 2020–21 financial year, including the Governance and Management Checklist.

Section 98 of the *Local Government Act 2020* requires each local government to prepare an annual report. The front section of the annual report, known as the Annual Report on Operations, complements the Financial Statements and the Performance Statement and provides an overview of activities undertaken with particular emphasis on performance against the Council Plan 2017–2021. It also provides information about corporate governance activities, ensuring compliance with statutory reporting requirements.

Key issues

The draft Annual Report on Operations reflects performance against the eight goals of the 2017–21 Council Plan and provides highlights for the past year. The report is divided into a number of sections:

- Statement of Purpose
- Financial Summary
- Operations summary
- Our Council
- Our People
- Our Performance against the Council Plan 2017–2021 (Annual Action Plan 2020–21)
- Corporate Governance
- Service Indicators.

The report signifies an important part of Council's commitment to be an open and accountable local government. The report is intended to inform all Council stakeholders and meets statutory requirements in accordance with the *Local Government Act 2020*

It is proposed that Council receives the draft Annual Report on Operations for 2020–21 (as provided in Attachment 1), and that it be submitted, together with the Performance Statement and Financial Statements, to the Minister for Local Government by 30 September 2021 in accordance with Section 99 of the *Local Government Act 2020*.

Recommendation

That Council:

1. receives the draft Annual Report on Operations for 2020–21, as provided in Attachment 1 to the report
2. authorises the Chief Executive Officer to make immaterial editorial changes to the document as required
3. authorises the Mayor and Chief Executive Officer to sign the Governance and Management Checklist
4. submits the Annual Report on Operations 2020–21 to the Minister for Local Government by 30 September 2021 as required by the Local Government Act 2020
5. gives public notice that it has received an Annual Report for 2020–21, and that the report may be viewed on Council's website
6. gives notice and holds a Special Meeting of Council on Thursday 14 October 2021 at 5:30pm (to be held at the Council Chamber or remotely via electronic media) to consider the Annual Report as required by Sections 18(1)(d) and 100 of the Local Government Act 2020.

Support Attachments

1. Governance and Management Checklist for Year ended 30 June 2021 Attachment ↓
2. Annual - Report on Operations 2020-21 (separately enclosed)

Considerations and implications of recommendation

Liveable community

Social

The Annual Report on Operations summarises progress on a range of programs which contribute to the social environment of the Bayside community, through the delivery of activities in line with the goals of the Council Plan 2017–2021.

Natural Environment

The Annual Report on Operations summarises progress on a range of programs which contribute to the natural environment of the Bayside community, through the delivery of activities in line with Goal 4, 'a sustainable natural environment' of the Council Plan 2017–2021 and the Environmental Sustainability Framework 2016–2025.

Built Environment

The report summarises progress on a range of programs which contribute to the natural environment of the Bayside community, through the delivery of activities in line with Goal 5 'Environment' of the Council Plan 2017–2021.

Customer Service and Community Engagement

Public notice will be provided to the community once Council has received the Annual Report on Operations. The public notice will advise the community that the Annual Report can be viewed on Council's website.

Human Rights

The implications of this report have been assessed and are not considered likely to breach or infringe upon the human rights contained in the *Victorian Charter of Human Rights and Responsibilities Act 2006*.

Legal

In accordance with Section 99 of the *Local Government Act 2020*, Council is required to receive an Annual Report for each financial year and submit the Annual Report to the Minister for Local Government by 30 September of each year. The report is also to be made available on Council's website.

Finance

The Annual Report on Operations complements Council's audited financial statements, and performance statements. The financial statements and performance statements are part of a separate Council report and will be submitted to the Minister and made available to the community as part of the Annual Report.

Bayside City Council

**Governance
& Management
Checklist**

For the Year Ended
30 June 2021



Governance and Management Checklist for Year ended 30 June 2021

In accordance with the Local Government Performance Reporting Framework, Council undertook a Governance and Management Audit in 2020/21 on the key fundamental documents, plans and policies that assist in delivering good, sound and transparent governance practices within the organisation.

The purpose of the health check was to ensure that Council has in place the required documents and to review the currency of documents. The health check included the following documents:

Governance and management items		Assessment	
1	Community Engagement Policy Policy under section 55 of the Act outlining Council's commitment to engaging with the community on matters of public interest.	Adopted in accordance with section 55 of the Act: 16 February 2021	✓
2	Community Engagement Guidelines Guidelines to assist staff to determine when and how to engage with the community	Date of operation of current policy: 19 December 2017	✓
3	Financial Plan Plan under section 91 of the Act outlining the financial and non-financial resources required for at least the next 10 financial years	Adopted in accordance with section 91 of the Act Date of adoption: 30 June 2020	✓
4	Asset plan Plan under section 92 of the Act setting out the asset maintenance and renewal needs for key infrastructure asset classes for at least the next 10 years	Drainage Asset Management Plan – 25 August 2016 Road Asset Management Plan – 21 June 2016 Buildings Asset Management Plan – 21 June 2016 Recreation and Open Space Asset Management Plan – 21 June 2016	✓
5	Revenue and Rating Strategy Plan under section 93 of the Act setting out the rating structure of Council to levy rates and charges	Adopted in accordance with section 93 of the Act Date of adoption: 29/06/2021	✓
6	Annual budget Plan under section 94 of the Act setting out the services to be provided and initiatives to be undertaken during the budget year and the funding and other resources required.	Adopted in accordance with section 130 of the Act Date of adoption: 30 June 2020	✓
7	Risk Policy Policy outlining Council's commitment and approach to minimising the risks to Council's operations	Date of operation of current policy: 18 May 2021	✓
8	Fraud Policy Policy outlining Council's commitment and approach to minimising the risk of fraud	Date of operation of current policy: 22 May 2018	✓
9	Municipal Emergency Management Plan	Prepared and maintained in accordance with section 20 of	✓

Governance and management items		Assessment	
	Plan under section 20 of the <i>Emergency Management Act 1986</i> for emergency prevention, response and recovery	the <i>Emergency Management Act 1986</i> Date of preparation: 27 November 2017	
10	Procurement Policy Policy under section 108 of the Act outlining the principles, processes and procedures that will apply to the purchase of goods and services by the Council	Adopted in accordance with section 108 of the Act Date of approval: 29 June 2021	✓
11	Business Continuity Plan Plan setting out the actions that will be undertaken to ensure that key services continue to operate in the event of a disaster	Date of operation of current plan: 2 November 2018	✓
12	Disaster Recovery Plan Plan setting out the actions that will be undertaken to recover and restore business capability in the event of a disaster	Date of operation of current plan: 27 September 2018	✓
13	Risk Management Framework Framework outlining Council's approach to managing risks to Council's operations	Date of operation of current framework: 17 February 2020	✓
14	Audit and Risk Management Committee Advisory committee of Council under sections 53 and 54 of the <i>Local Government Act 2020</i> to oversee the integrity of Council's financial reporting, the processes to manage risks to Council's operations and for compliance with applicable legal, ethical, and regulatory requirements	Established in accordance with section 53 of the Act: 28/07/2020 Reappointed annually at the Annual Meeting	✓
15	Internal audit Independent accounting professionals engaged by Council to provide analyses and recommendations aimed at improving Council's governance, risk and management controls	Date of Report: 29 May 2018 Appointed for a three-year term with a one year extension, contract expires 30 June 2022.	✓
16	Performance Reporting Framework A set of indicators measuring financial and nonfinancial performance, including the performance indicators referred to in section 131 of <i>Local Government Act 1989</i>	Date of operation of current framework: 10 February 2014	✓
17	Council Plan reporting Report reviewing the performance of Council against the Council Plan, including the results in relation to the strategic indicators, for the first six months of the financial year	Date of report: 30 June 2020	✓
18	Financial reporting Quarterly statements to Council under section 138 of the <i>Local Government Act 1989</i> comparing budgeted revenue and expenditure with actual revenue and expenditure	Statements presented to Council in accordance with section 138(1) of the Act Date statements presented: 28 September 2020 22 December 2020 18 May 2021 (2 Qtrs)	✓

Governance and management items		Assessment	
19	Risk reporting Six-monthly reports of strategic risks to Council's operations, their likelihood and consequences of occurring and risk minimisation strategies	Date of reports: 15 September 2020 20 April 2021	✓
20	Performance reporting Six-monthly reports of indicators measuring the results against financial and non-financial performance, including performance indicators referred to in section 131 of the <i>Local Government Act 1989</i>	Date of reports: 28 September 2020 22 December 2020 18 May 2021 (2 Qtrs)	✓
21	Annual Report Annual report under sections 131, 132 and 133 of the <i>Local Government Act 1989</i> to the community containing a report of operations and audited financial and performance statements	Presented at a meeting of the Council in accordance with section 134 of the Act Date statements presented: 14 October 2020	✓
22	Councillor Code of Conduct Code setting out the standards of conduct to be followed by Councillors and other matters.	Code of conduct reviewed and adopted in accordance with section 139 of the Act Date reviewed: 16 February 2021	✓
23	Delegations A document setting out the powers, duties and functions of Council and the Chief Executive Officer that have been delegated to members of staff, in accordance with sections 11 and 47 of the Act	Reviewed in accordance with section 11(7) of the Act and a register kept in accordance with sections 11(8) and 47(7) of the Act Date of review: 28 July 2020	✓
24	Meeting procedures Governance Rules under section 60 of the Act governing the conduct of meetings of Council and delegated committees	Governance Rules adopted in accordance with section 60 of the Act. Date Governance Rules adopted: 25/8/2020; and 15/6/2021	✓

I certify that this information presents fairly the status of Council's governance and management arrangements.

Mick Cummins

Chief Executive Officer

Dated: 21 September 2021

Cr Laurence Evans OAM

Mayor

Dated: 21 September 2021

3.3 PERFORMANCE STATEMENT FOR YEAR ENDING 30 JUNE 2021

Corporate Services - Governance
File No: PSF/21/23 – Doc No: DOC/21/274709

Executive summary

Purpose and background

To present the Performance Statement for year ending 30 June 2021 to Council for in-principle approval.

The Performance Statement for year ending 30 June 2021 has been prepared in accordance with the Local Government Performance Reporting Framework Indicator Workbook and the Better Practice Guide.

The Performance Statement for the Year ending 30 June 2021 reports Council's performance against 7 sustainable capacity indicators, 10 auditable indicators, 2 service performance indicators and 11 financial performance indicators. The report compares the performance against the 2018, 2019, 2020 and 2021 results, and will be published on the Know your Council website in November 2021.

The Performance Statement is structured around sustainable capacity indicators, service performance indicators and financial performance indicators.

The sustainable capacity indicators measure whether Council is able to meet the agreed service needs of the community and comprises 7 indicators:

- Own-source revenue per head of population
- Recurrent grants per head of population
- Expenses per head of population
- Infrastructure per head of population
- Population density per length of road
- Relative socio-economic disadvantage
- Staff turnover.

The service Indicators consist of 10 auditable service indicators consisting of:

- Aquatic Facilities – Utilisation of aquatic facilities (not applicable Council does not operate aquatic facilities)
- Animal Management – Animal management prosecutions
- Food Safety – Critical and major non-compliance notifications
- Governance – Satisfaction
- Libraries – Active Library members
- MCH – Participation in MCH service
- MCH – Participation in MCH service by Aboriginal children
- Roads – Satisfaction
- Statutory Planning – Decision Making
- Waste Collection – Water Diversion.

The financial indicators measure whether Council is using resources efficiently and comprises 11 indicators:

- Expenses per property assessment
- Average rate revenue per property assessment
- Unrestricted cash compared to current liabilities
- Current assets compared to current liabilities
- Asset renewal and upgrade compared to depreciation
- Non-current liabilities compared to own source revenue
- Loans and borrowings compared to rates
- Loans and borrowings repayments compared to rates
- Adjusted underlying surplus (or Deficit)
- Rates compared to adjusted underlying revenue
- Rates compared to property values.

Discussion

The Victorian Auditor-General's Office has undertaken an audit on all indicators to review the data, particularly the consistency and accuracy of calculations made, together with the processes in place to record the data.

The Performance Statement was presented to the Audit and Risk Committee at its meeting on 30 August 2021, and having discussed the Performance Statement in detail with the VAGO Representatives, the Committee recommended that Council adopts the Performance Statement for year ending 30 June 2021.

Recommendation

That Council:

1. adopts the Performance Statement for the financial year ending 30 June 2021 in principle
2. authorises Audit and Risk Committee member, Cr Hanna El Mouallem and the Mayor Cr Laurence Evans to sign the Performance Statement in conjunction with the Chief Executive Officer and Manager Finance.

Support Attachments

1. Bayside City Council Performance Statement Year Ending 30 June 2021 ↴

Considerations and implications of recommendation

Liveable community

Social

There are no social implications associated with this report.

Natural Environment

There are no natural environment implications associated with this report.

Built Environment

There are no built environment implications associated with this report.

Customer Service and Community Engagement

There are no impacts to customer service as a result of this report, and community engagement is not required in relation to this report.

Human Rights

The implications of this report have been assessed and are not considered likely to breach or infringe upon, the human rights contained in the *Victorian Charter of Human Rights and Responsibilities Act 2006*.

Legal

The audited Performance Statement is submitted to Council in accordance with the provisions of the *Local Government Act 2020* for the submission of the Annual Report to the Minister for Local Government by 30 September 2021.

Finance

The Performance Statement highlights 11 auditable financial indicators which can be used to compare against other Councils using the 'Know Your Council' website.

Links to Council policy and strategy

The presentation of the annual Performance Statement aligns with Goal 4 'Our Promise' in the Council Plan 2021–2025. *Ensure flexible and transparent decision making through open and accountable governance.*

Bayside City Council Performance Statement

For the Year Ended
30 June 2021



Performance Statement

For year ended 30 June 2021

Description of municipality

Bayside City Council (the Council) is situated on the coastline of Port Phillip Bay and has an estimated residential population of 107,541, which has been steadily increasing for over a decade.

The City of Bayside covers an area of 37 square kilometres, with its northern boundary eight kilometres from Melbourne's central business district. The coastline of Port Phillip forms the western boundary of Bayside, while the Nepean Highway and the Melbourne to Frankston railway line form most of the eastern boundary.

The City of Bayside is adjoined by the Cities of Port Phillip, Glen Eira and Kingston. Bayside encompasses all or part of the Suburbs of Beaumaris, Black Rock, Brighton, Brighton East, Cheltenham, Hampton, Hampton East, Highett and Sandringham.

Bayside is characterised by quality residential areas and is also home to a variety of businesses. Residents and visitors alike enjoy Bayside's numerous parks, reserves, foreshore, local retail centres, excellent sporting and recreational grounds and buildings, heritage buildings and sites, art galleries and festivals.

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

Births

Over the past decade, fertility rates and number of births have been steadily decreasing. In 2020/21 there were 850 birth notifications in Bayside, which indicates a rise from the previous year (817) and may be an effect of the COVID-19 pandemic. The expected number of births in future years is currently being reviewed, in light of this trend and the 2021 census.

(Source: Maternal and Child Health annual reports, i.d. Population Forecast).

The dominant household type in Bayside is family households – mainly couples with children, followed by older couples without children at home. The high cost of housing in Bayside makes it unaffordable for many young adults and families when they are first establishing themselves, but it is a highly desirable place to live for established families, and for people to remain as they age.

Cultural diversity

Bayside residents are predominantly (69%) born in Australia. The main overseas countries of birth are the United Kingdom, China and New Zealand. Eight out of ten Bayside residents speak English at home. The main non-English languages spoken at home are Greek, Mandarin and Russian.

(Source: Australian Bureau of Statistics, Census of Population and Housing).

Housing

The number of homes in Bayside is increasing. There are currently 42,603 dwellings, and this is forecast to increase to 49,600 by the year 2036. The number of one-person and two-person households is forecast to increase substantially over the next decade, with a smaller increase in family households.

The proportion of separate houses has fallen with the growth of flats, units or apartments and townhouses. Residential property prices have increased significantly over the past ten years. The median house price increased from \$1,050,000 in 2008 to \$1,850,000 in 2018. The median unit price increased from \$510,000 in 2008 to \$840,000 in 2018.

(Source: Department of Environment, Land Water and Planning, A Guide to Property Values, 2017).

Education and occupation

People in Bayside are generally well-educated. The proportion of residents who have completed Year 12 schooling (or equivalent) is higher compared to Greater Melbourne.

In 2016, 39.1% of Bayside residents held a bachelor's degree or higher qualification, compared to the Greater Melbourne average of 27.5%.

(Source: Australian Bureau of Statistics, Census of Population and Housing).

More than half of the Bayside's employed residents are professionals (33.7%) or managers (22.4%). This is a much higher proportion than across Greater Melbourne. These occupations, as well as community and personal service workers, are the fastest-growing occupations in Bayside.

(Source: Australian Bureau of Statistics, Census of Population and Housing).

Sport and Recreation facilities

Bayside's parks and bike paths encourage many local residents and visitors to enjoy the outdoors, whether through walking, cycling or pursuing other passive and active recreational activities. The municipality is home to four major yacht clubs and three first-class sand belt golf courses. Council provides a wide range of facilities to cater for the large number of sportspeople in the community. These include 139 parks, 61 playgrounds, 46 sports grounds, and 17 kilometres of shared bike paths.

COVID-19 Implications

On 30 January 2020, COVID-19 was declared as a global pandemic by the World Health Organisation. Various measures were taken by all three levels of Government in Australia to reduce the spread of COVID-19. The pandemic continued throughout the 2020-21 financial year with significant impacts to community during a series of lockdown restrictions to limit the virus.

To ease the financial burden on Bayside residents, local businesses and community groups Council continued a series of measures that commenced in April 2020 and include:

- Council has extended its financial hardship policy in response to COVID-19 from April 2020. No interest is being charged on late rate payments.
- Support for Community Groups - waived lease and licence fees for some community groups, including sporting clubs
- Relief for local businesses – waiver and deferral of commercial lease revenue, waived fees for footpath trading fees, food premises registration, trader parking permits.

Council's revenue streams have been impacted by COVID-19 primarily in User Fees and Statutory Fees and Charges during the year which have been offset by savings in discretionary expenditure. In response to COVID-19 restrictions and government directives, libraries, Bayside Art Gallery were closed intermittently. These restrictions also resulted in decreased visitations to council facilities and also decreased participation in Council programs. Council continues to monitor the situation, work with the business community and review the initiatives over the coming year.

Sustainable Capacity Indicators

For the year ended 30 June 2021

Indicator/measure	Results				Material variations
	2018	2019	2020	2021	
Population <i>Expenses per head of population</i> [Total expenses / Municipal population]	\$1,020.97	\$1,100.96	\$1,177.90	1,133.04	Council is committed to providing high quality services to the Bayside community in the most efficient way possible. Ongoing savings have been found in past years to contain expenditure per head of municipality. The slight decrease in expenses per head in 2020/21 reflects the savings that were identified in the operating budget in order to combat the financial impact of Covid-19 restrictions on Council's revenue base.
Infrastructure per head of population [Value of infrastructure / Municipal population]	\$4,821.96	\$5,051.91	\$5,613.17	\$5,723.81	Bayside has outsourced all of the maintenance works and therefore holds very low levels of plant and equipment. The value of Council's building assets is relatively low given it is old and in need of an upgrade. Council has doubled the level of capital spend over the last five years to address this issue.
Population density per length of road [Municipal population / Kilometres of local roads]	280.40	284.95	288.04	286.01	The population density of Bayside is comparable to other metropolitan councils and reflects the relatively low-density nature of these suburbs.
Own-source revenue <i>Own-source revenue per head of population</i> [Own-source revenue / Municipal population]	\$1,093.47	\$1,149.97	\$1,142.94	\$1,136.78	Own-source revenue has reduced, impacted by the financial impact of Covid-19 restrictions.
Recurrent grants <i>Recurrent grants per head of population</i> [Recurrent grants / Municipal population]	\$101.82	\$98.57	\$97.60	\$95.06	Bayside receives relatively low levels of government grants due to its low levels of socio-economic disadvantage. This places pressure on Council rates and charges as the main source of funding for community services and works.

Indicator/measure	Results				Material variations
	2018	2019	2020	2021	
Disadvantage <i>Relative socio-economic disadvantage</i> [Index of Relative Socio-economic Disadvantage by decile]	10	10	10	10.00	The score indicates that, overall, Bayside has a lower number of disadvantage when compared to most other local government areas in Victoria, and to metropolitan Melbourne. However, Bayside does have scattered pockets or neighbourhoods experiencing very significant disadvantage, which are masked by the affluence across the municipality.
Workforce turnover <i>Resignations and terminations compared to average staff</i> [Number of permanent staff resignations and terminations / Average number of permanent staff for the financial year] x100	12.73%	13.6%	8.8%	13.41%	Staff Turnover had increased significantly during the reporting year given an ageing workforce which resulted in 11 retirements, and 5 redundancies.

Definitions

"adjusted underlying revenue" means total income other than:

- (a) non-recurrent grants used to fund capital expenditure; and
- (b) non-monetary asset contributions; and
- (c) contributions to fund capital expenditure from sources other than those referred to above

"infrastructure" means non-current property, plant and equipment excluding land

"local road" means a sealed or unsealed road for which the council is the responsible road authority under the *Road Management Act 2004*

"population" means the resident population estimated by council

"own-source revenue" means adjusted underlying revenue other than revenue that is not under the control of council (including government grants)

"relative socio-economic disadvantage", in relation to a municipality, means the relative socio-economic disadvantage, expressed as a decile for the relevant financial year, of the area in which the municipality is located according to the Index of Relative Socio-Economic Disadvantage (Catalogue Number 2033.0.55.001) of SEIFA

"SEIFA" means the Socio-Economic Indexes for Areas published from time to time by the Australian Bureau of Statistics on its Internet website

"unrestricted cash" means all cash and cash equivalents other than restricted cash.

Service Performance Indicators

For the year ended 30 June 2021

Service/indicator/measure	Results				Material Variation
	2018	2019	2020	2021	
Aquatic Facilities Utilisation <i>Utilisation of aquatic facilities</i> [Number of visits to aquatic facilities / Municipal population]	0	0	0	0	Council owns two aquatic facilities with the Bayside area: Sandringham Family Leisure Aquatic Centre and Middle Brighton Sea Baths. Both these facilities are operated and managed under private commercial lease agreements. Council is not responsible for the operation or management of the Sandringham Aquatic Centre and the Middle Brighton sea Bath is not technically defined as an aquatic facility.
Animal Management Health and safety <i>Animal management prosecutions</i> [Percentage of successful animal management prosecutions]	New in 2020	New in 2020	100.00%	100.00%	100% success rate on animal prosecutions through the Magistrate Court, as a result of good evidence and detailed briefs.
Food Safety Health and safety <i>Critical and major non-compliance notifications</i> [Number of critical non-compliance notifications and major non-compliance notifications about a food premises followed up / Number of critical non-compliance notifications and major non-compliance notifications about food premises] x100	100.00%	100.00%	100.00%	100.00%	Major and critical non-compliances continue to be treated as a priority. Environmental Health Officers ensure that all major and critical issues identified during the assessment are followed up within the required timeframe to mitigate the risk.

Service/indicator/measure	Results				Material Variation
	2018	2019	2020	2021	
<p>Governance</p> <p>Satisfaction</p> <p><i>Satisfaction with council decisions</i></p> <p>[Community satisfaction rating out of 100 with how council has performed in making decisions in the interest of the community]</p>	65	71.6	72.10	62.0	The rating is sourced from the annual Community Satisfaction Survey conducted by an independent research company. Bayside's result is lower than the previous year given the survey was conducted through a pandemic where the methodology was changed from an in-person to telephone survey to accommodate lockdown conditions, which affected people's engagement with the survey content and completion.
<p>Libraries</p> <p>Participation</p> <p><i>Active library borrowers in the municipality</i></p> <p>[The sum of the number of active library borrowers in the last 3 financial years / Municipal population] x100</p>	21.36%	21.05%	21.64%	21.51%	A marginal decline in active borrowers was due to library closures however, programs such as book delivery, click and collect and online offerings maintained connection with users.
<p>Maternal and Child Health Service (MCH)</p> <p>Participation</p> <p><i>Participation in the MCH service</i></p> <p>[Number of children who attend the MCH service at least once (in the year) / Number of children enrolled in the MCH service] x100</p>	79.26%	76.67%	79.78%	79.61%	Participation has remained very consistent many years and is similar to or marginally better than comparable Councils. Participation in the Maternal and Child Health service is voluntary. Monthly reminders for missed visits are sent to prompt attendance but have not produced measurable change.
<p>Participation</p> <p><i>Participation in the MCH service by Aboriginal children</i></p> <p>[Number of Aboriginal children who attend the MCH service at least once (in the year) / Number of Aboriginal children enrolled in the MCH service] x100</p>	83.78%	89.19%	91.43%	88.37%	Participation levels remain high, however the impact of COVID had a slight impact on the participation rate.

Service/indicator/measure	Results				Material Variation
	2018	2019	2020	2021	
Roads Satisfaction Satisfaction with sealed local roads [Community satisfaction rating out of 100 with how council has performed on the condition of sealed local roads]	72.1	73.5	74.8	71.00	The rating is sourced from the annual Community Satisfaction Survey conducted by an independent research company. Bayside's result is lower than the previous year given the survey was conducted through a pandemic where the methodology was changed to accommodate lockdown conditions, which affected people's engagement with the survey content and completion.
Statutory Planning Decision making Council planning decisions upheld at VCAT [Number of VCAT decisions that did not set aside council's decision in relation to a planning application / Number of VCAT decisions in relation to planning applications] x100	60.00%	51.79%	63.64%	48.78%	During the reporting year 41 appeals have been determined with 20 being affirmed, resulting in an overall result of 48.8% of decisions being upheld. This is a direct result of Council's increased focus on environmentally sustainable development outcomes while challenged by the absence of strong state government policy provision in the Planning Scheme. This has seen a reduction in the number of planning decisions being upheld by Victorian Civil and Administrative Tribunal (VCAT).
Waste collection Waste diversion Kerbside collection waste diverted from landfill [Weight of recyclables and green organics collected from kerbside bins / Weight of garbage, recyclables and green organics collected from kerbside bins] x100	50.01%	50.43%	57.94%	58.57%	Since the introduction of the food and green waste collection service there has been a continued shift in community attitude to separation of food waste, resulting in increased diversion from landfill.

RETIRED Indicator/measure	2018	2019	2020	2021	Comments
Animal Management Health and Safety <i>Animal management prosecutions</i> [Number of successful animal management prosecutions]	10	8	Retired in 2020	Retired in 2020	From 1 July 2019, this measure was replaced by Animal Management prosecutions calculated as a percentage of successful animal management prosecutions.

Definitions

- "Aboriginal child" means a child who is an Aboriginal person
- "Aboriginal person" has the same meaning as in the Aboriginal Heritage Act 2006
- "active library member" means a member of a library who has borrowed a book from the library
- "annual report" means an annual report prepared by a council under sections 131, 132 and 133 of the Act
- "CALD" means culturally and linguistically diverse and refers to persons born outside Australia in a country whose national language is not English
- "class 1 food premises" means food premises, within the meaning of the *Food Act 1984*, that have been declared as class 1 food premises under section 19C of that Act
- "class 2 food premises" means food premises, within the meaning of the *Food Act 1984*, that have been declared as class 2 food premises under section 19C of that Act
- "Community Care Common Standards" means the Community Care Common Standards for the delivery of HACC services, published from time to time by the Commonwealth
- "critical non-compliance outcome notification" means a notification received by council under section 19N(3) or (4) of the *Food Act 1984*, or advice given to council by an authorized officer under that Act, of a deficiency that poses an immediate serious threat to public health
- "food premises" has the same meaning as in the *Food Act 1984*
- "HACC program" means the Home and Community Care program established under the Agreement entered into for the purpose of the Home and Community Care Act 1985 of the Commonwealth
- "HACC service" means home help, personal care or community respite provided under the HACC program
- "local road" means a sealed or unsealed road for which the council is the responsible road authority under the *Road Management Act 2004*
- "major non-compliance outcome notification" means a notification received by a council under section 19N(3) or (4) of the *Food Act 1984*, or advice given to council by an authorized officer under that Act, of a deficiency that does not pose an immediate serious threat to public health but may do so if no remedial action is taken
- "MCH" means the Maternal and Child Health Service provided by a council to support the health and development of children within the municipality from birth until school age
- "population" means the resident population estimated by council
- "target population" has the same meaning as in the Agreement entered into for the purposes of the Home and Community Care Act 1985 of the Commonwealth
- "WorkSafe reportable aquatic facility safety incident" means an incident relating to a council aquatic facility that is required to be notified to the Victorian WorkCover Authority under Part 5 of the *Occupational Health and Safety Act 2004*.

Financial Performance Indicators

For the year ended 30 June 2021		Results				Forecasts			Material Variation
Dimension, indicator & measure	2018	2019	2020	2021	2022	2023	2024	2025	
Efficiency Expenditure level Expenses per property assessment [Total expenses / Number of property assessments]	\$2,360.27	\$2,527.39	\$2,681.46	\$2,592.51	\$2,672.74	\$2,752.71	\$2,852.77	\$2,975.40	Council is committed to providing high quality services to the Bayside community in the most efficient way possible. Ongoing savings have been found over the last eight years to keep expenses per head of municipal population 3.32% lower than similar Councils. Further savings were identified in the 2020/21 year to mitigate the financial impact of Covid-19 on other revenue due the deterioration in economic conditions caused by the pandemic.

Dimension, Indicator & measure	Results				Forecasts				Material Variations
	2018	2019	2020	2021	2022	2023	2024	2025	
Revenue Average rate per property assessment Average rate revenue per property assessment [Total rate revenue / number of property assessments]	New in 2020	New in 2020	\$1,796.28	\$1,858.45	\$1,899.89	\$1,912.92	\$1,973.79	\$2,045.18	Council rates are slightly higher than the average for all Council's due to Bayside's lower density and higher reliance on residential ratepayers, lower levels and government funding and other revenue from commercial activity relative to other Councils. The general rates and the municipal charge for 2020/21 increased by 2.0%, in accordance with the Fair Go Rates System.

Dimension, Indicator & measure	Results				Forecasts				Material Variations
	2018	2019	2020	2021	2022	2023	2024	2025	
Liquidity Working capital Current assets compared to current liabilities [Current assets / Current liabilities] x100	399.84%	383.30%	458.48%	452.20%	324.76%	244.42%	231.78%	343.90%	Council's strong liquidity position reflects its increasing short term cash and investment holdings over recent years and prudent financial management. Council's cash reserves will be draw down in coming years to fund Council's ambitious capital program while maintaining Council's minimum liquidity requirements.

Dimension, Indicator & measure	Results				Forecasts				Material Variations
	2018	2019	2020	2021	2022	2023	2024	2025	
Unrestricted cash Unrestricted cash compared to current liabilities [(Unrestricted cash / Current liabilities) x100]	217.34%	195.19%	213.04%	222.78%	179.62%	122.92%	109.71%	158.78%	Unrestricted cash has increased due to the timing of payment to suppliers, the deferment of capital projects funded from unrestricted cash and savings in the capital and operating budgets during 2020/21. Unrestricted cash will decrease in the coming years as Council delivers its ambitious capital program.

Dimension/indicator/measure	Results				Forecasts				Material Variations
	2018	2019	2020	2021	2022	2023	2024	2025	
Loans and borrowings <i>Loans and borrowings compared to rates</i> [Interest bearing loans and borrowings / Rate revenue] x100	0%	0%	0%	0.00%	0.00%	0.00%	0.00%	0.00%	Council has no requirement for borrowings at this time.
Loans and borrowings repayments compared to rates [Interest and principal repayments on interest bearing loans and borrowings / Rate revenue] x100	2.52%	0%	0%	0.00%	0.00%	0.00%	0.00%	0.00%	Council has no requirement for borrowings at this time.
Obligations Asset renewal and upgrade <i>Asset renewal and upgrade compared to depreciation</i> [Asset renewal and asset upgrade expenses / Asset depreciation] x100	New in 2020	New in 2020	114.32 %	112.50%	242.24%	193.09%	95.71%	93.23%	Council maintains a level of renewal and upgrade expenditure which is sufficient to ensure that its assets are renewed in accordance with condition assessment and service needs. The fluctuation in future years reflects the timing of the delivery of Council's four year capital program and is maintained above 100% beyond 2025.

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Dimension/Indicator/measure	Results					Forecasts				Material Variations
	2018	2019	2020	2021	2022	2023	2024	2025		
Indebtedness Non-current liabilities compared to own source revenue [Non-current liabilities / Own source revenue] x100	0.70%	0.79%	1.64%	1.29%	1.75%	1.89%	2.01%	2.11%	For the 2020/21 year, the lower result reflects a reduction in non-current liabilities for motor vehicle leases compared to prior year.	
Operating position Adjusted underlying result Adjusted underlying surplus (or deficit) / [Adjusted underlying surplus (deficit) / Adjusted underlying revenue] x100	15.40%	12.73%	5.47%	9.13%	10.03%	7.15%	6.43%	5.55%	Council maintained a higher underlying result during COVID-19 by identifying savings in the operating budget to mitigate the impact of a reduction in other revenue due to the financial impact of COVID-19 restrictions. The underlying result will decrease in future years reflecting a further reduction in interest income as Bayside delivers an ambitious capital program funded from unrestricted reserves, coupled with an increase in depreciation expenditure.	

Dimension/indicator/measure	Results					Forecasts				Material Variations
	2018	2019	2020	2021	2022	2023	2024	2025		
Stability Rates concentration Rates compared to adjusted underlying revenue [Rate revenue / Adjusted underlying revenue] x100	71.01%	71.86%	73.89%	75.90%	74.94%	75.56%	75.82%	76.03%	During COVID-19, Council was more reliant on rate revenue as other revenue reduced as a result of the economic impacts of COVID-19 restrictions.	
Rates effort Rates compared to property values [Rate revenue / Capital improved value of rateable properties in the municipality] x100	0.15%	0.14%	0.14%	0.15%	0.14%	0.15%	0.15%	0.15%	Bayside's rates effort is lower than other Councils. While rate revenue per property is similar, the value of properties levied is much higher than other Council's and reflects the higher socio economic status of the community.	

RETIRED Dimension/indicator/measure	Results				Comments
	2018	2019	2020	2021	
Average residential rate per residential property assessment [Residential rate revenue / Number of residential property assessments]	\$1,983.61	\$2,095.39	Retired in 2020	Retired in 2020	As of 1 July 2019, this measure was replaced by Average rate per property assessment.
Asset renewal compared to depreciation [Asset renewal expense / Asset depreciation] x 100	107.43%	121.23%	Retired in 2020	Retired in 2020	As of 1 July 2019, this measure was replaced by Average rate per property assessment.

Definitions

"adjusted underlying revenue" means total income other than:

- (a) non-recurrent grants used to fund capital expenditure; and
 - (b) non-monetary asset contributions; and
 - (c) contributions to fund capital expenditure from sources other than those referred to above
- "adjusted underlying surplus (or deficit)" means adjusted underlying revenue less total expenditure

"asset renewal expenditure" means expenditure on an existing asset or on replacing an existing asset that returns the service capability of the asset to its original capability

"current assets" has the same meaning as in the AAS

"current liabilities" has the same meaning as in the AAS

"non-current assets" means all assets other than current assets

"non-current liabilities" means all liabilities other than current liabilities

"non-recurrent grant" means a grant obtained on the condition that it be expended in a specified manner and is not expected to be received again during the period covered by a council's Strategic Resource Plan

"own-source revenue" means adjusted underlying revenue other than revenue that is not under the control of council (including government grants)

"population" means the resident population estimated by council

"rate revenue" means revenue from general rates, municipal charges, service rates and service charges

"recurrent grant" means a grant other than a non-recurrent grant

"residential rates" means revenue from general rates, municipal charges, service rates and service charges levied on residential properties

"restricted cash" means cash and cash equivalents, within the meaning of the AAS, that are not available for use other than for a purpose for which it is restricted, and includes cash to be used to fund capital works expenditure from the previous financial year

"unrestricted cash" means all cash and cash equivalents other than restricted cash.

Other Information

For the year ended 30 June 2021

Basis of preparation

Council is required to prepare and include a performance statement within its annual report. The performance statement includes the results of the prescribed sustainable capacity, service performance and financial performance indicators and measures together with a description of the municipal district and an explanation of material variations in the results. This statement has been prepared to meet the requirements of the *Local Government Act 1989* and Local Government (Planning and Reporting) Regulations 2014.

Where applicable the results in the performance statement have been prepared on accounting bases consistent with those reported in the Financial Statements. The other results are based on information drawn from council information systems or from third parties (e.g. Australian Bureau of Statistics).

The performance statement presents the actual results for the current year and for the prescribed financial performance indicators and measures, the results forecast by the council's strategic resource plan. The Local Government (Planning and Reporting) Regulations 2014 requires explanation of any material variations in the results contained in the performance statement. Council has adopted materiality thresholds relevant to each indicator and measure and explanations have not been provided for variations below the materiality thresholds unless the variance is considered to be material because of its nature.

The forecast figures included in the performance statement are those adopted by Council in its strategic resource plan on 30 June 2021 and which forms part of the Council Plan. The strategic resource plan includes estimates based on key assumptions about the future that were relevant at the time of adoption and aimed at achieving sustainability over the long term. Detailed information on the actual financial results is contained in the General-Purpose Financial Statements. The strategic resource plan can be obtained by contacting Bayside City council on 9599-4444 or can be viewed on Council's website www.bayside.vic.gov.au

Certification of the performance statement

In my opinion, the accompanying performance statement has been prepared in accordance with the *Local Government Act 1989* and the Local Government (Planning and Reporting) Regulations 2014.

Bill Shanahan CPA

Principal Accounting Officer

Dated:

In our opinion, the accompanying performance statement of *Bayside City Council* for the year ended 30 June 2021 presents fairly the results of council's performance in accordance with the *Local Government Act 1989* and the Local Government (Planning and Reporting) Regulations 2014.

The performance statement contains the relevant performance indicators, measures and results in relation to service performance, financial performance and sustainable capacity.

At the date of signing, we are not aware of any circumstances that would render any particulars in the performance statement to be misleading or inaccurate.

We have been authorised by the council and by the Local Government (Planning and Reporting) Regulations 2014 to certify this performance statement in its final form.

Councillor Sonia Castelli

Audit and Risk Committee Member

Dated:

Councillor Hanna El Moullem

Audit and Risk Committee Member

Dated:

Mick Cummins

Chief Executive Officer

Dated:

3.4 DRAFT ANNUAL FINANCIAL STATEMENTS FOR THE YEAR ENDED 30 JUNE 2021

Corporate Services - Finance

File No: PSF/21/24 – Doc No: DOC/21/281771

Executive summary

Purpose and background

The audited financial statements are submitted to Council in order to comply with the provisions of Section 131 of the *Local Government Act 1989* for the submission of the Annual Report to the Minister for Local Government by 30 September 2021.

The Financial Report for the financial year ended 30 June 2021 has been audited by the Victorian Auditor General's Office (VAGO). The Audit and Risk Committee, at its meeting on Monday 30 August 2021, endorsed the statements which are now recommended to Council for formal approval. A copy of the statements accompanies this report.

Background

The *Local Government Act 1989* (Section 131) governs the preparation of a Council's annual report and its presentation to the Minister for Local Government and the community.

The Local Government (Finance and Reporting) Regulations 2014 stipulates that the Financial Statements be certified in the prescribed manner by the Chief Executive Officer, the Principal Accounting Officer and two Councillors.

Under the regulation, the Financial Report must be prepared in accordance with the Local Government Model Financial Report.

Council cannot submit the Financial Report to VAGO or the Minister for Local Government unless Council has passed a resolution giving 'in-principle' approval to the Financial Report and authorising two Councillors, on behalf of the Council, to certify the Financial Report once amendments or changes requested by VAGO have been implemented.

Analysis of results

The Financial Report includes the following key highlights:

Income and Expenditure – Council achieved an operating surplus of \$20.92M which is \$1.82M favourable to the adopted budget.

Revenue exceeded budget by \$4.7M predominantly due to:

- Open Space and drainage contributions from developers were favourable to adopted budget by \$3.6M as a result of stronger than expected building subdivisions within the municipality.
- Assets not previously recognised was \$1.2M favourable to the adopted budget and relates to the recognition of the fair value of Laneways recognised as a result of Council's amendment of its *Public Roads Register* to include Laneway assets that meet the definition of a Public Roads.
- Operating grants were favourable to adopted budget by \$0.76M as a result of State and Federal Government funding Schemes to assist with economic recovery, including \$0.21M *Working for Victoria*, \$0.45M *Outdoor Eating and Entertainment Package*, \$0.21M *Street Lighting Upgrade Program* and \$0.16M *Community Connector COVID-19*. This was partly

offset by the deferral of recurrent funding (\$0.51M) to 2021–22 where the performance obligations were not met during the year.

- Statutory Fees and Fines were unfavourable to the adopted budget by (\$0.24M), mainly due to a reduction in Parking Infringement Court Recoveries, a reduction in Pool non-compliance revenue as a result of the State Government deferral of the *Building Amendment (Swimming Pool and Spa) Regulations 2019* application date to 1 November 2021 and a reduction in Planning Fees.
- User Fees were unfavourable to adopted budget by (\$0.22M), primarily due to Council's local traders support package which provided a waiver of Food Act and Health Act Registrations and Footpath Trading Permits, with the adopted budget having a provision for a 50% waiver only.
- Interest Revenue was (\$0.85M) unfavourable to the adopted budget as a result of the ongoing reduction in investment returns driven by lower term deposit rates.
- Other Income was (\$0.54M) unfavourable to budget, primarily due to a reduction in sale of discontinuances. Sales of \$0.52M were achieved against a budget of \$0.72M resulting in an unfavourable variance of (\$0.2M). Cost recoveries from commercial tenancies were also unfavourable, as a result of Council waivers (\$0.3M).

Expenditure exceeded budget by (\$2.89M), mainly driven by:

Employee Costs were favourable to adopted budget by \$2.83M mainly due to:

- savings as a result of reduced services provided during the level 4 restrictions
- savings as a result of vacant roles during the year and utilisation of workforce flexibility to manage service outcomes.

Materials and Services were unfavourable to budget by (\$3.45M) mainly due to:

- \$1.1M - additional expenditure for Council's direct response to COVID-19 including corporate centre and municipal cleaning.
- \$0.44M - delivery of Local Councils Outdoor Eating and Entertainment infrastructure expenditure funded by State Government.
- \$0.11M - Street Lighting Upgrade funded from one-off State Government Grant.
- \$3.84M - Other expenditure was unfavourable to the adopted budget primarily made up of Work in Progress Write-Offs, including (\$0.77M) for the cancelled Netball Indoor Court at Wangara Rd Project, (\$0.66M) for the Sandringham Village and Black Rock Activity Centres, (\$0.226M) for components of the Sandringham Library Redevelopment not eligible for capitalisation (i.e., storage).
- \$0.41M - Parking Infringement costs were favourable to budget due to the reduction in infringements issued during the year.
- \$0.34M - Community event expenditure was favourable to budget due to the Carols and Bright and Sandy festival not proceeding due to COVID-19 restrictions.
- \$1.280M - Savings in administrative and corporate costs were identified by the organisation in order to mitigate the impact of a reduction in revenue during COVID-19.

Depreciation and amortisation (\$2.24M) was unfavourable to the adopted budget, mainly due to Council's revaluation of Roads and Footpaths assets in Q4 of 2019–20, after the 2020–21 budget had been prepared.

Net loss on Disposal of assets was \$0.135M, made up of \$1.0M profit on settlement of Council property sold in 2019–20, with settlement now completed, offset by (\$1.2M) the write-off of the remaining written down value of assets replaced as part of Council's infrastructure renewal program including \$0.55M for roads, \$0.26M Footpaths and \$0.18M for Kerbs.

Balance Sheet – Cash and Investments increased by \$19.8M primarily as a result of the carry forward spend in the capital program due to the timing of the delivery of capital projects as well as the favourable to budget operating results.

Cash reserves will be drawn down in future years to fund the accelerated capital program over the next 4 years and long-term financial plans.

Revaluation of Property, Infrastructure, Plant and Equipment

In accordance with Australian Accounting Standards AASB116 *Property Plant & Equipment* and AASB13 *Fair Value Measurement*, Council undertook an assessment of the fair value of Property and Infrastructure assets as at 30 June 2021.

1. Land and Buildings

ValTec Property Pty Ltd, a qualified independent valuer conducted a market assessment of the Land and Building asset values.

Land

The cumulative indices review for the period July 2019 to June 2021 identified a 10.1% cumulative increase based on a sample of property sale transactions for all property types within the municipality for that period.

As a result of the analysis, Council applied an indices-based revaluation increase of 10.1% across the class resulting in an increase in land values of \$231.7M as at 30 June 2021.

Land Under Roads

The methodology for valuing land under roads is based on Council's municipal site value (MSV). The average rate per square metre has been discounted by 95% to account for its undeveloped state, limit to rights of access and infrastructure easements. Council calculated an average rate to be applied to land under roads based on the average site value of rateable properties. The movement for the total Fair Value of Land under roads between January 2020 and January 2021 was 6.7% which resulted in a revaluation increase of \$34.4M as at 30 June 2021.

Buildings

Buildings were last revalued in March 2020 and therefore ValTec Property reviewed the quarterly indices using Rawlinsons Building Construction Cost Guide for project types typically used by Local Government councils between March 2020 and June 2021. This analysis identified an indexation movement of 2.5% for that period.

Given that the movement is less than 5%, no revaluation adjustments was processed in the 2020–21 year.

2. Infrastructure Assets

Council staff conducted an indices-based assessment of Council's Roads, Footpaths and cycleways, Kerb and Channel and Drainage Infrastructure asset classes based on Rawlinsons industry rates and adopting a 'dominant variant' approach for each group of like assets.

Most unit rates sourced from Rawlinsons (June 2021 update) have increased by only a small amount and would not adversely affect Council's current valuation.

During the year, Council performed a full revaluation of its laneways, bridges, road management, traffic signals and street furniture asset classes and off-street car parks, which used to be recognised at cost previously.

Laneway Assets

The replacement cost and written down value for Council's laneways assets rose by +49.61% and +137.30% respectively. This change is attributed to the following three key factors:

1. Increased cost of construction – Council noted increases in the unit rates of all laneway materials since 2017, particularly that of concrete laneways which make up 71% of all constructed laneways. The unit rate of concrete rose by 10%, based upon recent construction programs over the past 2 to 3 years.
2. Change to valuation methodology – Council revised its revaluation procedures in 2020, noting a preference for condition-based depreciation modelling. Council calculated accumulated depreciation based on condition data collected in 2018 and updated for any recent capital works. The use of condition data resulted in a higher assessment of the remaining useful life and therefore an increase in the written down value of laneway assets.
3. Increase in asset quantity – the collective area of Council's 'constructed' laneways rose from 55,727m² in 2017 to 69,144m² in 2021, an increase in area of 24%. The fair value of the additional m² (\$1.2M) has been disclosed as assets not previously recognised in the comprehensive income statement. Council's amendment its Public Roads Register to include Laneway assets that meet the definition of a Public Roads but which were not previously recognised.

Bridge Assets

The replacement cost decreased by -2.65% and the written down value increased by +58%. Unit rates were sourced from GHD Pty Ltd.

The use of condition data resulted in a higher assessment of the remaining useful life and therefore an increase in the written down value of bridges.

Road Management, Traffic Signals and Street Furniture

A rolling revaluation process is in place for road management, traffic signals and street furniture with road management and traffic signals revalued in the 2020–21 year and street furniture to be completed in 2021–22.

The revaluation of Road Management and Traffic Signals in 2020–21 saw a reduction in replacement cost and written down value of -26.79% and -21.90% respectively (after being increased by 16.38% following an indices-based assessment at 30 June 2020).

Primarily, contract unit rates were used for the valuation of signage and traffic management, with unit rates sourced from GHD Pty Ltd for traffic signals. Major changes to traffic signals were due to improved technical information as to the sub-components of a traffic signal and replacement cost information. Traffic management assets saw a reduction of \$2.2M as a result of a methodology change with the definition improved to avoid duplication in valuation of road segments (i.e., the road surface in a roundabout).

Condition data is not available for this asset class and therefore the remaining expected useful life was based upon estimated date of construction.

Off-Street Carpark Assets

Constructed carpark assets have been valued at cost in previous years. The full revaluation during the 2020–21 year was based on contract costs and accumulated depreciation calculated based on condition data collected in 2018 and updated for any recent capital works. The use of condition data resulted in a higher assessment of the remaining useful life and therefore an increase in the written down value of assets.

COVID-19 Impact on Assets Fair Value as at 30 June 2021

Council requested ValTec Property to review market movements to June 2021 for Land and Buildings. ValTec has noted the real estate market is being impacted by the uncertainty associated with the COVID-19 pandemic and as a result market conditions are changing daily at present. Council has disclosed the significant market uncertainty in its valuation of assets commentary in Note 6.2.

Recommendation

That Council:

- 1 receives and notes the Financial Report for the financial year ended 30 June 2021
- 2 authorises the Manager Finance to make immaterial adjustments to the Financial Statements if requested by the Victorian Auditor General's office. If material adjustments are requested, the Manager Finance is authorised to make such adjustments and advise Council and the Audit Committee of the effect of these adjustments
- 3 gives 'in-principle' approval of the Financial Report for the financial year ended 30 June 2021 and authorises Cr Hanna El Mouallem and the Mayor, Cr Laurence Evans, to certify the statements on behalf of Council and submit these to the Minister for Local Government.

Support Attachments

1. 2020-21 Bayside City Council Financial Statements (separately enclosed)

Considerations and implications of recommendation

Liveable community

Social

There are no social impacts associated with this report.

Natural Environment

There are no natural environmental impacts associated with this report.

Climate Emergency

There are no climate emergency impacts associated with this report.

Built Environment

There are no built environmental impacts associated with this report.

Customer Service and Community Engagement

There are no impacts to customer service.

No community engagement has been undertaken in preparing this report.

Human Rights

The implications of this report have been assessed and are not considered likely to breach or infringe upon, the human rights contained in the *Victorian Charter of Human Rights and Responsibilities Act 2006*.

Governance

Officers involved in the preparation of this report have no conflict of interest.

The Mayor, Cr Evans, attended the Audit and Risk Committee on 30 August 2021 as an observer as Cr Castelli was an apology.

Legal

Section 138 of the *Local Government Act 1989* prescribes that, at least every three months, a financial report of revenue and expenditure be presented to Council.

Finance

The year-end operating result is a surplus of \$20.92M which is \$1.82M favourable to the adopted budget.

The capital expenditure for 2020–21 is favourable by \$5.10M.

Links to Council policy and strategy

The monthly financial report is identified within Goal 8 Governance in the Council Plan 2017–2021. We want an organisation that is financially stable and with decision making that is open, transparent, and informed by the community.

3.5 VICTORIAN CHILD SAFE STANDARDS

Community and Customer Experience - Community Services
File No: PSF/21/32 – Doc No: DOC/21/272915

Executive summary

Purpose and background

This report seeks Council's endorsement of the Safeguarding Children and Young People Policy (Policy) and Safeguarding Children and Young People Code of Conduct (Code).

Council has a legislative responsibility to comply with the Victorian Child Safe Standards and align with National Child Safe Principles. Compliance requires Council to have an endorsed Policy and Code.

Recently, State Government updated the Victorian Standards to provide more consistency with Standards in other states and territories and to strengthen protection from child abuse (Attachment 1). Organisations have until 1 July 2022 to implement these changes. The Policy and Code have included the new elements of the standards to ensure compliance.

To support best practice and compliance, Council has committed to a 12-month Child Safe Certification process with the Australian Childhood Foundation (ACF). The ACF has reviewed the Policy and Code (Attachment 2 and 3) and will continue to review other Council documents for alignment with the revised 11 Victorian Child Safe Standards.

Key issues

Safeguarding children and young people is a shared responsibility of all staff, volunteers, and contractors (members) of Council to:

- protect children and young people from all forms of abuse and neglect by our people
- be alert to incidents of child abuse and neglect occurring within and outside the scope of Council's operations and services that may have an impact on the children and young people to whom we provide a service
- create and maintain a child safe culture that is understood, endorsed, and put into action by all the individuals who work for, volunteer, support or access Council's programs and services.

Safeguarding Children and Young People Policy

The Policy demonstrates Council's commitment to the safety and wellbeing of children in our community, and the approach to the implementation and maintenance of the Victorian *Child Safe Standards and National Principles*.

Safeguarding Children and Young People Code of Conduct

The Code sets clear expectations of behaviour towards and in the presence of children for all members of Council. It clarifies acceptable and non-acceptable behaviour. The Code will also assist members to identify and report behaviour or conduct issues which sit outside the expectations outlined in this Code.

Links to related Policies and Processes

An Organisational Reporting Policy and Incident Management Procedure will support the implementation of the Policy and the Code. The full suite of documents will provide the awareness, expectations, and process to guide all members to meet Council's legislative requirements and continue to create a Child Safeguarding culture.

The Policy and Code will inform the consideration of Child Safeguards and any required amendments to the Councillor Code of Conduct.

Appropriate resources and training will be provided to ensure all Council members are aware of the intent of these documents, where they can be accessed, including how and when to apply them within day-to-day practice.

A Communications and Engagement Plan will be established to ensure the Policy and Code are effectively implemented within the organisation and in the Community.

Recommendation

That Council:

1. adopts the Safeguarding Children and Young People Policy
2. adopts the Safeguarding Children and Young People Code of Conduct.

Support Attachments

1. New Child Safe Standards Information Sheet ↴
2. Draft Safeguarding Children and Young People Policy ↴
3. Safeguarding Children and Young People Code of Conduct ↴

Considerations and implications of proposition

Liveable community

Social

We empower children by informing them of their rights and responsibilities and support them to speak up about any matters of importance to them, including if something goes wrong. We work to include the participation of children and young people in decision making regarding any services or other matters affecting them.

Natural Environment

Developing safe outdoor spaces allows the community to participate in a range of activities that are safe and welcoming and to enjoy the general amenity and open spaces of the area. Evidence highlights by creating safe places for children to fully participate in the life of their community everyone benefits.

Climate Emergency

Not applicable to this report.

Built Environment

Creating accessible and safe infrastructure supports community members of ages to fully participate in a range of programs, services and activities that are safe and inclusive.

Customer Service and Community Engagement

We expect all within our organisation to promote equity and respect diversity by actively anticipating children and young people's diverse circumstances and responding effectively to those with additional vulnerabilities. Informing children and young people of their rights and giving all children and young people access to information, support, and complaints processes. This will include respecting the rights of children and young people to participate in decision making and paying appropriate attention to the needs of the following groups:

- Aboriginal and Torres Strait Islanders
- Children and young people with a disability
- Children and young people from culturally and linguistically diverse backgrounds
- LGBTQI+ (Lesbian, gay, bisexual, transgender, queer, and intersex)
- Children and young people who are unable to live at home.

Human Rights

The implications of the report have been assessed and are not considered likely to breach or infringe upon, the human rights contained in the *Victorian Charter of Human Rights and Responsibilities Act 2006*.

Governance

Officers involved in the preparation of this report have no conflict of interest.

Legal

Not applicable to this report.

Finance

Not applicable to this report.

Links to Council policy and strategy

Council Plan 2021–2025

Goal 2 – Our People

2.1 Nurture healthy people and resilient communities ensuring services and programs are adaptable to meet diverse and changing needs.

Goal 4 – Our Promise

4.2. Ensure flexible and transparent decision making through open and accountable governance.

Wellbeing for all Ages and Abilities Strategy 2017–2021

Goal 1 - An engaged and supportive community

Goal 3 - Safe and sustainable environments.

Victoria's new Child Safe Standards

What are the new Child Safe Standards?

There are eleven new Child Safe Standards:

Child Safe Standard 1 – Organisations establish a culturally safe environment in which the diverse and unique identities and experiences of Aboriginal children and young people are respected and valued

In complying with Child Safe Standard 1, an organisation must, at a minimum, ensure:

- 1.1 A child's ability to express their culture and enjoy their cultural rights is encouraged and actively supported.
- 1.2 Strategies are embedded within the organisation which equip all members to acknowledge and appreciate the strengths of Aboriginal culture and understand its importance to the wellbeing and safety of Aboriginal children and young people.
- 1.3 Measures are adopted by the organisation to ensure racism within the organisation is identified, confronted and not tolerated. Any instances of racism are addressed with appropriate consequences.
- 1.4 The organisation actively supports and facilitates participation and inclusion within it by Aboriginal children, young people and their families.
- 1.5 All of the organisation's policies, procedures, systems and processes together create a culturally safe and inclusive environment and meet the needs of Aboriginal children, young people and their families.

Child Safe Standard 2 – Child safety and wellbeing is embedded in organisational leadership, governance and culture

In complying with Child Safe Standard 2, an organisation must, at a minimum, ensure:

- 2.1 The organisation makes a public commitment to child safety.
- 2.2 A child safe culture is championed and modelled at all levels of the organisation from the top down and bottom up.
- 2.3 Governance arrangements facilitate implementation of the child safety and wellbeing policy at all levels.
- 2.4 A Code of Conduct provides guidelines for staff and volunteers on expected behavioural standards and responsibilities.
- 2.5 Risk management strategies focus on preventing, identifying and mitigating risks to children and young people.
- 2.6 Staff and volunteers understand their obligations on information sharing and recordkeeping.

Child Safe Standard 3 – Children and young people are empowered about their rights, participate in decisions affecting them and are taken seriously

In complying with Child Safe Standard 3, an organisation must, at a minimum, ensure:

- 3.1 Children and young people are informed about all of their rights, including to safety, information and participation.
- 3.2 The importance of friendships is recognised and support from peers is encouraged, to help children and young people feel safe and be less isolated.
- 3.3 Where relevant to the setting or context, children and young people are offered access to sexual abuse prevention programs and to relevant related information in an age appropriate way.
- 3.4 Staff and volunteers are attuned to signs of harm and facilitate child-friendly ways for children and young people to express their views, participate in decision-making and raise their concerns.
- 3.5 Organisations have strategies in place to develop a culture that facilitates participation and is responsive to the input of children and young people.
- 3.6 Organisations provide opportunities for children and young people to participate and are responsive to their contributions, thereby strengthening confidence and engagement.

Child Safe Standard 4 – Families and communities are informed, and involved in promoting child safety and wellbeing

In complying with Child Safe Standard 4, an organisation must, at a minimum, ensure:

- 4.1 Families participate in decisions affecting their child.
- 4.2 The organisation engages and openly communicates with families and the community about its child safe approach and relevant information is accessible.
- 4.3 Families and communities have a say in the development and review of the organisation's policies and practices.
- 4.4 Families, carers and the community are informed about the organisation's operations and governance.

Child Safe Standard 5 – Equity is upheld and diverse needs respected in policy and practice

In complying with Child Safe Standard 5, an organisation must, at a minimum, ensure:

- 5.1 The organisation, including staff and volunteers, understands children and young people's diverse circumstances, and provides support and responds to those who are vulnerable.
- 5.2 Children and young people have access to information, support and complaints processes in ways that are culturally safe, accessible and easy to understand.
- 5.3 The organisation pays particular attention to the needs of children and young people with disability, children and young people from culturally and linguistically diverse backgrounds, those

who are unable to live at home, and lesbian, gay, bisexual, transgender and intersex children and young people.

5.4 The organisation pays particular attention to the needs of Aboriginal children and young people and provides/promotes a culturally safe environment for them.

Child Safe Standard 6 – People working with children and young people are suitable and supported to reflect child safety and wellbeing values in practice

In complying with Child Safe Standard 6, an organisation must, at a minimum, ensure:

6.1 Recruitment, including advertising, referee checks and staff and volunteer pre-employment screening, emphasise child safety and wellbeing.

6.2 Relevant staff and volunteers have current working with children checks or equivalent background checks.

6.3 All staff and volunteers receive an appropriate induction and are aware of their responsibilities to children and young people, including record keeping, information sharing and reporting obligations.

6.4 Ongoing supervision and people management is focused on child safety and wellbeing.

Child Safe Standard 7 – Processes for complaints and concerns are child focused

In complying with Child Safe Standard 7, an organisation must, at a minimum, ensure:

7.1 The organisation has an accessible, child focused complaint handling policy which clearly outlines the roles and responsibilities of leadership, staff and volunteers, approaches to dealing

with different types of complaints, breaches of relevant policies or the Code of Conduct and obligations to act and report.

7.2 Effective complaint handling processes are understood by children and young people, families, staff and volunteers, and are culturally safe.

7.3 Complaints are taken seriously, and responded to promptly and thoroughly.

7.4 The organisation has policies and procedures in place that address reporting of complaints and concerns to relevant authorities, whether or not the law requires reporting, and co-operates with law enforcement.

7.5 Reporting, privacy and employment law obligations are met.

Child Safe Standard 8 – Staff and volunteers are equipped with the knowledge, skills and awareness to keep children and young people safe through ongoing education and training

In complying with Child Safe Standard 8, an organisation must, at a minimum, ensure:

8.1 Staff and volunteers are trained and supported to effectively implement the organisation's child safety and wellbeing policy.

8.2 Staff and volunteers receive training and information to recognise indicators of child harm including harm caused by other children and young people.

8.3 Staff and volunteers receive training and information to respond effectively to issues of child safety and wellbeing and support colleagues who disclose harm.

8.4 Staff and volunteers receive training and information on how to build culturally safe environments for children and young people.

Child Safe Standard 9 – Physical and online environments promote safety and wellbeing while minimising the opportunity for children and young people to be harmed

In complying with Child Safe Standard 9, an organisation must, at a minimum, ensure:

9.1 Staff and volunteers identify and mitigate risks in the online and physical environments without compromising a child's right to privacy, access to information, social connections and learning opportunities.

9.2 The online environment is used in accordance with the organisation's Code of Conduct and child safety and wellbeing policy and practices.

9.3 Risk management plans consider risks posed by organisational settings, activities, and the physical environment.

9.4 Organisations that contract facilities and services from third parties have procurement policies that ensure the safety of children and young people.

Child Safe Standard 10 – Implementation of the Child Safe Standards is regularly reviewed and improved

In complying with Child Safe Standard 10, an organisation must, at a minimum, ensure:

10.1 The organisation regularly reviews, evaluates and improves child safe practices.

10.2 Complaints, concerns and safety incidents are analysed to identify causes and systemic failures to inform continuous improvement.

10.3 The organisation reports on the findings of relevant reviews to staff and volunteers, community and families and children and young people.

Child Safe Standard 11 – Policies and procedures document how the organisation is safe for children and young people

In complying with Child Safe Standard 11, an organisation must, at a minimum, ensure:

11.1 Policies and procedures address all Child Safe Standards.

11.2 Policies and procedures are documented and easy to understand.

11.3 Best practice models and stakeholder consultation informs the development of policies and procedures.

11.4 Leaders champion and model compliance with policies and procedures.

11.5 Staff and volunteers understand and implement policies and procedures.



Council Policy

Council policy title:	Safeguarding Children and Young People Policy
Council policy sponsor:	Bryce Craggs, Director Community and Customer Experience
Adopted by:	Bayside City Council
Date adopted:	[insert meeting date/reference number]
Scheduled review:	[insert month and/or year]
Document Reference:	DOC/21/250695

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Guiding Values

In keeping children and young people safe the following values are a mechanism for guiding our actions and assisting in decision-making, they are a reference to which members of Council can refer, to ensure their responsibilities to children and young people are upheld.

- Safeguarding children and young people is a shared responsibility, it is reliant on all individuals within our organisation to keep children and young people safe in our care.
- We recognise the diverse and unique identities of Aboriginal children and young people and support Aboriginal and young people to express their culture and enjoy their cultural rights.
- Any form of abuse, neglect, or racism towards children and young people will not be tolerated and immediate action will be taken upon report of any suspected harmful or abusive behaviours.
- The best interest of the child will be the primary consideration in all actions and decisions concerning the safety or wellbeing of a child or young person.
- We are accountable to the children and young people we work with by fostering high ethical standards in a culture of openness and transparency.
- We empower children by informing them of their rights and responsibilities and support them to speak up about any matters of importance to them, including if something goes wrong. We work to include the participation of children and young people in decision making regarding any services or other matters affecting them.

1. Purpose

Bayside City Council has zero-tolerance towards abuse and neglect of children and young people. We are committed to the rights of all children and young people to feel safe and be safe when participating in our organisations activities, services and programs.

The purpose of this policy is to outline the responsibilities, procedures and practices required by members of Council within Bayside City Council in relation to keeping children and young people free from abuse and neglect. This policy will demonstrate Council's commitment to the safety and wellbeing of children in our community, and the approach to the implementation and maintenance of the Victorian *Child Safe Standards*.

This policy supports our international obligations under the *United Nations Convention on the Rights of the Child*, the *Child Safe Standards* recommended by the *Royal Commission into Institutional Responses to Child Sexual Abuse* and is aligned with the *Australian Human Rights Commission National Principles for Child Safe Organisations*.

As such, our policies and procedures reflect child safe legislation and promote best practice. Our Council and Executive Team approves and endorses the Bayside City Council Safeguarding Children and Young People Policy.

We are committed to taking action in advancing the safety and wellbeing of children and young people and ensuring compliance with all requirements set out in this policy. The commitment to child

safety is supported by Councillors, Council's CEO, Executive Team, people leaders, staff, volunteers, agency staff and contractors.

2. Scope

The Safeguarding of Children and Young People Policy applies to; Councillors, Council employees (permanent, casual, and fixed term), volunteers, agency staff members and contractors involved with Bayside City Council. For the purpose of this policy these people will be referred to as members of Council.

This policy applies to all forms of abuse and neglect against a child or young person including sexual abuse, physical abuse, emotional or psychological abuse, neglect, and experiencing or witnessing family violence. (See 11. Glossary and Definitions)

This Policy applies in all physical and online operational environments, and without fail wherever children and young people are participating in our organisations activities, programs, services and/or facilities. In addition, this policy also considers the external environment, whereby Council members are alert to incidents of child abuse and neglect occurring outside the scope of our operations and services.

This policy is to be read in conjunction with Council's practices, procedures and guidelines which support Councillors, Council employees, volunteers, agency staff members and contractors to meet the Victorian Child Safe Standards.

3. Responsibilities

Safeguarding children and young people is a shared responsibility within our organisation. It is the responsibility of all members of Council to;

- protect children and young people from all forms of abuse and neglect by our people;
- be alert to incidents of child abuse and neglect occurring outside the scope of our operations and services that may have an impact on the children and young people to whom we provide a service; and
- create and maintain a child safe culture that is understood, endorsed, and put into action by all the individuals who work for, volunteer, support or access our programs and services.

We require all members of Council, regardless of their role or level of responsibility, to act to safeguard children and young people from such harm by:

- adopting appropriate safeguarding practice and behaviour set within our policy and procedural guidelines, when carrying out their roles, and
- reporting any abuse and neglect of which they become aware to our management and/or to external authorities responsible for safeguarding children and young people or to police, regardless of whether that abuse is being perpetrated by employees within our organisation, or by those outside our organisation including those from the child's family, extended family, their family's extended network or strangers.

We expect all within our organisation to promote equity and respect diversity by:

- actively anticipating children and young people's diverse circumstances and responding effectively to those with additional vulnerabilities
- informing children and young people of their rights and giving all children and young people access to information, support, and complaints processes
- respecting the rights of children and young people to participate in decision making, paying appropriate attention to the needs of the following groups:
 - Aboriginal and Torres Strait Islanders
 - Children and young people with a disability
 - Children and young people from culturally and linguistically diverse backgrounds
 - LGBTQI+ (Lesbian, gay, bisexual, transgender, queer, and intersex)
 - Children and young people who are unable to live at home

The responsibility of each role in relation to the development and compliance of the Bayside City Council Safeguarding Children and Young People Policy is detailed in Section 10 of this policy.

4. Safeguarding Governance

Our organisation has a safeguarding children and young people governance structure with systems in place which support Council members and service users to report safeguarding concerns and facilitate effective risk-based and informed decisions that ensure accountability to children and young people.

Our governance structure, including the Senior Child Safe Advisory Group, defines the roles and responsibilities associated with providing oversight, management, and implementation of our commitment to safeguarding children and young people.

5. Our Commitment

We are committed to safeguarding children and young people

Through our [Safeguarding Children and Young People Policy](#) we document our clear commitment to safeguarding children and young people from abuse and neglect. We communicate our commitment to all members of Council and ensure that our [Safeguarding Children and Young People Policy](#) is available in child-friendly versions that reflects the ages, developmental stage, diversity and abilities of the children and young people whom we deliver services. We have a zero-tolerance approach towards child abuse and neglect and take seriously any raised concerns/incidents.

Our approach to risk management recognises the potential risks to children and young people associated with our organisation's service delivery and considers online, physical, or psychological environments, and any vulnerable or diverse circumstances of children or young people utilising our services.

We want children to be safe, happy, empowered, and engaged members of our community. As an organisation we are committed to:

- supporting a zero-tolerance position for child abuse within our community
- actively taking steps to prevent abuse from occurring within our services, programs, and facilities
- introducing programs and approaches to encourage, and empower children to speak up and be listened to
- providing opportunities for children to contribute to how we plan, design, and develop our services and activities
- promoting cultural safety and awareness for Aboriginal and Torres Strait Islander children, children and young people with disabilities, children, and young people from culturally and/or linguistically diverse backgrounds, and for LGBTQI+ (Lesbian, gay, bisexual, transgender, queer, and intersex) and children and young people who are unable to live at home.

We will ensure that all members of Council are supported by policies, procedures, and training to achieve these commitments including but not limited to the Child Safe Standards:

We will:

- embed strategies as an organisation to actively promote a culture of child safety through effective leadership
- have a safeguarding code of conduct, which establishes the expectations for appropriate behaviour with children and young people for all members of Council
- ensure that our human resource practices including, but not limited to recruitment and selection practices are effective in reducing the risk of child abuse occurring
- have a procedure and process on responding to and reporting suspected child abuse
- develop and improve strategies to identify and reduce or remove the risk of child abuse
- develop strategies to promote the participation and empowerment of children
- ensure all possible steps are taken to minimise the opportunity for “grooming” to take place through the accumulation of personal information from computer/data access and storage, technology, and call recording systems.

Our safeguarding policies and procedures are:

- publicly accessible, online and in forms that are easy to understand.
- informed by stakeholder consultation; and

- communicated to children, young people and their families, our employees, our partners, volunteers and contractors and the public.

To inform and review our safeguarding policies, we seek feedback from our service users and providers. We gain endorsement and advise stakeholders of any changes.

Our members of Council know the behaviour we expect

We ensure that each person involved in the delivery of our services understands their role and the behaviour we expect in relation to safeguarding children and young people from abuse and neglect. Position descriptions clearly state relevant responsibilities and safeguarding requirements.

Our organisation requires all employees to acknowledge, in writing (electronic), their commitment and adherence to our [Safeguarding Children and Young People Policy](#).

We have a Safeguarding Code of Conduct which is approved and endorsed from the highest levels of our organisation that outlines our expectations for behaviour towards children and young people.

We monitor and supervise all employees, including contractors, volunteers, and partner organisations, for appropriate practice and behaviour in the delivery or support to the delivery of services to children and young people.

Any failure to observe our behavioural guidelines, including processes and procedures is taken seriously, and we are committed to taking appropriate disciplinary and legal action wherever necessary.

We minimise the likelihood of recruiting a person who is unsuitable

We have appropriate measures in place and require applicants to undergo extensive screening processes prior to appointment to minimise the likelihood that we, or an external recruitment agency or contractor, will recruit a person who is unsuitable to work / volunteer with children or young people. We have recruitment procedures that ensure:

- our safeguarding commitment is communicated to potential applicants for all positions
- Interviews are held which include safeguarding-related questions
- two professional reference checks are undertaken which include safeguarding-related questions
- screening checks are undertaken, including police checks, and where applicable, International criminal history checks, working with children checks and qualification checks.

We require our employees to disclose criminal convictions or charges affecting their suitability to work with children and young people both prior and subsequent to their employment, and we review police records on commencement and Working with Children Checks periodically.

We ensure that there will be no discrimination as part of the recruitment process, with respect to inclusion and equal opportunity and where possible, hire appropriate employees that represent the diverse range of children and young people and their families involved in our organisation.

Induction and training is part of our commitment

We have an induction process ensuring all new employees are informed and supported to understand our organisation's safeguarding children and young people policies, procedures, and practices. Our employees are provided with copies of our organisation's *Safeguarding Children and Young People Policy*, *Safeguarding Children and Young People Code of Conduct*, *Reporting Policy*, *Incident Management Procedure* and where applicable *Recruitment and Selection Policy*.

Our induction process provides guidance relating to an individual's safeguarding responsibilities and offers opportunities to seek clarity in relation to the commitments and behavioural expectations set out in our safeguarding policies.

We have a training plan that outlines how and when we support ongoing education for all our employees in relation to how keeping children and young people safe will be fulfilled. Our organisation's plan includes training regarding children's rights, voices and participation, cultural safety, and humility.

We encourage the involvement of children, young people, and their families

We have processes for seeking and incorporating input and feedback with children, young people, and their families. We respect diversity and seek to facilitate effective communication and engagement.

We promote participation and empowerment of young people and provide opportunity for their voice and ideas to be heard, and space to express their needs and concerns. We actively encourage children and young people to take part in the decision-making process, particularly on matters affecting them. We create opportunities for involvement and seek input and feedback to inform our policies, procedures, and practices.

We involve children, young people, and their families in developing a safe, inclusive, and supportive environment. We provide information to children, young people, and their families (*such as brochures, posters, handbooks, guidelines*) about:

- our commitment and approach to upholding and safeguarding the rights of children and young people
- the behaviour we expect of our Council members
- the behaviour we expect from the children, young people and their families who access our services
- our policy and mechanism for reporting abuse or concerns.

Our Council members understand their responsibility for reporting child abuse

Our policy for reporting and responding to child abuse is approved and endorsed from the highest levels of our organisation and applies to all our employees. The policy states that:

- Council members must immediately report abuse, neglect or racism and any concerns with policies, practices, or the behaviour of Council members
- Council members must meet any legislated mandatory reporting requirements

- Council members must follow a specified process when reporting abuse, neglect or racism including who will receive reports
- Failure to report is serious misconduct

Council members have access to the Reporting policy and understand the implications of the policy for their role. We document any allegation, disclosure or concern regarding child abuse and monitor responses to all allegations, disclosures, or concerns.

We maintain and improve our policies and practices

Our organisation seeks to continuously review and improve our policies, procedures, and practices to safeguard children and young people from abuse and neglect. The responsibility for implementing and reviewing our safeguarding children and young people approach is led by the *People and Strategy, Senior Child Safe Advisory Group, and Senior Leadership Team on an annual basis.*

To identify any key improvements needed, our organisation incorporates findings from; internal audit reviews that assess our ongoing compliance with our responsibilities to keep children and young people safe. Improvements also include input and feedback received by children and young people and their families, feedback gained from communication with our Council members and feedback gained from 'complaints and compliments' received.

6. Monitoring and review

This document will be reviewed by *People and Strategy* at least every *3 years*, after consultation. Some circumstances may trigger an early review, this includes but is not limited to legislative changes, organisational changes, incident outcomes and other matters deemed appropriate by the *Policy owner, People and Capability, Senior Child Safe Advisory Group and/or the Chief Executive Officer.*

When there are any updates or changes to this Policy, they will be communicated to all Council members and stakeholders.

External audit and verification based on a sample, conducted by the Australian Childhood Foundation shall occur at 3 yearly intervals.

7. Records and Documentation

We retain records that document each review undertaken. Records may include minutes of meetings and documentation of changes to policies and procedures that result from a review.

8. Supporting Resources

- *Refer to Appendix 1 Attached*

9. Related Policies and Documents

The following council policies must be considered in relation to this document:

- Safeguarding Children and Young People Code of Conduct
- Staff Code of Conduct
- Councillor Code of Conduct

- Reporting Policy
- Incident Management Policy/Procedure
- Recruitment and Selection Policy and Procedure
- Risk Management Policy

10. Roles and Responsibilities

Protecting children is everyone's responsibility. All employees, volunteer's agency staff and contractors have a role to play and must be clear of their responsibilities in keeping children safe.

Councillors	<ul style="list-style-type: none"> • lead by example and promote a safeguarding Children and Young People Culture • endorse the Safeguarding Children and Young People Policy and Safeguarding Code of Conduct. • monitor the performance of safeguarding within Bayside City Council • ensure compliance with all relevant safeguarding legislation
CEO	<ul style="list-style-type: none"> • demonstrate leadership in child safe practices • plan organisational resources and requirements for implementation of the framework and related policies • take measures to ensure all staff know of and comply with Council's code of conduct. • review safeguarding policies and procedures and develop continuous improvement strategies
Executive Team (ET)	<ul style="list-style-type: none"> • ensure all staff understand and are supported in meeting their obligations under this policy • provide visible commitment and support to this policy and the initiatives under it • foster a culture of openness that supports all persons (including children) to safely disclose risks of harm to children. • implement and monitor the results of Safeguarding continuous improvement strategies in their service area
Safeguarding Children and Young People Advisory Committee	<ul style="list-style-type: none"> • ensure oversight of the implementation of the Victorian Child Safe Standards via the Child Safeguarding Framework (Action Plan) • champion and lead a Child Safeguarding culture across the organisation • provide specific expertise and guidance to the Child Safe Senior Officer in driving a change process across the organisation.
People and Strategy Department	<ul style="list-style-type: none"> • lead the development, maintenance and application of relevant recruitment and pre-employment screening processes to ensure the selection of appropriate staff and volunteers to work with children • manage Council's Disciplinary Procedure as it applies to the <i>Child Safe Standards</i> and this policy

	<ul style="list-style-type: none"> • support staff to cope with child abuse incidences through support, training, and counselling through Council's Employee Assistance Program (EAP).
People Leaders	<ul style="list-style-type: none"> • ensure Reporting Policy and Working with children check (WWCC) procedures are implemented in relevant work areas and all employees have access to them • ensure all employees, agency staff, volunteers and contractors have accessed child safe training and induction • ensure a workplace culture that supports a transparent, continually improving environment in relation to child safety.
Child Safety Officer	<ul style="list-style-type: none"> • provide advice and support to People leaders and employees about what to do if they need to report suspected abuse • retain the completed Safeguarding Children and Young People record form for reporting purposes.
All employees, agency staff and volunteers	<ul style="list-style-type: none"> • understand the legislation and legal obligations to report • participate in training and education programs • obtain and maintain a valid WWCC as required for your role.
Contractors	<ul style="list-style-type: none"> • contribute to the safety and protection of children • work within the provisions of the related policies and procedures.

11. Glossary - Definitions and Abbreviations

Term	Meaning
Aboriginal & Torres Strait Islander Children	Persons under the age of 18 who identify as Aboriginal and/or Torres Strait Islander.
Child	A person who is under the age of 18.
Child abuse	Includes: <ul style="list-style-type: none"> • sexual offences (against, with or in the presence of, a child) • sexual misconduct (against, with or in the presence of, a child) • physical violence (against, with or in the presence of, a child) • behaviour that is likely to cause significant emotional or psychological harm • significant neglect • experience or witnessing family violence
Child safety	In the context of the Child Safe Standards, child safety means measures to protect a child from abuse.
Code of Conduct	The Safeguarding Code of Conduct aims to identify and prevent behaviour that may be harmful to children and young people in our communities. The Safeguarding Code of Conduct outlines what is, and what is not acceptable behaviour or practice when working with or engaging with children and young people.
Emotional or Psychological abuse	Serious emotional or psychological abuse occurs when harm is inflicted on a child through repeated rejection, isolation, or by threats or violence. It can include derogatory name-calling and put-downs, or persistent and deliberate coldness from a person, to the extent where the behaviour of the child is disturbed, or their emotional development is at serious risk of being impaired. Serious emotional or psychological abuse could also result from conduct that exploits a child without necessarily being criminal, such as encouraging a child to engage in inappropriate or risk behaviours.
Failure to Disclose	Requires any adult who holds a reasonable belief that a sexual offence has been committed in Victoria by an adult against a child (aged under 16) must disclose that information to police. Applies to everyone in the community, not just mandated professionals.
Failure to Protect	Applies to people who hold a position of authority within organisations who know of a risk of child sexual abuse by someone in the organisation and have the authority to reduce or remove the risk, but negligently fail to do so.
Family Violence	Family violence is:

Term	Meaning
	<p>(a) behaviour by a person towards a family member of that person if that behaviour—</p> <ul style="list-style-type: none"> (i) is physically or sexually abusive; or (ii) is emotionally or psychologically abusive; or (iii) is economically abusive; or (iv) is threatening; or (v) is coercive; or (vi) in any other way controls or dominates the family member and causes that family member to feel fear for the safety or wellbeing of that family member or another person; or <p>(b) behaviour by a person that causes a child to hear or witness, or otherwise be exposed to the effects of, behaviour referred to in paragraph (a).</p>
Grooming	<p>Grooming is an offence which targets communication by an adult, including online communication, with a child or their parents with the intent of committing child sexual abuse. There is no set pattern in relation to the grooming of children. For some perpetrators, there will be a lengthy period before the abuse begins. Grooming can take place in any setting where a relationship is formed, such as leisure, sport, music, or in internet chatrooms, in social media or by other technological channels.</p>
LGBTQI+	<p>Lesbian, gay, bisexual, transgender, queer, and intersex</p>
Mandatory Reporters	<p>Professionals required under the <i>Children, Youth and Families Act 2005 (Vic.)</i> to protect children from harm relating to physical and sexual abuse.</p> <ul style="list-style-type: none"> • A registered medical practitioner • A person registered under the Nurses Act 1993 • A person who is registered as a teacher under the Victorian Institute of Teaching Act 2001 • On and from the relevant date, the proprietor of, or a person with a post-secondary qualification in the care, education or minding of children who is employed by, a children’s service to which the Children Services Act 1996 applies.
Neglect	<p>Serious neglect is the continued failure to provide a child with the basic necessities of life, such as food, clothing, shelter, hygiene, medical attention, or adequate supervision, to the extent that the child’s health, safety and/or development is, or likely to be, jeopardised. Serious neglect can also occur if an adult fails to adequately ensure the safety of</p>

Term	Meaning
	a child where the child is exposed to extremely dangerous or life-threatening situations.
Online Environment	Anywhere online that allows digital communication, such as: social networks, text messages and messaging apps, email and private messaging, online chats, comments on live streaming sites and voice chat in games.
Physical	Physical violence occurs when a child suffers or is likely to suffer significant harm from a non-accidental injury or injuries inflicted by another person. Physical violence can be inflicted in many ways including beating, shaking, burning or use of weapons (such as, belts and paddles).
Racism	Prejudice, discrimination, or antagonism by an individual, community, or institution against a person or people based on their membership of a particular racial or ethnic group, typically one that is a minority or marginalised.
Reasonable belief	<p>If an adult has a reasonable belief that an incident has occurred, then they must report the incident. Factors contributing to reasonable belief may be:</p> <ul style="list-style-type: none"> • A child states they or someone they know has been abused (noting the sometimes the child may in fact be referring to themselves) • Behaviour consistent with that of an abuse victim is observed • Someone else has raised a suspicion of abuse but is unwilling to report it • Observing suspicious behaviour.
Sexual Abuse	Sexual abuse occurs when an adult or a person of authority (e.g. older) involves a child or young person in any sexual activity. Perpetrators of sexual abuse take advantage of their power, authority or position over the child or young person for their own benefit. It can include making sexual comments to a child, engaging children to participate in sexual conversations over the internet or on social media, kissing, touching a child's genitals or breasts, oral sex, or intercourse with a child. Encouraging a child to view pornographic magazines, websites and videos is also sexual abuse. Engaging children to participate in sexual conversations over the internet is also considered sexual abuse.
Sexual offences	Sexual offences occur when a person involves a child in sexual activity, or deliberately puts the child in the presence of sexual behaviours that are exploitative or inappropriate to their age and development.

12. Related documents

Legislation	<p>Child and Wellbeing and Safety Act 2005</p> <p>Child and Wellbeing Safety Amendment Act 2015</p> <p>Commission for Children and Young People Act 2012</p> <p>Australian Human Rights Commission Act 1986 (Cth.)</p> <p>Charter of Human Rights and Responsibilities Act 2006 (Vic)</p> <p>Children, Youth and Families Act 2005 (Vic.)</p> <p>Working with Children Act 2005 (Vic.)</p> <p>Equal Opportunity Act 2010 (Vic.)</p> <p>Privacy Act 1988 (Cth)</p> <p>Crimes Act 1958 (Vic.)</p>
Policies	<p>Safeguarding Children and Young People Policy</p> <p>Recruitment and Selection Policy</p> <p>Staff Code of Conduct</p> <p>Safeguarding Children and Young People Code of Conduct</p> <p>Councillor Code of Conduct</p> <p>Reporting Policy</p> <p>Incident Management Policy/Procedure</p> <p>Disciplinary Policy</p> <p>Risk Management Policy</p>
Procedures/Processes	<p>Reportable Conduct Scheme Procedure</p> <p>Recruitment and Selection Procedure</p> <p>Disciplinary Procedure</p> <p>Volunteer Handbook</p> <p>Risk Assessment Procedure</p> <p>Maternal and Child Health Mandatory Reporting Procedure</p>
Other	<p>Human Rights Charter Guideline</p> <p>A guide for creating a Child Safe Organisation – Commission for Children and Young People</p> <p>National Principles for Child Safe Organisations</p>

Please note: This policy is current as at the date of approval. Refer to Council's Intranet to ensure this is the latest version.



Safeguarding Children and Young People Code of Conduct

Title:	Safeguarding Children and Young People Code of Conduct
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Guiding Values

In keeping children and young people safe the following values are a mechanism for guiding our actions and assisting in decision-making. They are a reference to which Council members can refer, to ensure their responsibilities to children and young people are upheld.

- Safeguarding children and young people is a shared responsibility, it is reliant on all individuals within our organisation to keep children and young people safe in our care.
- We recognise the diverse and unique identities of Aboriginal children and young people and support Aboriginal and young people to express their culture and enjoy their cultural rights.
- Any form of abuse, neglect, or racism towards children and young people will not be tolerated and immediate action will be taken upon report of any suspected harmful or abusive behaviours.
- The best interest of the child will be the primary consideration in all actions and decisions concerning the safety or wellbeing of a child or young person.
- We are accountable to the children and young people we work with by fostering high ethical standards in a culture of openness and transparency.
- We empower children by informing them of their rights and responsibilities and support them to speak up about any matters of importance to them, including if something goes wrong. We work to include the participation of children and young people in decision making regarding any services or other matters affecting them.

Purpose

Council has zero-tolerance towards abuse and neglect of children and young people. We are committed to the rights of all children and young people to feel safe and be safe when participating in Council's activities, services, and programs.

The purpose of the Safeguarding Children and Young People Code of Conduct (Code) is as follows:

- To set clear expectations of behavior towards and in the presence of children.
- To clarify what behavior is acceptable and not acceptable towards or in the presence of children for Council personnel in their interactions as part of their role with Council.
- To assist Council personnel to identify and report behavioral/conduct issues which would be outside of the expectations outlined in this Code.

We are committed to taking action in advancing the safety and wellbeing of children and young people and ensuring compliance with all requirements set out in this Code. The commitment to safeguarding children is supported by Councillors, Council's CEO, Executive Team, people leaders, staff, volunteers, agency staff and contractors and endorsed by Council.

Scope

This Code applies to; Councillors, Council employees (permanent, casual, and fixed term), volunteers, students, agency staff members and contractors involved with Council. For the purpose of this Code these people will be referred to as Council members.

This Code applies in all operational environments (physical and online), and wherever children and young people are participating in Council's activities, programs, services and/or facilities. In addition, this Code also considers the external environment, whereby Council personnel are alert to incidents of child abuse and neglect occurring outside the scope of our operations and services.

This code applies to Safeguarding children and young people from all forms of Child abuse and neglect including physical, sexual, psychological, emotional harm, and experiencing or witnessing family violence.

This Code is to be read in conjunction with the associated Codes of Conduct (and Volunteer Handbook) that directly applies to Council members including.

- Councillor Code of Conduct
- Staff Code of Conduct
- Volunteer Handbook

It is also to be read in conjunction with Council's policies, procedures and guidelines which support Councillors, Council employees, volunteers, agency staff members and contractors to ensure Council is a Child Safeguarding organisation and to meet the Victorian Child Safe Standards.

Responsibilities

Council is committed to being a child safe organisation and has zero tolerance for child abuse. We recognise that it is our legal and moral responsibility to keep our children and young people safe from harm and always promote their best interest.

Council members must maintain the highest standards of professional conduct in their attitude, behaviour and interactions with children and young people. We will uphold the rights and best interests of the child in all decision making, supporting the safety, participation, wellbeing, and empowerment of children.

A child refers to a person who is under the age of 18. Council adheres to the Victorian [Child Safe Standards](#), the [National Principles for Child Safe Organisations](#) and legislation including our obligations relating to a [Failure to Disclose](#), [Failure to Protect](#) and [Grooming](#) offences.

Council members, regardless of their role or level of responsibility, are to act to safeguard children and young people from such harm by:

- adopting appropriate safeguarding practices and behaviours set within this Code, when carrying out their roles, and
- reporting any abuse and neglect of which they become aware to our management and/or to external authorities responsible for safeguarding children or to police, regardless of whether

that abuse is being perpetrated by Council members within our organisation, or by those outside our organisation including those from the child's family, extended family, their family's extended network or strangers.

Council members are to promote equity and respect diversity by:

- actively anticipating children and young people's diverse circumstances and responding effectively to those with additional vulnerabilities.
- informing children and young people of their rights and giving all children and young people access to information, support, and complaints processes.
- respecting the rights of children and young people to participate in decision making, paying appropriate attention to the needs of the following groups:
 - Aboriginal and Torres Strait Islanders
 - Children and young people with a disability
 - Children and young people from culturally and linguistically diverse backgrounds
 - LGBTQI (Lesbian, gay, bisexual, transgender, queer, and intersex)
 - Children and young people who are unable to live at home

What we will do

- Safeguarding children and young people is a shared responsibility within Council. We expect all within Council regardless of their role or level or responsibility, to act to safeguard children and young people from harm by adopting the appropriate safeguarding behaviours set within this Code.
- All Council members are required to adhere to the professional boundaries of their role and should not act outside of these boundaries in the delivery of programs and services.
- We understand and adhere to Council's Safeguarding Children and Young People policies and procedures, including our legal obligations to report any incidents or allegations.
- Council members are responsible for avoiding the appearance of impropriety in their dealings with children and young people.
- All Council members performing child-related work are required to have the appropriate and up to date 'Working with Children Check'.
- If a child or young person requires assistance that is beyond the confines of a Council members role, or beyond the scope of Council's usual service, they should at the earliest opportunity; seek advice from their People Leader or Supervisor, or Council's Child Safety Officer(s).

<p>Adherence to professional role boundaries</p>	<p>Council personnel should not, of their own volition or at the request of a service user, act outside of their role when helping to deliver our programs and services. Council members must not:</p> <ul style="list-style-type: none"> ▪ engage in activities with children or young people who are engaged in our organisation outside authorised activities associated with their role at Council ▪ accept an invitation to attend any private social function at the request of a child or young person* ▪ initiate contact (in an online or physical environment) with children or young people that is not a specific requirement of their role at Council ▪ develop a 'special' relationship with a child to the exclusion of others or show favouritism <p>*There may be circumstances where a relationship with a child or young person engaged in Council activities and/or their family exists outside of Council. Council personnel should manage this relationship by upholding the rights and best interest of the child or young person at all times. A declaration to the supervisor should be made to confirm the nature of this relationship.</p>
<p>Sexual Misconduct</p>	<p>Under no circumstances is any form of sexual behaviour to occur between, with, or in the presence of children or young people participating in any of our activities, programs, services and / or facilities.</p> <p>Sexual behaviour needs to be interpreted widely, to encompass the entire range of actions that would reasonably be sexual in nature, including but not limited to:</p> <ul style="list-style-type: none"> • contact behaviour - such as sexual intercourse, kissing, fondling, sexual penetration or exploiting a child through prostitution • non-contact behaviour - such as flirting, sexual innuendo, inappropriate text messaging, inappropriate photography or exposure to pornography or nudity
<p>Physical contact</p>	<ul style="list-style-type: none"> • Any physical contact with children and young people must be appropriate to the delivery of our activities, programs, and services such as administering first aid, giving a 'high 5' as a greeting and based on the needs of the child or young person such as to assist or comfort a distressed child rather than on the needs of our Council members. • Our Council members are required to report to management any physical contact initiated by a child or young person that is sexual and/or inappropriate, for example, acts of physical aggression, as soon as possible, to enable the situation to be managed in the

	<p>interests of the safety of the child or young person, our Council members, and any other participants.</p> <p>Under no circumstances should any Council members have contact with children or young people participating in our activities, programs, and services that:</p> <ul style="list-style-type: none"> • Involves touching: <ul style="list-style-type: none"> ○ of genitals, ○ of buttocks, ○ of the breast area (female children and young people). That is other than as part of delivering medical or allied health services • would appear to a reasonable observer to have a sexual connotation • is intended to cause pain or distress to the child or young person – for example corporal punishment • is overly physical – e.g. wrestling, horseplay, tickling or other roughhousing • is unnecessary – e.g. assisting with toileting when a child does not require assistance • is initiated against the wishes of the child or young person, except if such contact may be necessary to prevent injury to the child/young person or to others, in which case: <ul style="list-style-type: none"> ○ physical restraint should be a last resort ○ the level of force used must be appropriate to the specific circumstances.
Alcohol and/or drugs	<ul style="list-style-type: none"> • The possession use or supply of illegal drugs to any person and/or alcohol to a child or young person is strictly prohibited at any Council location in line with the law. • Council members are not permitted to smoke, consume alcohol or illicit drugs, or be substance affected when working with children and young people.
One-to-one supervision	<p>Council members are required to avoid one-to-one unsupervised situations (including unsupervised online activities, such as one-to-one online tutorials or meetings) with children and young people to whom we provide services, and (wherever possible) are to conduct all activities and/or discussions with children and young people in view of other Council members.</p>
Gift giving	<p>Council members are prohibited from providing gifts to a child or group of children which could be demonstrated as showing favouritism or developing a 'special' relationship. This does not include gifts that are provided as part of delivering a service or program including recognition of service.</p>
Transporting Children	<p>Children and young people are not to be transported as part of the service at Council. If Council members are seeking to transport children or young people as part of their role at Council, they will need</p>

	to seek permission from the parent or guardian providing written authorisation for children under the age of 18 years.
Positive Guidance	<ul style="list-style-type: none"> We strive to ensure that children and young people participating in our activities, programs, services and / or facilities are aware of the acceptable limits of their behaviour so that we can provide a positive experience for all participants. Under no circumstances are our Council members to take disciplinary action involving physical punishment or any form of treatment that could reasonably be considered as degrading, cruel, frightening, or humiliating.
Language and Tone of Voice	<p>Language and tone of voice used towards children and young people should provide clear direction, boost their confidence, and be encouraging and affirming.</p> <p>At no time should harmful language be used towards or in the presence of children or young people. This includes language that is:</p> <ul style="list-style-type: none"> derogatory, belittling, or negative intended to threaten or frighten profane or sexual <p>be of an otherwise mature or adult nature that would not be suitable to discuss in the presence of children.</p> <p>Council members must not condone or make self-disclosures about past or present participation in illegal or unsafe behaviours when speaking to or in the presence of a child.</p>
Promoting Equity and Diversity	<p>Members must ensure that their approach and interactions with children and young people are sensitive, respectful, and inclusive of all backgrounds and abilities. Our personnel must actively anticipate children and young people's diverse circumstances and respond effectively to those with additional vulnerabilities.</p> <p>Where Council is involved with children and young people who are Aboriginal or Torres Strait Islander, from culturally and/or linguistically diverse backgrounds, have a disability, LGBTQI+ and those who are unable to live at home, members are required to promote their safety (including cultural safety), participation and empowerment.</p>
Discrimination	<p>There are anti-discrimination, equal opportunity and sexual harassment laws that support fairness, equity, diversity, and inclusion. These laws apply to how we treat other employees and our customers. Council also has policies and procedures to support these principles. All employees are required to be aware of the relevant laws and Council's policies and procedures and comply with them.</p>

<p>Electronic and online communication</p>	<ul style="list-style-type: none"> • We prohibit all online and electronic communication between Council personnel and children and young people which is not directly related to providing a service or program or related to their role at Council. • All communication between Council members in accordance with their duties and children and young people is to occur via Council allocated phones, computers, or other equipment. • Council members are required to ensure appropriate monitoring of children and young people when they use Council's online and electronic communication equipment to prevent exposure to pornographic material and to ensure that they do not inadvertently place themselves at risk of abuse or exploitation via social networking sites, gaming sites or through web searches, or inappropriate phone or email communication.
<p>Photography and Images of Children</p>	<ul style="list-style-type: none"> • Council only permits organisational filming and photography by council authorised staff within their role. All filming and photography of a child or young person must be approved by the parent or guardian, providing written authorisation for children under the age of 18 years. • Images of children and young people are not to be distributed (including as an attachment to an email) to anyone outside our organisation other than the child photographed or their parent/care giver without management knowledge and approval.
<p>Bathroom/Change Room Arrangements</p>	<ul style="list-style-type: none"> • Supporting children and young people to use a bathroom or change room must only occur as part of Council members conducting their duties as per their employee role description, and always while adhering to child safe practices and procedures. • Council members are required to ensure that any contact they have with a child or young person while using/or working at a Council facility including public bathrooms, playgrounds and during Council events is child safe, age appropriate and adheres to Council Safeguarding Children and Young People policies and procedures.

Reporting obligations

All Council members are expected to make a report immediately to their people leader or designated child safety person/s (i.e., before the end of the persons session of work) if:

- they become aware of any allegations of child abuse
- they have a concern for the safety of a child or young person in our services
- they notice any Council members whose practice or behaviour is contrary to the expectations of behaviour set out in this Code.

*All Council Members will be provided with the organisational [Reporting Policy and Incident Management Procedure](#) to fully support and guide this process.

Breaches of this Code

Council members each have a personal accountability to:

- Act in accordance with the intent and letter of the Code
- Not condone behaviour that breaches the Code
- Report any breaches of the Code

Council members are expected to abide by Council's policies and procedures as well as local, state, and federal legislation. Breaking these laws or policies may bring Council into disrepute and be considered a breach of this Code.

A breach of this Code may result action under Council's Disciplinary Policy and may have consequences for an employee's employment up to and including termination, dependent upon the seriousness of the misconduct.

Contractors, agency staff members, volunteers and Councillors will be managed in line with the terms of their engagement with Council and may result in the cessation of this relationship.

For any questions about this Code or need more information, it is the responsibility of Council members to find answers. Members are encouraged to speak with their supervisor, people leader or People and Capability.

People leaders at all levels must promote and enforce this Code in their work area. Service providers, representatives and agents must make sure their Council members are aware of this Code and do not breach its principles and directions when performing duties on behalf of the Council.

The many different laws that govern Council's activities are often complex, however misunderstanding or being unaware of laws does not relieve Council members of an obligation to comply.

If Council members think a decision or action does not reflect this Code, they have the right and responsibility to raise that concern.

Council members do not need to be directly affected by an issue to raise it.

Communication and Training

We have an induction process ensuring all new employees are informed and supported to understand our organisation's safeguarding children and young people policies, procedures, and practices. Our

employees are provided with copies of our organisations [Safeguarding Children and Young People Policy](#), [Safeguarding Code of Conduct](#) and Reporting Policy and where applicable Recruitment and Selection Policy.

Our induction process provides guidance relating to an individual's safeguarding responsibilities and offers opportunities to seek clarity in relation to the commitments and behavioural expectations set out in our safeguarding policies.

We have a Training plan that outlines how and when we support ongoing education for all our employees in relation to how keeping children and young people safe will be fulfilled. Our organisation's plan includes training regarding children's rights, voices and participation, cultural safety, and humility.

Monitoring and Review

This document will be reviewed by [\[People and Strategy\]](#) at least every [\[3 years\]](#), after consultation. Some circumstances may trigger an early review, this includes but is not limited to legislative changes, organisational changes, incident outcomes and other matters deemed appropriate by the [\[Policy owner, People and Strategy, Senior Child Safe Advisory Group and/or Chief Executive Officer\]](#).

When there are any updates or changes to this Code, they will be communicated to all Council members and stakeholders.

External audit and verification based on a sample, conducted by the Australian Childhood Foundation shall occur at 3 yearly intervals.

Roles and Responsibilities

Council acknowledges that protecting children is everyone's responsibility. All employees, volunteer's agency staff and contractors have a role to play and must be clear of their responsibilities in keeping children safe. For details of roles and responsibilities refer to [Safeguarding Children and Young People Policy](#).

Glossary - Definitions and Abbreviations

Term	Meaning
Aboriginal & Torres Strait Islander Children	Persons under the age of 18 who identify as Aboriginal and/or Torres Strait Islander.
Child	a person who is under the age of 18.
Child abuse	includes: <ul style="list-style-type: none"> sexual offences (against, with or in the presence of, a child) sexual misconduct (against, with or in the presence of, a child) physical violence (against, with or in the presence of, a child) behaviour that is likely to cause significant emotional or psychological harm significant neglect experience or witnessing family violence
Child related work	<p>Refers to roles in which there is direct contact with a child/child. Direct contact includes any access or contact with children and young people when a parent or guardian is not present, and the employee, administrator, contractor, or volunteer is completing their normal duties.</p> <p>This expands on the definition from the Department of Justice and Community Safety, which indicates</p> <p>Work within one or more of the occupational fields defined in the Working with Children Act 2005 where the contact with children is direct, unsupervised, and part of a person's duties, not incidental to their work.</p> <p>Incidental contact with children and young people is where the contact is rare, one off and when the parent or guardian is present. Direct contact with children includes face to face, physical, oral, and electronic communication, including</p> <ul style="list-style-type: none"> Employees and Managers working with children and young people (up to 18 years) Employees in contact with children and young people via email and all forms of social media Employees who view CCTV footage All roles who supervise work experience students, volunteers, and employees (up to 18 years) including trainees and apprentices.
Child safety	in the context of the Child Safe Standards, child safety means measures to protect a child from abuse.
Emotional or Psychological	serious emotional or psychological abuse occurs when harm is inflicted on a child through repeated rejection, isolation, or by threats or violence. It can include derogatory name-calling and put-downs, or persistent and deliberate coldness from a person, to the extent where the behaviour of the child is disturbed, or their emotional development is at serious risk of being impaired.

Term	Meaning
	Serious emotional or psychological abuse could also result from conduct that exploits a child without necessarily being criminal, such as encouraging a child to engage in inappropriate or risk behaviours.
Failure to Disclose	requires any adult who holds a reasonable belief that a sexual offence has been committed in Victoria by an adult against a child (aged under 16) must disclose that information to police. Applies to everyone in the community, not just mandated professionals.
Failure to Protect	applies to people who hold a position of authority within organisations who know of a risk of child sexual abuse by someone in the organisation and have the authority to reduce or remove the risk, but negligently fail to do so.
Family Violence	<p>Family violence is:</p> <p>(a) behaviour by a person towards a family member of that person if that behaviour—</p> <ul style="list-style-type: none"> (i) is physically or sexually abusive; or (ii) is emotionally or psychologically abusive; or (iii) is economically abusive; or (iv) is threatening; or (v) is coercive; or (vi) in any other way controls or dominates the family member and causes that family member to feel fear for the safety or wellbeing of that family member or another person; or <p>(b) behaviour by a person that causes a child to hear or witness, or otherwise be exposed to the effects of, behaviour referred to in paragraph (a).</p>
Grooming	Grooming is an offence which targets communication by an adult, including online communication, with a child or their parents with the intent of committing child sexual abuse. There is no set pattern in relation to the grooming of children. For some perpetrators, there will be a lengthy period before the abuse begins. Grooming can take place in any setting where a relationship is formed, such as leisure, sport, music, or in internet chatrooms, in social media or by other technological channels.
Mandatory Reporters	<p>professionals required under the <i>Children, Youth and Families Act 2005 (Vic.)</i> to protect children from harm relating to physical and sexual abuse.</p> <ul style="list-style-type: none"> • A registered medical practitioner • A person registered under the Nurses Act 1993 • A person who is registered as a teacher under the Victorian Institute of Teaching Act 2001 • On and from the relevant date, the proprietor of, or a person with a post-secondary qualification in the care, education or minding of children who is employed by, a children's service to which the Children Services Act 1996 applies.

Term	Meaning
Neglect	serious neglect is the continued failure to provide a child with the basic necessities of life, such as food, clothing, shelter, hygiene, medical attention, or adequate supervision, to the extent that the child's health, safety and/or development is, or likely to be, jeopardised. Serious neglect can also occur if an adult fails to adequately ensure the safety of a child where the child is exposed to extremely dangerous or life-threatening situations.
Physical Violence	physical violence occurs when a child suffers or is likely to suffer significant harm from a non-accidental injury or injuries inflicted by another person. Physical violence can be inflicted in many ways including beating, shaking, burning or use of weapons (such as, belts and paddles).
Reasonable belief	if an adult has a reasonable belief that an incident has occurred, then they must report the incident. Factors contributing to reasonable belief may be: <ul style="list-style-type: none"> • A child states they or someone they know has been abused (noting the sometimes the child may in fact be referring to themselves) • Behaviour consistent with that of an abuse victim is observed • Someone else has raised a suspicion of abuse but is unwilling to report it • Observing suspicious behaviour.
Sexual offences	sexual offences occur when a person involves a child in sexual activity, or deliberately puts the child in the presence of sexual behaviours that are exploitative or inappropriate to their age and development.

Related documents

Legislation	<p>Child and Wellbeing and Safety Act 2005 Child and Wellbeing Safety Amendment Act 2015 Commission for Children and Young People Act 2012 Australian Human Rights Commission Act 1986 (Cth.) Charter of Human Rights and Responsibilities Act 2006 (Vic) Children, Youth and Families Act 2005 (Vic.) Working with Children Act 2005 (Vic.) Equal Opportunity Act 2010 (Vic.) Privacy Act 1988 (Cth) Crimes Act 1958 (Vic.)</p>
Policies	<p>Safeguarding Children and Young People Policy Reporting Policy Recruitment and Selection Policy Staff Code of Conduct Councillor Code of Conduct Disciplinary Policy Risk Management Policy</p>
Procedures/Processes	<p>Reportable Conduct Scheme Procedure Recruitment and Selection Procedure Disciplinary Procedure Risk Assessment Procedure Maternal and Child Health Mandatory Reporting Procedure Incident Management Procedure</p>
Other	<p>Human Rights Charter Guideline A guide for creating a Child Safe Organisation – Commission for Children and Young People National Principles for Child Safe Organisations</p>

3.6 BAYSIDE ENVIRONMENTAL SUSTAINABILITY FRAMEWORK 2016-2025 – ANNUAL PROGRESS REPORT

Environment, Recreation and Infrastructure - Environment
File No: PSF/21/36 – Doc No: DOC/21/258812

Executive summary

Purpose and background

To present a progress update on the implementation of the Bayside Environmental Sustainability Framework 2016–2025 (the ESF).

At the Ordinary Meeting of Council on 24 May 2016, Council resolved (in part) to:

‘adopt the Environmental Sustainability Framework 2016-2025’; and

‘receive a report annually on the progress and updates to the Environmental Sustainability Framework Action Plan’.

The role of the ESF is to provide consistent direction and guidance for environmental planning and decision-making within Council. The ESF contains the following four goals:

- Goal 1: Leading the way – Bayside City Council operating as a model of environmental sustainability.
- Goal 2: Community Partnerships – Supporting an empowered and connected community that acts locally to reduce consumption and live sustainably.
- Goal 3: Resilience – Developing community and ecosystem resilience for current and future climate change impacts.
- Goal 4: Sustainable Places – Advocating and influencing for healthier ecosystems and more liveable Bayside urban areas and infrastructure.

The ESF outlines Council’s commitment to work in partnership with the community, government agencies, local organisations and businesses to minimise Council’s own ecological footprint and to advocate for outcomes that deliver high environmental standards and protection. Through the ESF, Council committed to encouraging and supporting the Bayside community to care for the environment and minimise the community’s own ecological footprint.

The ten-year Framework is reviewed annually to monitor progress, and biennially to review issues, risks and determine the overall success of actions. The ESF is accompanied by a four-year action plan that, for each goal, details targets and objectives, actions, roles and responsibilities, timelines, costs, performance indicators and monitoring and evaluation methodology. An annual action plan has been developed to ensure that actions are assigned appropriately within Council and that implementation is monitored and regularly reported.

The ESF contains ten environmental themes to help prioritise and achieve each of the goals: Biodiversity, Environmental Citizenship, Sustainable Buildings, Sustainable Businesses, Sustainable Development, Sustainable Procurement, Sustainable Transport, Sustainable Water, Waste Management and Zero Carbon. A number of strategic objectives, targets and indicators are identified across the ten themes.

There is a range of activities assisting the delivery of the ESF action plan and to meet Council’s environmental commitments. The following plans and programs to support the achievement of ESF objectives are currently being implemented or are under development:

- Biodiversity Action Plan
- Carbon Neutrality Action Plan (concluded in September 2020)
- Climate Emergency Action Plan
- Environmental Citizenship Program
- Integrated Transport Strategy
- Sustainable Building and Infrastructure Policy (to be updated in 2021)
- Recycling and Waste Management Strategy
- Urban Forest Strategy (under development)
- 'Water for Bayside' Integrated Water Management Plan 2019–2039.

The annual ESF Action Plan accounts for the development of these strategies, action plans and programs, to avoid duplication within strategic documents.

Key issues

Good progress has been made on ESF actions during the fifth year of its implementation in 2020–21. The overall goal of completing all identified actions remains an achievable and realistic goal.

ESF Action Plan Update

Council approved the updated ESF Action Plan 2019–2023 at its Ordinary Meeting in February 2019. The ESF Action Plan is amended to align with any new Strategies and Plans to minimise duplication of actions.

As reported to Council in February 2019, the updated ESF Action Plan 2019–2023 contains 70 actions. Twenty-three actions (33%) have been successfully completed by the end of 2020–21. Thirty-two (45%) are 'On Track', fourteen (20%) actions have been delayed and one action is unlikely to be delivered.

Four actions are scheduled to commence within the next year.

Since the previous update in August 2020, seven further actions have been delayed. This is largely due to changes in budget and/or resource deployment due to the COVID-19 pandemic.

Further activities, such as the adoption of the Climate Emergency Action Plan, and the Power Purchase Agreement for renewable electricity were not included in the ESF Action 2019–2023 at the time but have occurred in 2020–21.

The actions completed to the end of 2020–21 are identified in Attachment 2. Highlights of these actions progressed in 2020–21 have included:

- commencement of a 10-year Power Purchase Agreement for supply of renewable electricity to Council's large sites and street lighting from 1 July 2020
- the Climate Emergency Action Plan 2020–2025 adopted in September 2020
- certified 'Carbon Neutral' status for Council's operations in 2019–20 achieved
- as of 1 March 2021, 100% of electricity for Council's buildings and assets were purchased from renewable energy sources
- 4 electric fleet vehicles purchased and the first public electric vehicle charger installed at the Corporate Centre
- solar panels installed at ten more Council buildings producing a further 99 kiloWatts of renewable energy

- over 15 Environmental Citizenship program events held, including a 'Waste Wise Webinar' series, collaborative events for Children's Week, National Recycling Week and with partner councils
- a record number of 31 Planning applications using the Built Environment Sustainability Scorecard were assessed
- delivery of the 'Sustainable Schools' program met or exceeded all targets, including the 2nd Schools Climate Summit delivered online for students and teachers from 11 primary and secondary schools
- a decrease in paper use by staff of 45% from 2019–20
- new Sustainable Events Guidelines and webpage
- 25% of Capital Works expenditure recorded as Sustainable Procurement
- working with the South East Councils Climate Change Alliance to assess the vulnerability of Council assets to climate change, advocate for stronger and more urgent climate action and to plan the most effective greenhouse gas emission reduction activities for the Bayside community

Recommendation

That Council:

1. notes the actions taken during 2020–21 to implement the updated Environment Sustainability Framework Action Plan as shown in Attachment 2
2. receives a further report in the first quarter of the 2022–23 financial year detailing progress against targets, the overall success of actions and reviewing issues and risks.

Support Attachments

1. Attachment 1 - Environmental Sustainability Framework Action Plan 2019-2023 ↓
2. Attachment 2 - ESF Action Plan Implementation Update 2021 ↓

Considerations and implications of recommendation

Liveable community

Social

The implementation of the ESF relies on strong partnerships with the Bayside community, government agencies, council alliances, community organisations and businesses. Actions implemented to date have aimed to strengthen these partnerships and provide the basis for future work to build the capacity of Council and the community to care for the environment, minimise the use of resources, adapt to the impacts of climate change and minimise environmental impacts.

Natural Environment

Actions from the ESF assist in protecting and improving the quality of the natural environment, including the protection and enhancement of biodiversity, minimising Council's contribution to climate change, adapting to the impacts of climate change and using natural resources more wisely.

Climate Emergency

Council's declaration of a Climate Emergency in December 2019 directly aligns with the implementation of the ESF. The ESF Action Plan 2019–2023 was considered in the development of the Climate Emergency Action Plan 2020–2025 to complement actions, avoid duplication and support delivery of sustainable outcomes.

Built Environment

The implementation of the ESF will ensure that Council's buildings and infrastructure is planned, built and maintained to an acceptable standard.

Customer Service and Community Engagement

Extensive community engagement was undertaken during the development of the ESF. It is important that the community remains informed of the delivery of actions that achieve the ESF objectives.

Internal engagement with Council Departments will occur prior to the implementation of new actions, to communicate responsibility and support monitoring and reporting.

Human Rights

The implications of this report have been assessed and are not considered likely to breach or infringe upon the human rights contained in the *Victorian Chamber of Human Rights and Responsibilities Act 2006*.

Governance

Officers involved in the preparation of this report have no conflict of interest.

Legal

There are no legal implications associated with this report.

Finance

Funding has been allocated in Council's operating budget for 2020–21 for many of the reported actions. Funding will be sought for actions in future budgets as required and subject to Council approval.

Links to Council policy and strategy

The implementation of actions in the ESF is aligned with the Bayside Community Plan 2021–2025 which identifies the community aspiration that: 'By 2025, both community and Council will be environmental stewards, taking action to protect and enhance the natural environment and balancing appreciation and use with the need to protect natural assets for future generations'.

The Bayside Community Vision 2050 aligns with actions contained with the ESF, especially through *Theme 1: Living Environment/Natural Environment*

The implementation of the ESF actions is aligned with Goal 1 of the Council Plan 2021–2025: *Our Planet*.

ATTACHMENT 1



Environmental Sustainability Framework

2019–2023 Action Plan

Purpose

The *Environmental Sustainability Framework 2016–2025* (the ESF) sets consistent direction and guidance for environmental planning and decision-making within Bayside City Council. It aligns with Council's vision and framework 'Making Bayside a Better Place' and provides clarity, focus and actions for maintaining a high level of liveability and wellbeing for the community – the top priority for Council.

Our Environmental Commitment

Bayside City Council is going to safeguard the environment for current and future generations. We will do this by making decisions based on the best available evidence and our learning. We will make sustainable decisions that deliver balanced economic, social and environmental benefits.

Bayside City Council's environmental commitment is to:

- Work in partnership and build strong relationships with our community, government agencies, community organisations and businesses.
- Minimise Council's own ecological footprint
- Advocate for outcomes that deliver high environmental standards and protection.
- Engage with and build the capacity of the community to care for the environment and minimise their own ecological footprint
- Lead by example and demonstrate our commitment to environmental sustainability
- Use Council's legislated and regulatory authority to deliver required standard of environmental outcomes and protection

The Four Goals

Four goals arose from the consultations to develop the ESF:

Goal 1: Leading the Way

Bayside City Council operates as a model of environmental sustainability.

Goal 2: Community Partnerships

Supporting an empowered and connected community that acts locally to reduce consumption and live sustainably.

Goal 3: Resilience

Developing community and ecosystem resilience for current and future climate change impacts.

Goal 4: Sustainable Places

Advocating and influencing for healthier ecosystems and more liveable Bayside urban areas and infrastructure.

The Ten Themes and the Bayside Environment

The ten themes are focus areas which help us to prioritise and achieve the four goals. The ten themes are: biodiversity, environmental citizenship, sustainable buildings, sustainable businesses, sustainable development, sustainable procurement, sustainable transport, sustainable water, waste management, and zero carbon.

These Ten Themes have formed the structure for measuring the state of Bayside's Environment.

Bayside Environmental Sustainability Action Plan (2019-2023)

The four-year Bayside Environmental Sustainability Action Plan (2019-2023) provides specific actions, measures, timelines and budget to monitor our success in achieving these objectives.

The ten-year *Framework* is reviewed biennially to review issues, risks, priorities and determine the overall success of achieving the actions.

New actions are developed and prioritised using pre-determined guidelines for planning and decision making. These guidelines take into account Council's responsibility, the responsiveness of the action to risk, the viability of the proposal, value for money of the proposal, whether the proposal meets the environmental commitments and any considers other sustainability benefits. Decisions about environmental sustainability actions will be made according to the decision-making matrix, illustrated opposite (fig.1).

Implementation

In order to implement these actions, an Implementation Plan is developed and reviewed annually. Accountability for delivering the actions in this strategy will be embedded into existing systems.

		COST		
		LOW	MEDIUM	HIGH
SUSTAINABILITY BENEFIT	HIGH	Quick wins'	Worth considering	Requires strong triple bottom line business case
	MED	Worth considering	Requires strong triple bottom line business case	Not worth considering
	LOW	May be worth considering if easy to implement and has community support	Not worth considering	Not worth considering

Figure 1: Decision-Making Matrix

2019-2023 ACTIONS

The *Environmental Sustainability Action Plan 2016-2019* contained 81 actions developed for the 10 year *Framework* period. The actions to be completed under the *Framework* in the updated *ESF Action Plan 2019-2023* are provided in this summary. This Action Plan contains 71 actions. The actions and the Action Plan will be reviewed in 2020. For budget specifics, please contact Council.

OBJECTIVES	INDICATORS	GOAL	LEAD / PARTNERS	ACTION	TIMING	HOW MONITORED
BIODIVERSITY						
Increase community participation in biodiversity conservation	Increase in number of participants in Friends of Bayside groups' activities	GOAL 2	Open Space; Environmental Sustainability	Continue to deliver the 'Gardens for Wildlife' program to promote local biodiversity	2019/20	Number of participants; Properties Involved
			Environmental Sustainability	Promote biodiversity education to children	2020/21	Register of number of kindergartens participating
			Open Space	Continue to support local Friends Groups by providing equipment, materials and knowledge to promote and conserve biodiversity	2019-23	Friends of Bayside attendance records; Number of residents participating
		GOAL 4	Open Space	Implement high priority actions from the Biodiversity Action Plan 2018	2021/22	As per Biodiversity Action Plan 2018
Maintain natural biodiversity assets and increase conservation effort in areas requiring attention. This includes objectives to:	Increased habitat area, health and biodiversity Increased tree canopy cover Number of trees planted in streets, parks, foreshore and bushland reserves; target of 2000 trees 80% of new trees planted on nature strips within the Vegetation Protection Overlay Schedule 3 are indigenous species Number of indigenous plants available for Council use and private sale and sold from the Bayside Community Plant Nursery meets targets of 125,000 plants available, 125,000 plants sold Number of plants sold of each species		Open Space	Introduce a Data Monitoring collection system for the Biodiversity Action Plan	2019/20	Monitoring data collection system in place
<ul style="list-style-type: none"> Increase landscape scale connectivity of indigenous and other vegetation Increase Council and community knowledge of natural assets including changes in condition on Council managed reserves, foreshore and parks Reduce negative impacts of pest plants and animals on native flora and fauna Increase biodiversity and ecosystem health improvements on private land Increase tree canopy cover 			Open Space	Assess the population status of locally regionally and/or state significant rare or threatened species	2020/21	Research completed and management strategies developed

OBJECTIVES	INDICATORS	GOAL	LEAD / PARTNERS	ACTION	TIMING	HOW MONITORED
ENVIRONMENTAL CITIZENSHIP						
Increase staff awareness and engagement in environmental sustainability	Percentage increase in staff satisfaction with Council work on sustainability, Increase in number of staff engaged in 'Working Greener' program	GOAL 1	Environmental Sustainability	Continue to implement the Working Greener staff education program across all business units by 2020	2020/21	Annual review of program including evaluation survey of staff; Number of staff registrations in 'Working Greener' program
Increase community awareness and engagement in environmental sustainability. Council to engage with households to:	<ul style="list-style-type: none"> • Increase in waste diversions • Decrease in water consumption • Increase use of renewable energy • Increase in energy efficiency 	GOAL 2	Environmental Sustainability,	Deliver the Environmental Citizenship Program	2019-21	Community participant evaluation feedback; Biennial environmental citizenship survey
	<ul style="list-style-type: none"> • Waste types and volumes • Water volumes • Take-up rates of renewable energy and energy efficiency activities • Net municipal greenhouse gas emissions 		Environmental Sustainability, Communications	Develop a Communications Plan (internal and external) to promote sustainability principles, the ES Framework and related policies to encourage behaviour change	2019	Communications Plan completed
			Environmental Sustainability, Engagement	Conduct second biennial community Satisfaction survey, including questions on Environmental Citizenship	2020	Survey conducted
	Increase in number of schools and early childhood services engaged in education programs, from 2018 baseline		Environmental Sustainability, Port Phillip EcoCentre	Continue to promote and facilitate Teacher Environment Network (TEN) meetings, prior to review being completed	2019/20	Education Database; Number of attendees; Schools represented
			Environmental Sustainability, Port Phillip EcoCentre	Continue to deliver the Schools Strategy and Action Plan, (as the 'Sustainable Schools' program), prior to review being completed	2019/20	Education database;
			Environmental	Review the suite of service of children's education programs to	2019/20	Review

OBJECTIVES	INDICATORS	GOAL	LEAD / PARTNERS	ACTION	TIMING	HOW MONITORED
			Sustainability,	determine the most effective options, including in early childhood programs		completed
			Environmental Sustainability,	Establish clear and consistent evaluation methodology for all education programs.	2019/20	Evaluation methodology developed
OBJECTIVES	INDICATORS	GOAL	LEAD / PARTNERS	ACTION	TIMING	HOW MONITORED
SUSTAINABLE BUILDINGS						
All Council buildings to be developed and delivered in accordance with the Sustainable Infrastructure Policy 2018 Increase utilisation of existing Council owned buildings	Increase in number of new and retrofitted Council Buildings to achieve Council Sustainable Infrastructure Policy requirements in design and documentation	GOAL 1	Environmental Sustainability, City Assets & Projects	Implement Sustainable Infrastructure Policy and Guidelines to ensure resource efficient use of buildings and building design incorporates performance standards for products, technologies and services to help meet Sustainable Infrastructure Policy objectives	2020/21	Project designs reviewed
	Increase in number of Council buildings meeting Sustainable Infrastructure Policy requirements for energy, water, waste and indoor air quality		City Assets & Projects, Environmental Sustainability	Identify and implement new opportunities for building resource efficiency upgrades	2020/21	Retrofit actions delivered; Annual assessment of financial costs; Waste, Water, Energy databases
	Increased occupancy and use of Council owned buildings		Environmental Sustainability, City Assets & Projects, Procurement	Implement Procurement Policy 2018 clauses relating to Sustainable Procurement.	2020/21	Revised policy reflected in new contracts; Waste, Water, Energy databases
			Environmental Sustainability, EPMC, City Assets & Projects	Establish a process to ensure sustainability principles are considered as part of the development of capital works projects, including the determination of those criterion used to assess the sustainability credentials of proposed projects	2018/19	Process established and approved under Project Management Framework

OBJECTIVES	INDICATORS	GOAL	LEAD / PARTNERS	ACTION	TIMING	HOW MONITORED
			Assets, Environmental Sustainability	Review existing occupancy of Council buildings, Complete items from Building Asset Management Plan 2016	2021/22	Occupancy rate reviewed, Actions completed
OBJECTIVES	INDICATORS	GOAL	LEAD / PARTNERS	ACTION	TIMING	HOW MONITORED
SUSTAINABLE BUSINESS						
Increase community awareness and engagement in environmental sustainability. Council to engage with small – medium sized businesses to:	Increase in ratings from survey of businesses on participation and support for environmental sustainability initiatives Increase in environmental action supported by spot sampling, audits and data from other agencies on:	GOAL 1	Environmental Sustainability, Economic Development, Environmental Health	Develop a local business and events program to promote sustainability initiatives by businesses and traders associations	2019/20	Number of local businesses participating; Webpage completed
<ul style="list-style-type: none"> Increase in waste diversions Increase in water consumption Increase use of renewable energy Increase in energy efficiency 	<ul style="list-style-type: none"> Waste types and volumes Water volumes Rates of renewable energy Net municipal greenhouse gas emissions 			Develop a program of initiatives in sustainable business practices that will continue to assist local business to adopt new environmental and resource usage practices, including facilitating access for Bayside businesses to Local, State and Commonwealth sustainability programs.	2020/21	Number of local businesses participating; Evaluation surveys of participating businesses;
SUSTAINABLE DEVELOPMENT						
Improved environmental standards for new residential and commercial buildings and renovations in the planning approval process.	Environmental Sustainability requirements incorporated into planning scheme process, including BESS or equivalent rating tool Increased number of completed new developments achieving BESS or or equivalent rating tool requirements in Bayside	GOAL 4	Environmental Sustainability, Development Services (Statutory Planning)	Review interdependent processes and develop a Service Level Agreement between Environmental Sustainability and Development Services relating to internal Statutory Planning referrals	June 2019	Service Level Agreement developed. Number of approved planning permits with rating tools implemented
			Environmental Sustainability, Statutory Planning, Council Alliance for Sustainable Built	Continue to embed Environmentally Sustainable Design (ESD) principles in planning scheme and processes utilising Council's membership to CASBE	2021/22	Participation in CASBE

OBJECTIVES	INDICATORS	GOAL	LEAD / PARTNERS	ACTION	TIMING	HOW MONITORED
			Environment (CASBE)	Integrate use of the Built Environment Sustainability Scorecard (BESS) to guide staff and developers	2020-22	Number of staff trained to use BESS tool
			Environmental Sustainability; Statutory Planning; Amenity Protection	After embedding sustainability principles into planning processes, examine opportunities to improve the enforcement of planning permit conditions associated with sustainability principles.	2021/22	Report on feasibility of planning permit compliance and enforcement
			Environmental Sustainability; Urban Strategy	Develop voluntary guidelines for design and material selection for development in coastal areas to reduce climate change vulnerability	2021/22	Voluntary Guidelines developed
Council capital works projects completed consider Environmental Sustainability in planning, design, construction and operation,	90% of capital works projects to include and consider environmental sustainability in design and documentation by 2020		Environmental Sustainability; City Assets & Projects	Develop internal environmental design standards for capital works projects in design, construction, operation fit out and in consideration of the community to include indoor air quality, energy, water, waste, transport, materials, biodiversity and carbon emission considerations	2020	Process developed for internal environmental design standards

OBJECTIVES	INDICATORS	GOAL	LEAD / PARTNERS	ACTION	TIMING	HOW MONITORED
SUSTAINABLE PROCUREMENT						
Increase Council procurement of low greenhouse gas emissions-, water and materials-intensive and non-toxic products and services	Sustainability criteria are included in Requests For Quotes Increase in percentage of expenditure on sustainable purchases against total expenditure on relevant goods and services, from 2018/19 baseline	GOAL 1	Environmental Sustainability, Procurement, Human Resources	Continue to deliver sustainable procurement training for all Council staff and ensure training is included in the training calendar	2019/20	Staff training records
			Procurement, Environmental Sustainability	Continue to measure sustainable purchasing by the organisation, and report against the 2018/19 baseline	2020/21	Supplier and contractor data
			Events, Environmental Sustainability	Continue to work with Events team to embed sustainability into the Events Policy	2020/21	Annual review of Event Plans
		GOAL 2	Environmental Sustainability,	Promote food growing within the community	2020/21	Number of workshops and attendees
Production and consumption of local food by residents, schools and businesses Participation in community food activities including community gardens, food swaps and local farmers' markets	Increase in ratings from biennial environmental citizenship survey, including behaviour regarding local food production and consumption practices Increased number of community food activities		Environmental Sustainability, Open Space	Continue to work with the community to assist in them establishing community gardens and other sustainability food activities	2020/21	Number of community gardens and other sustainability food activities.

OBJECTIVES	INDICATORS	GOAL	LEAD / PARTNERS	ACTION	TIMING	HOW MONITORED
SUSTAINABLE TRANSPORT						
Reduce greenhouse gas emissions intensity of Council's fleet and staff travel to work by 2020	30% reduction in greenhouse gas emissions per kilometre travelled (kgCO ₂ -e/km) Decreased number of staff travelling to work by car	GOAL 1	Environmental Sustainability; Finance (Fleet)	Minimise the environmental impact of Council's vehicle fleet	2020/21	Measurement of greenhouse emissions per km
			Environmental Sustainability; Transport Planner	Review, update and implement Council's Green Travel Plan to promote and encourage sustainable travel choices amongst staff	2019/20	Staff travel survey
Promote and encourage sustainable transport choices to the community	Increase in ratings from biennial environmental citizenship survey including behaviour regarding active transport	GOAL 2	Transport Planner; Environmental Sustainability	Continue to promote Bayside's network of shared paths	2020	Evidence of promotion
			Events; Environmental Sustainability	Continue to provide temporary secure bike parking at council run community events to encourage the community to ride rather than drive to these events	2020/21	Review of events to determine use of bike parking
			Transport Planner; Environmental Sustainability; Communications	Develop a Communication Plan for the Integrated Transport Strategy 2018	2020/21	Communications Plan developed
			Transport Planner; Traffic Management	Facilitate the introduction of car share schemes through the development of policy tools to enable access to on-street parking for such schemes	2020/21	Report on facilitation meetings

OBJECTIVES	INDICATORS	GOAL	LEAD / PARTNERS	ACTION	TIMING	HOW MONITORED
<p>Beiter quality and more integrated transport infrastructure in Bayside to support public transport, cycling and walking to reduce car trips and emissions in Bayside Community and business support for and participation in active, public and low-carbon transport options</p>	<p>Increase in use of sustainable transport modes to work by residents Community satisfaction rating for local streets and footpaths maintained above 63 Local Government Community Satisfaction Survey index score Community satisfaction rating for traffic management maintained above 58 Local Government Community Satisfaction Survey index score</p>	<p>GOAL 4</p>	<p>Transport Planner</p>	<p>Deliver the Integrated Transport Strategy 2018</p>	<p>2022/23</p>	<p>Delivery of actions in the ITS 2018</p>

OBJECTIVES	INDICATORS	GOAL	LEAD / PARTNERS	ACTION	TIMING	HOW MONITORED
SUSTAINABLE WATER						
Transition from using potable water to using recycled water or stormwater for Council operations and facilities where practical	Decreased percentage of potable water consumption from Council operations Increased percentage of Council water use from non-potable water sources 30% increase in water efficiency of Council buildings and operations; from 2014/15 baseline)	GOAL 1	City Assets & Projects	Continue to implement corporate centre audit water recommendations	2021/22	Retrofits completed with water metering, Water databases
			City Assets & Projects; Environmental Sustainability;	Implement Integrated Water Management Plan 2019	2022/23	IWM Plan adopted; Review of actions completed
			City Assets & Projects;	Deliver Dendy Street Beach Rain Garden	2020/21	Project complete
Reduced potable water consumption per household	Increase in environmental action supported by spot sampling, audits and data from other agencies on Water consumption per household	GOAL 2	Environmental Sustainability; South East Water	Continue to work with South East Water to deliver a range of education programs and activities to achieve greater involvement and understanding	2020/21	Water education programs and activities delivered; South East Water consumption data
			Environmental Sustainability	Continue to advocate to water authorities to do more to encourage water efficiency in households and businesses in Bayside	2020/21	Evidence of advocacy
Improve the quality of stormwater entering the Bay Retain more stormwater in the landscape Manage storm water, debris and waste to protect the water quality of the Bay and enhance the environment	EPA Beach Report Water Quality Indicators for Bayside beaches Number of actions identified in the Coastal Management Plan 2014 completed by 2019	GOAL 4	City Assets & Projects; Environmental Sustainability; Open Space	Deliver projects from Integrated Water Management Strategy 2019 and IWM Forum Strategic Directions Statement relating to improving stormwater quality and drainage to Port Phillip Bay	2020/21	Projects delivered from IWM Action Plan and IWM Forum SDS
			Urban Strategy	Continue to implement clause 22.10 of the planning scheme; that is Water Sensitive Urban Design	2020/21	Number of planning approvals with clause 22.10

OBJECTIVES	INDICATORS	GOAL	LEAD / PARTNERS	ACTION	TIMING	HOW MONITORED
WASTE MANAGEMENT						
Reduce the percentage of waste to landfill from Council operations	60% reduction in Council generated waste to landfill by 2020, from 2014/15 baseline Percentage reduction of paper, from 2014/15 baseline	GOAL 1	Environmental Strategy, Waste & Recycling Management	Continue to deliver staff education and behaviour change to reduce resource loss (contamination) of recyclable and compostable materials in the waste bins to below 20% by 2020, at the Corporate Centre	2020/21	Biennial organic and recyclables audits
			Environmental Sustainability, Information Technology	Continue to deliver strategies to decrease paper use across the organisation	2020/21	Reams of paper use per annum
Increase diversion of household waste from landfill from kerbside collections, to 60% by 2020, and to 75% by 2025, from 2014/15 baseline	Increased percentage of recyclables (commingle and green waste) recovered from Council kerbside collection, from 2014/15 baseline Increased diversion of waste from landfill from kerbside collections, using contractor data, from 2014/15 baseline.	GOAL 2	Waste & Recycling Management, Governance	Advocate to the State Government and the Municipal Association of Victoria for a sustainable solution to the recycling crisis	2019/20	Evidence of advocacy
			Environmental Sustainability, Recycling and Waste Management	Implement sustainability actions in the Recycling and Waste Management Strategy 2018	2021/22	Strategy Actions completed
			Recycling and Waste Management	Investigate and assess opportunities for advanced waste resource recovery treatment and processing	2020/21	Report on assessed opportunities for advanced waste resource recovery treatment and processing completed
			Environmental Sustainability, Recycling and Waste Management	Continue to deliver a range of education initiatives to achieve greater resource recovery	2021/22	Community participant evaluation feedback
			Recycling and Waste Management	Implement identified efficiencies in the hard waste collection service to maximise resource recovery by 2025	2021/22	Statistics on diversion of hard waste from landfill

OBJECTIVES	INDICATORS	GOAL	LEAD / PARTNERS	ACTION	TIMING	HOW MONITORED
			Environmental Sustainability, Recycling and Waste Management	Review recommendations for e-waste made in the Environmental Citizenship Research 2018	2021/22	Education initiatives developed
			Recycling and Waste Management; Environmental Sustainability;	Support the introduction of combined food and garden waste recycling, including communications and education activities.	2021/22	Community participant evaluation feedback
		GOAL 4	Urban Strategy, Recycling and Waste Management; Environmental Sustainability	Reduce litter by supporting the : <ul style="list-style-type: none"> • upgrading of ageing bin infrastructure in public areas with innovative waste solutions • installing additional cigarette butt bins • assessing the frequency of public bin collection, and • trials for a visible Litter Patrol in Bayside Activity Centres 	2021/22	Audits of public place litter and recycling
			Environmental Sustainability, Recycling and Waste Management;	Develop and implement an education program to reduce use of single-use plastic in Council premises and leased buildings	2019/20	Program developed; Participant evaluation feedback

OBJECTIVES	INDICATORS	GOAL	LEAD / PARTNERS	ACTION	TIMING	HOW MONITORED
ZERO CARBON						
Achieve Carbon Neutrality by 2020.	<p>Council greenhouse gas emissions (tonnes CO₂-e)</p> <p>Percentage of Council energy produced by renewable energy sources;</p> <p>30% reduction in greenhouse gas emissions in Council buildings, by 2020, from 2012/13 baseline</p> <p>5% annual reduction of Council's total greenhouse gas emissions</p>	GOAL 1	<p>Environmental Sustainability, City Assets & Projects;</p> <p>South East Councils Climate Change Alliance</p>	<p>Implement the Carbon Neutral Action Plan 2018</p>	2020/21	<p>Actions completed;</p> <p>Quarterly review of Councils' greenhouse gas emissions (tonnes CO₂-e);</p> <p>Biennial audit of carbon inventory</p>
			<p>Environmental Sustainability, City Assets & Projects</p>	<p>Continue to install solar panels based on the Solar Feasibility Study 2015, and investigate feasibility of installing solar on new and further Council-owned sites</p>	2021/22	<p>Number of feasible sites with solar panels installed</p>
			<p>Environmental Sustainability, City Assets & Projects</p>	<p>Continue to assess feasibility of battery storage and new renewable energy technologies, and implement where feasible</p>	2021/22	<p>Report of feasibility of battery storage at sites</p>
			<p>Environmental Sustainability, South East Councils Climate Change Alliance</p>	<p>Continue to investigate opportunities and develop partnerships to fund renewable energy installation</p>	2021/22	<p>Report on renewable energy development opportunities investigated</p>
			<p>City Assets & Projects</p>	<p>Continue to increase annual overall percentage of low emission asphalt, recycled asphalt, and recycled aggregate in road and footpath construction</p>	2021/22	<p>Amount in tonnes per annum</p>
		GOAL 2	<p>Environmental Sustainability,</p>	<p>Continue to develop opportunities for Council to support a community solar power program for residents and businesses</p>	2019/20	<p>Number of opportunities developed;</p> <p>Participant evaluation feedback</p>
Increase community use of renewable energy and decrease energy consumption per household	<p>Increase in environmental action supported by spot sampling, audits and data from other agencies on:</p> <ul style="list-style-type: none"> Take-up rates of installed renewable energy Net municipal greenhouse gas emissions Energy consumption per 					

OBJECTIVES	INDICATORS	GOAL	LEAD / PARTNERS	ACTION	TIMING	HOW MONITORED
<p>Council is prepared for and mitigating risks from climate change including:</p> <ul style="list-style-type: none"> • Drought and heat waves • Coastal impacts including storm surges, sea-level rises and coastal erosion • Disruptions to supply of essential services including electricity, fuel, water and food • Heat-related asset failures (e.g. building cooling systems, road surfaces, etc.) • Higher peak flows and local flooding • Deterioration of buildings and other built surfaces • Deterioration of open space, stress on the natural environment and associated costs • Heat-related stress and mortality (particularly among vulnerable populations) • Community impacts: people particularly vulnerable to climate change impacts and less able to respond effectively include the elderly, the very young, people with disabilities or chronic illness, people on low incomes, people 	<p>household</p>	<p>GOAL 3</p>	<p>Environmental Sustainability, Property City Assets & Projects</p> <p>Environmental Sustainability, South East Councils Climate Change Alliance</p> <p>Community Services; City Assets & Projects; Environmental Health</p> <p>Environmental Sustainability, South East Councils Climate Change Alliance</p>	<p>Work with community groups or businesses who lease buildings from Council to reduce greenhouse gas emissions. As the largest lessee emitter, prioritise the Sandringham Family Leisure Centre</p> <p>Develop and offer a solar bulk-buy program to residents and SMEs</p> <p>Continue to support implementation of the Bayside Municipal Emergency Management Plan, including the Heatwave Plan</p> <p>Continue to work with the Victorian and Australian Governments, and SECCCA, to understand the impacts of climate change on our local community, identify gaps in information and knowledge to adapt, and, develop programs to minimise impacts and help the community prepare for impacts</p> <p>Continue to implement actions in the Climate Change Strategy to better understand local impacts</p> <p>Ensure new community recreational facilities and upgrades along the coast are designed to be easily protected, raised or relocated, or have a shorter design life</p>	<p>2019/20</p> <p>2019/20</p> <p>2021/22</p> <p>2021/22</p> <p>2021/22</p> <p>2021/22</p>	<p>Number of leased buildings tenants engaged</p> <p>Program developed; Participant evaluation feedback</p> <p>Annual review of progress with actions</p> <p>Renewed SECCCA Membership and active participation; Community feedback</p> <p>Review of progress with actions</p> <p>Review of facilities, both new and upgrades.</p>

OBJECTIVES	INDICATORS	GOAL	LEAD / PARTNERS	ACTION	TIMING	HOW MONITORED
with poor quality housing, the homeless, new arrivals and those from diverse cultural backgrounds			City Assets & Projects, Melbourne Water	Work with Melbourne Water to investigate areas of greatest risk from flooding due to extreme events and drainage failure, and investigate site specific solutions	2021/22	Reviewed Flood Management Plan
			Urban Strategy, Melbourne Water, DEWLP	Review and update existing planning overlays including Land Subject to Inundation Overlay (LSIO), Special Building Overlays (SBO) and Flood Overlays (FO)	2021/22	Planning overlay amendments passed
			Urban Strategy, DEWLP, Association of Bayside Municipalities	Continued liaison with the State government regarding future coastal projects to provide guidance on the development of coastal vulnerability assessments and guidelines	2021/22	Documented liaison and active participation in projects



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**Bayside City Council Environmental Sustainability Framework 2016-2025
2020/2021 Implementation Report**

The table below provides a status report for actions within each of the goal areas and includes the following detail:

- Theme and Targets/Objectives
- Action (noting if this is included in an Action Plan, e.g. *Biodiversity Action Plan, Action 20*)
- Timing of when the action is expected to be delivered
- A comment on the status of each action
- An estimated indication of the progress to completion, by percentage
- A colour code highlighting if the action is On Track or Delivered (Green); Delayed or Behind Schedule (Yellow); Unlikely to be Delivered (Red).
- Shaded cells highlight actions scheduled to commence from 2021/22.
- Where actions will be included in the Climate Emergency Action Plan from 2020/21, this is noted.

Environmental Theme	Objective	Action	Timing	Status	% Complete	Colour Code
Biodiversity	Increase community participation in biodiversity conservation.	Continue to deliver the 'Gardens for Wildlife' program engaging residents with wildlife gardening improvements (BAP Action 20)	2019/20	The 'Gardens for Wildlife' program was delivered in 2017/18, with 3 part-time Garden Guides visiting the 50 properties which participated in the program. Information on 'Wildlife-Friendly Gardens' has been updated in Council's website in 2019/20. 4 webinars on biodiversity have been held in 2020/21 attracting 100 registrations each. Further delivery of community programs is developing as part of implementation of the Biodiversity Action Plan.	100%	Delivered
		Promote biodiversity education to children (BAP Action 51)	2020/21	2 Sustainable Environment grants were provided in 2019/20 using Victorian Government funding, to: develop an indigenous wildlife garden at Sandringham Secondary College; and plant indigenous trees at 9 other schools. These projects have been completed in 2020/21. A demonstration Indigenous Garden was opened by Mayor Cr Martin at Brighton Playroom, as part of St Stephen's Community Garden Open Day on 30 November 2019.	60%	On Track

		<p>Continue to support local Friends Groups by providing equipment, materials and knowledge to promote and conserve biodiversity (BAP Action 16)</p>	<p>2019-23</p>	<p>Delivery of a 'Kindergartens for Wildlife' program was scheduled to commence in 2020/21, but was delayed due to the pandemic. The 'Green Money' staff program was trialed to support local Friends groups in 2018. Promotion of Friends group activities continues through newsletters, i.e. Banksia Bulletin. Support has been provided through the Bayside Environmental Friends Network. Council secured \$62,000 from the Vic. Govt. to: Create a 'Living Museum' and education space at Bayside Community Nursery; Provide Sustainable Environment Grants in 2019/20: and 'Support local Friends groups with infrastructure and resources for water quality monitoring and habitat hollow monitoring activities'. These projects were completed in 2020/21.</p>	<p>75%</p>	<p>On Track</p>
<p>Maintain natural biodiversity assets and increase conservation effort in areas requiring attention. This includes objectives to :</p> <ul style="list-style-type: none"> • Increase landscape scale connectivity of indigenous and other vegetation • Increase Council and community knowledge of natural assets including changes in condition on Council managed foreshores, reserves and parks • Reduce negative impacts of pest plants and animals on native fauna 	<p>Implement high priority actions from the Biodiversity Action Plan 2018</p> <p>Introduce a Data Monitoring collection system for the Biodiversity Action Plan (BAP Action 15)</p>	<p>2021/22</p> <p>2019/20</p>	<p>Council's Biodiversity Action Plan was adopted in June 2018. High priority actions were to be delivered by 2021/22, pending budget approval for new initiatives. Council committed \$300K to deliver the BAP in 2021/22.</p> <p>A Feasibility Study and bore holes for water quality monitoring at Long Hollow Reserve was completed in June 2020. Data monitoring of Open Space and Water Management Indicators has been established through the 'How Well Are We Adapting?' project, with reporting of 2018-19 completed. Citizen Science monitoring programs, e.g. Backyard Bird Count, NatureSpot have been promoted. Further data monitoring has been delayed due to the pandemic.</p>	<p>50%</p> <p>50%</p>	<p>On Track</p> <p>Delayed</p>	

	<ul style="list-style-type: none"> ● Increase biodiversity and ecosystem health improvements on private land. ● Increased tree canopy cover 	Assess the population status of locally regionally and/or state significant rare or threatened species <i>(BAP Action 6)</i>	2020/21	Scheduled to commence in 2020/21 but delayed due to the pandemic. To commence with delivery of the BAP in 2021/22.	0%	Delayed
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Environmental Theme	Objective	Action	Timing	Status	% Complete	Colour Code
Environmental Citizenship	Increase staff awareness and engagement in environmental sustainability	Continue to implement the 'Working Greener' staff education program across all business units by 2020	2020/21	The 'Working Greener' staff green office program was reinvigorated in June 2018 with the launch of the 'Green Money' initiative incentivising environmental behaviour. 'GreenMoney' for Council staff and volunteers has 333 active member accounts as at 30 June 2021, with 2,447 'challenges' completed.	100%	Delivered
	Increase community awareness and engagement in environmental sustainability Council to engage with households to: <ul style="list-style-type: none"> • Increase in waste diversions • Decrease in water consumption • Increase use of renewable energy • Increase in energy efficiency 	Deliver the Environmental Citizenship Program	2019-21	Over 15 Environmental Citizenship Program events were delivered in 2020/21, mostly online, including: 'How to Read Your Energy Bills' (Aug 2020); the 'Waste Wise' webinar series of 6 events in November 2020, with 211 live attendees and 268 recordings accessed; 'Talking to children about Climate Change' webinar with Dr Susie Burke; (March 2021); 'Investing in a sustainable future' webinar delivered with Market Forces and BCCAG (April 2021); The 2 nd Schools Climate Action Summit was delivered (June 2021) to 89 Students, from 10 Bayside schools.	100%	Delivered
		Develop a Communications Plan (internal and external) to promote sustainability principles, the ES Framework and related policies to encourage behaviour change	2019	Communications Plans are developed for specific Environmental Citizenship program events. An internal Communications Plan was developed in 2019/20, as part of the Environmental Impact Initiative of the Organisational Strategy. Co-development of a Communications Plan to support community actions of the Climate Emergency Action Plan has been delayed due to the pandemic and re-allocation of staff resources, CEAP Action 2.1. Establish a coordinated program of community education, engagement and behaviour change initiatives to build local support and action for a Climate Emergency response.	70%	On Track Included in CEAP

	Conduct second biennial community Satisfaction survey, including questions on Environmental Citizenship	2020	The second biennial Community Satisfaction survey was conducted in March 2020 including updated questions on Environmental Citizenship. (DOC/20/78864)	100%	Delivered
	Continue to promote and facilitate Teacher Environment Network (TEN) meetings, prior to review being completed	2019/20	The Teacher Environment Network (TEN) was reviewed as part of the 'Sustainable Schools' program. Four meetings were held in 2020/21 with the following themes: Creating efficient and effective green teams (online, Aug 2020) - 48 participants Designing gardens for wildlife habitat (online, Oct 2020) – 32 participants Tiny Houses and sustainable living (March 2021) - 15 participants Sustainable Gardens and Outdoor Learning Spaces (May 2021) - 18 participants	100%	Delivered
	Continue to deliver the Schools Strategy and Action Plan, (as the 'Sustainable Schools' program), prior to review being completed	2019/20	The 'Sustainable Schools' program was delivered in 2020/21 by Port Phillip EcoCentre. A new contract was created following review of the program. It is comprised of five broad components: <ul style="list-style-type: none"> • Tomorrow's Leaders for Sustainability (TLFS) • The Teacher's Environment Network (TEN) • Principal and school initial engagement • School Sustainability Festival • Other general school sustainability initiatives In addition, 2 Schools Climate Summits were delivered in May 2020 (10 schools, 82 participants) and June 2021 (11 schools, 73 participants)	100%	Delivered
	Review the suite of service of children's education programs to determine the most effective options, including in early childhood programs	2019/20	Following review of the 'Sustainable Schools' program in 2019/20, a new contract was awarded for continued delivery of the program in 2020/21 by Port Phillip EcoCentre. A review of early childhood sustainability education programs has been delayed due to the pandemic.	60%	Delayed

		<p>Establish clear and consistent evaluation methodology for all education programs.</p>	<p>2019/20</p>	<p>Evaluation processes of programs have been updated ensuring consistency across programs. EcoCentre evaluation processes have been reviewed and updated as part of the monitoring and evaluation framework of the 2018 – 2021 EcoCentre Strategic Plan. These processes have been consistently used to measure success in delivery of the 'Sustainable Schools' program.</p>	<p>90%</p>	<p>On Track</p>
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Environmental Theme	Objective	Action	Timing	Status	% Complete	Colour Code
Sustainable Buildings	All Council buildings to be developed and delivered in accordance with the Sustainable Infrastructure Policy 2018 Increase utilisation of existing Council owned buildings	Implement Sustainable Infrastructure Policy and Guidelines to ensure resource efficient use of buildings and building design incorporates specifications on minimum performance standards for products, technologies and services to help meet Sustainable Infrastructure Policy objectives	2020/21	The Sustainable Infrastructure Policy was adopted by Council in March 2018, accompanied by draft Guidelines to support the implementation of the Policy. A revised Sustainable Building and Infrastructure Policy will be presented to Council in late 2021.	70%	On Track
		Identify and implement new opportunities for building resource efficiency upgrades	2020/21	An audit of 82 Council small facilities for energy, water and waste efficiency opportunities was completed in July 2019. Energy efficiency works across a further 7 Council operated buildings have been undertaken in 2020/21.	100%	Delivered
		Implement Procurement Policy 2018 clauses relating to Sustainable Procurement.	2020/21	A revised Procurement Policy was adopted by Council in June 2020. Further clauses for Sustainable Procurement addressing the declaration of a Climate Emergency have been included. Tender and Request for Quotation (RFQ) documents have been updated to reflect these changes. Further revisions to clauses in the revised Procurement Policy have been added in the annual update in 2021.	100%	On Track
		Establish a process to ensure sustainability principles are considered as part of the development of capital works projects, including the determination of those criterion used to assess the sustainability credentials of proposed projects	2018/19	A process to ensure sustainability principles are considered as part of the development of capital works projects has been included in the Project Management Framework in 2019. This process is being revised and embedded as part of the update to the Sustainable Infrastructure Policy in 2021.	90%	On Track

Environmental Theme	Objective/Target	Action	Timing	Status	% Complete	Colour Code
<p>Sustainable Businesses</p>	<p>Increase community awareness and engagement in environmental sustainability. Council to engage with small – medium sized businesses to:</p> <ul style="list-style-type: none"> • Increase in waste diversions • Decrease in water consumption • Increase use of renewable energy • Increase in energy efficiency 	<p>Review existing occupancy of Council buildings; Complete items from Building Asset Management Plan 2016</p>	<p>2021/22</p>	<p>Review of occupancy scheduled to commence in 2021/22. Asset Service Level Standards to be aligned with revised Sustainable Building and Infrastructure Policy</p>	<p>0%</p>	
		<p>Action</p> <p>Develop a local business and events program to promote sustainability initiatives by businesses and traders associations.</p>	<p>2019/20</p>	<p>Delayed due to the COVID-19 pandemic. The 'GreenMoney' program was trialled with local businesses in 2017/18. This program has launched to the community to support local business in July 2020. A trial to encourage GreenMoney users to shop in Black Rock in Summer 2020/21 col A draft ecotourism program opportunity was developed in 2020. The Events Policy was updated in June 2020 to include Sustainable Event Guidelines for community events by trades associations. Sandringham Street Artists Program was supported to install a 'pop-up' community garden in 2021.</p>	<p>50%</p>	<p>Delayed</p>
	<p>Develop a program of initiatives in sustainable business practices that will continue to assist local business to adopt new environmental and resource usage practices, including facilitating access for Bayside businesses to Local, State and Commonwealth sustainability programs.</p>	<p>Develop a program of initiatives in sustainable business practices that will continue to assist local business to adopt new environmental and resource usage practices, including facilitating access for Bayside businesses to Local, State and Commonwealth sustainability programs.</p>	<p>2020/21</p>	<p>Funded by a Victorian Government grant, the 'Golden Opportunities' project was completed in 2017/18 to improve energy efficiency capability with 12 local aged care facilities. The program identified energy efficiency opportunities and enabled access to further grants. The draft Climate Emergency Action Plan has a deliverable (under Action 2.3) to: Develop a program to support local business climate actions by December 2021. This will be achieved through the SECCCA 'Small Business Energy Saver' program, to engage over 300 businesses across the region in 2021/22.</p>	<p>50%</p>	<p>Delayed Included in CEAP</p>

Environmental Theme	Objective	Action	Timing	Status	% Complete	Colour Code
Sustainable Development	Improved environmental standards for new residential and commercial buildings and renovations in the planning approval process.	Review interdependent processes and develop a Service Level Agreement between Environmental Sustainability and Development Services relating to internal Statutory Planning Referrals	June 2019	A Service Level Agreement between Environmental Sustainability and Development Services relating to internal Statutory Planning referrals has been developed	100%	Delivered
		Continue to embed Environmentally Sustainable Design (ESD) principles in planning scheme and processes utilising Council's membership to CASBE	2021/22	Council has participated in CASBE Network meetings and forums in 2018-22 to learn how to embed Environmentally Sustainable Design (ESD) principles in planning scheme and processes. Council committed to develop a Local ESD Policy as part of its Housing Strategy in December 2019. Council committed to participate in the CASBE 'Net Zero Carbon in the Planning Scheme' project for 2021/22	60%	On Track
		Integrate use of the Built Environment Sustainability Scorecard (BESS) to guide staff and developers	2020-22	Use of the Built Environment Sustainability Scorecard (BESS) tool and new webpage was launched at the Built Environment Awards in October 2019. BESS training to assess applications was completed by 7 staff in 2019/20. During 2020/21, 31 of 32 Bayside projects (97%) have been generated in BESS by applicants.	90%	On Track
	After embedding sustainability principles into planning processes, examine opportunities to improve the enforcement of planning permit conditions associated with sustainability principles.		2021/22	Enforcement of planning permit conditions associated with sustainability principles will occur after sustainability principles are embedded into planning processes to meet policy requirements.	0%	

	<p>Council capital works projects completed consider Environmental Sustainability in planning, design, construction and operation,</p>	<p>Develop voluntary guidelines for design and material selection for development in coastal areas to reduce climate change vulnerability</p> <p>Develop internal environmental design standards for capital works projects in design, construction, operation fit out and in consideration of the community to include indoor air quality, energy, water, waste, transport, materials, biodiversity and carbon emission considerations</p>	<p>2021/22</p>	<p>Scheduled to commence in 2021/22 following completion of the SECCCA Asset Vulnerability Assessment project.</p>	<p>0%</p>	<p>On Track</p>
	<p>Council capital works projects completed consider Environmental Sustainability in planning, design, construction and operation,</p>	<p>Develop internal environmental design standards for capital works projects in design, construction, operation fit out and in consideration of the community to include indoor air quality, energy, water, waste, transport, materials, biodiversity and carbon emission considerations</p>	<p>2020</p>	<p>The 'SECCCA BriefEzy (previously called 'ESD Matrix') tool was applied on 8 infrastructure renewal projects in 2019/20 to develop ESD briefs to meet required standards for environmental design.</p> <p>This process is being revised and embedded as part of the update to the revised Sustainable Building and Infrastructure Policy in 2021.</p>	<p>70%</p>	<p>On Track</p>

Environmental Theme	Objective	Action	Timing	Status	% Complete	Colour Code
Sustainable Procurement	Increase Council procurement of low greenhouse gas emissions-, water and materials-intensive and non-toxic products and services	Continue to deliver sustainable procurement training for all Council staff and ensure training is included in the training calendar	2019/20	A Sustainable Procurement workshop was held for Capital works project managers and key staff in 2018-19. Training for all staff was planned for 2019/20, as part of the Environmental Impact Initiative of the Organisational Strategy. However, updates to the procurement system and associated training have been delayed due to the pandemic.	50%	Delayed
		Continue to measure sustainable purchasing by the organisation, and report against the 2018/19 baseline	2020/21	Consultants established a measurement process and baseline in 2018/19. As staff training and additions to corporate purchasing systems have been delayed, measurement and reporting of sustainable procurement for 2019/20 used a manual assessment process. The estimate for sustainable procurement in 2019/20 was 25% of total applicable expenditure.	70%	On Track
	Production and consumption of local food by residents, schools and businesses Participation in community food activities including community	Continue to work with Events team to embed sustainability into the Events Policy	2020/21	The updated Events Policy was adopted by Council in June 2020, including Sustainable Event Guidelines to strengthen requirements to reduce environmental impact of events. A Sustainable Events webpage was developed in 2020/21.	100%	Delivered
	Promote food growing within the community	2020/21	Promotion of food growing in 2020/21 has continued with 4 webinars facilitated by Sustainable Gardening Australia. Council also held an Edible Gardening Workshop in May 2020, with 102 attendees).	100%	Delivered	

	gardens, food swaps and local farmers' markets	Continue to work with the community to assist in them establishing community gardens and other sustainability food activities	2020/21	<p>Council has assisted Sandringham Rotary Club to develop a new community garden, as per the Community Garden Policy. However, due to the required Planning Permit application for this garden, significant delays have meant no food growing activity has taken place on this site.</p> <p>Sandringham Street Artists Program was supported to install a 'pop-up' community garden in early 2021.</p> <p>Council continues to respond to enquiries from the community about community gardening opportunities. An enquiry for a community garden in Little Brighton Reserve has been received, however progress has been delayed due to the pandemic.</p>	75%	Delayed
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Environmental Theme	Objective	Action	Timing	Status	% Complete	Colour Code
Sustainable Transport	Reduce greenhouse gas emissions intensity of Council's fleet and staff travel to work by 2020	Minimise the environmental impact of Council's vehicle fleet	2020/21	Council replaced all fleet commuter vehicles with hybrid vehicles in 2019. 5 Electric vehicles were purchased in 2020/21, together with the installation of electric vehicle charging stations at Council's Corporate Centre.	100%	Delivered
		Review, update and implement Council's Green Travel Plan to promote and encourage sustainable travel choices amongst staff	2019/20	A Staff Travel Survey was conducted in July 2019 to inform development of the revised Green Travel Plan. A new Green Travel Plan will be developed and implemented when staff return to work following the COVID-19 pandemic. Staff continue to use corporate Myki cards and electric bicycles for staff work travel.	30%	Delayed
	Promote and encourage sustainable transport choices to the community	Continue to promote Bayside's network of shared paths	2020	The Bayside Bicycle Map was made available as an App to assist with the promotion of the shared path network.	100%	Delivered
		Continue to provide temporary secure bike parking at council run community events to encourage the community to ride rather than drive to these events	2020/21	Provision of bicycle parking at Council-run events continued in 2019/20, including Brighton's Sandy Festival and Carols. Events in 2020/21 have largely been cancelled or postponed due to the pandemic.	100%	Delivered
	Better quality and more integrated transport infrastructure in Bayside to support public transport, cycling and walking to reduce car trips and emissions in Bayside Community and business support for and participation in active,	Develop a Communication Plan for the Integrated Transport Strategy 2018	2020/21	Delivery of a Communications Plan for the Integrated Transport Strategy in 2020/21 has been delayed	0%	Delayed
		Facilitate the introduction of car share schemes through the development of policy tools to enable access to on-street parking for such schemes	2020/21	The introduction of car share schemes in Bayside has been delayed due to other priorities to deliver in the Integrated Transport Strategy	0%	Delayed
		Deliver the Integrated Transport Strategy 2018	2022/23	The Integrated Transport Strategy was adopted by Council in June 2018. Delivery of actions were reported to Council annually in a separate report in August 2021. Highlights included: • Delivery of Church Street Parking Technology project, with in-ground	50%	On Track

	<p>public and low-carbon transport options</p>		<ul style="list-style-type: none"> parking sensors, dynamic parking guidance signage and user parking application Delivery of Safe Travel in Local Streets Program of pedestrian crossing improvements at roundabout intersections within Church and Bay Street activity centres. Delivery of electric vehicle feasibility and business case project Upgrade to Sandringham foreshore path upgrade and Hampton Beach accessible parking. Delivery of Bay Trail realignment and new bicycle racks at Brighton Beach (South Road). A Protected Bicycle Lanes feasibility study. Participation and advocacy as part of the Suburban Rail Loop (SRL) Successful advocacy leading to Grenville Street, Hampton railway crossing reopening. Provision of additional bicycle parking throughout the municipality. Ongoing advocacy to the State Government, DoT and the LXP on traffic and transport related issues. Ongoing advocacy to Federal and State Governments relating to improvements to commuter car parking in Bayside. Development of the Metropolitan Transport Forum strategic direction for 2021–22, including actions which complement and directly support the strategic direction and intent of Bayside's ITS. 		
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Environmental Theme	Objective	Action	Timing	Status	% Complete	Colour Code
Sustainable Water	Transition from using potable water to using recycled water or stormwater for Council operations and facilities where practical	Continue to implement corporate centre audit water recommendations	2021/22	Of the 4 recommended actions identified in the Corporate Centre Audit, all actions have been completed: The rain water pumping system has been repaired; more water efficient fixtures and fittings have been installed as part of regular maintenance; remaining non-waterless urinals have been converted to low flush systems; and sensors have been installed on irrigation systems. The rainwater tank was connected to the north side of the building in June 2019.	100%	Delivered
		Implement Integrated Water Management Plan 2019	2022/23	'Water for Bayside', Council's Integrated Water Management (IWM) Plan was adopted by Council in September 2019. 3 of 6 IWM projects to irrigate trees with stormwater have been delivered, in 2019/20 at AJ Steele Reserve, Sandringham and North Road, Brighton, and in 2020/21 in Middle Crescent, Brighton. Further IWM projects are scheduled in each year to 2039.	40%	On Track
		Deliver Dendy Street Beach Rain Garden	2020/21	Dendy Street Beach Rain Garden is part of the Dendy Street Beach Pavilion project which has been delayed. Completion may occur as part of this revised project.	0%	Delayed

Environmental Theme	Objective	Action	Timing	Status	% Complete	Colour Code
Sustainable Water	Reduced potable water consumption per household	Continue to work with South East Water to deliver a range of education programs and activities to achieve greater involvement and understanding	2020/21	Council worked with South East Water in 2019/20 to install 3 'Choose Tap' water bottle refilling stations along the Bay Trail and in Royal Avenue Reserve. The installation of 2 further water bottle refilling stations in 2020/21 was delayed due to the pandemic and delays to the Black Rock public toilet project. Council has liaised with South East Water on the delivery of water education programs.	50%	Delayed
		Continue to advocate to water authorities to do more to encourage water efficiency in households and businesses in Bayside	2020/21	Bayside has advocated strongly in support of South East Water on the Sandringham Dingley and Cheltenham Recycled Water Scheme, for Council and Bayside business customers.	80%	On Track
	Improve the quality of stormwater entering the Bay Retain more stormwater in the landscape Manage storm water, debris and waste to protect the water quality of the Bay and enhance the environment	Deliver projects from Integrated Water Management Strategy 2019 and IWM Forum Strategic Directions Statement relating to improving stormwater quality and drainage to Port Phillip Bay	2020/21	Council completed an EPA-led project for citizen science monitoring of beaches affected by stormwater drain outfalls to the Bay, in 2019/20. A project to improve stormwater outfalls to the Bay was included in the IWM Strategic Directions Statement for the Dandenong Catchment, endorsed by Council in June 2018. This project has been delayed due to budget and pandemic restrictions but will be developed with partner Councils in 2021/22.	40%	Delayed
		Continue to implement clause 22-08 of the planning scheme; that is Water Sensitive Urban Design	2020/21	This clause has continued to be implemented since 2016. Amendment C180bays revises this as Clause 19-03-3L-02, Water sensitive urban design, applying to an application for an extension or alteration of an existing building of greater than 50 square metres in floor area.	100%	Delivered

Environmental Theme	Objective	Action	Timing	Status	% Complete	Colour Code
Waste Management	Reduce the percentage of waste to landfill from Council operations	Continue to deliver staff education and behaviour change to reduce resource loss (contamination) of recyclable and compostable materials in the waste bins to below 20% by 2020, at the Corporate Centre	2020/21	A staff education and behaviour change campaign was delivered in 2019/20, to reinforce behaviour to eliminate single-use plastics from Council buildings. This was in accord with the Council resolution to remove all single use plastic from the Corporate Centre and libraries by 30 June 2019. A second audit of single use plastics at the Corporate Centre in Dec 2019 showed improved single-use plastic use behaviour, but it not yet been eliminated. Greater than 20% of the total waste generated at the Corporate Centre was recycled or composted in the last 3 quarters of 2020/21	100%	Delivered
		Continue to deliver strategies to decrease paper use across the organisation	2020/21	Paper use has reduced by 45% in 2020/21 from 2019/20, due to the reduction in staff using the building and accessing printers. High printing areas have employed strategies to reduce printing as part of the Environmental Impact initiative. All paper used since 2019/20 was 'carbon neutral'.	100%	Delivered
		Advocate to the State Government and the Municipal Association of Victoria for a sustainable solution to the recycling crisis	2019/20	Mayor, Cr Evans wrote to Minister Lily D'Ambrosio with a petition from 431 Bayside residents to 'Fix Recycling Now' in June 2018. A Recycling Advocacy Statement was produced by Council for the Victorian Election campaign in September 2018. Council supported the 'Rescue our Recycling' – MAV advocacy campaign in March 2019	100%	Delivered

Environmental Theme	Objective	Action	Timing	Status	% Complete	Colour Code
Waste Management	Increase diversion of household waste from landfill from kerbside collections, to 60% by 2020, and to 75% by 2025, from 2014/15 baseline	Implement sustainability actions in the Recycling and Waste Management Strategy 2018	2021/22	60% diversion of household waste from landfill from kerbside collections was achieved in 2021/22. Actions implemented in 2020/21 have included: <ul style="list-style-type: none"> • Expanding the Community Recycling Station service to 3 more Libraries; • Increasing resident take-up of the Food and Green Waste kerbside recycling service. • Community engagement on changes to the Kerbside collection schedule • Adding decals with QR codes to bins in high-use areas for residents to report a full bin to Council. 	80%	On Track
		Investigate and assess opportunities for advanced waste resource recovery treatment and processing	2020/21	Council facilitated and has committed to a joint venture of 17 south eastern Metropolitan Councils for an advanced waste resource recovery treatment and processing facility, to be built by 2025.	100%	Delivered
		Continue to deliver a range of education initiatives to achieve greater resource recovery	2021/22	Council website information on e-waste and reducing plastic waste was updated in 2019/20. After 83 and 194 sales respectively held in Garage Sale Trail in 2018 and 2019, pandemic restrictions severely limited the 2020 event, with only 16 opting for virtual sales of over 200 initially registered. Council delivered the 'Waste Wise' webinar series of 6 events in November 2020, with 641 registered participants, 211 live attendees and 268 recordings accessed. Clean Up Australia Day, Plastic Free July, Waste Wise incursions to early learning centres were also held in 2020/21.	80%	On Track

							On Track
				Implement identified efficiencies in the hard waste collection service to maximise resource recovery by 2025	2021/22	Service changes to hard waste service were implemented as part of revised Recycling and Waste Management Strategy, following the Service Review. These included promotion of the Transfer Station in 2019/20.	60%
			Review recommendations for e-waste made in the Environmental Citizenship Research 2018	2021/22	In May / June 2019, Council delivered the 'Take your e-waste to a Better Place' campaign to promote new Victorian Government legislation banning electronic waste (e-waste) from landfill as of 1 July 2019.	100%	Delivered
			Support the introduction of combined food and garden waste recycling, including communications and education activities.	2021/22	<p>Council delivered a major Communications and Engagement Plan from April to June 2019 to promote the introduction of the new food and garden waste recycling service.</p> <p>Events in 2019/20 included community, staff and school tours to the new food organics recycling facility.</p> <p>Council's introduction of combined Food and Green Waste recycling has been well received, reducing waste to landfill by over 12%.</p> <p>In 2020/21, the service was promoted to new customers.</p>	75%	On Track

Environmental Theme	Objective/Target	Action		Status	% Complete	Colour Code
Zero Carbon	Achieve Carbon Neutrality by 2020.	Implement the Carbon Neutral Action Plan 2018	2020/21	Council's Carbon Neutrality Action Plan was adopted in March 2018. The Plan was completed and rescinded in September 2020 with the achievement of 'carbon neutrality'.	100%	Delivered
		Continue to install solar panels based on the Solar Feasibility Study 2015, and investigate feasibility of installing solar on new and further Council-owned sites	2021/22	1,486 panels have been installed on 41 buildings since the program began, representing 474 kiloWatts (kW) of solar generation. 99 kW of solar was installed on 10 more buildings in 2020/21.	90%	On Track
		Continue to assess feasibility of battery storage and new renewable energy technologies, and implement where feasible	2021/22	Initial investigations to assess feasibility of battery storage in Council facilities were undertaken in June 2019. The assessment recommended waiting for prices to drop so payback periods were acceptable. Council facilitated the United Energy 'Bayside Battery Project' in 2019/20 with 2 batteries installed in Highett and Black Rock. Up to 6 more batteries will be installed in 2021/22. A submission to the Victorian Government's Neighbourhood Battery Initiative for Feasibility Study funding was unsuccessful, however Council will be part of a regional feasibility study.	75%	On Track
		Continue to investigate opportunities and develop partnerships to fund renewable energy installation	2021/22	In 2018-19, Council committed to the South East Councils Climate Change Alliance project to develop renewable energy for procurement. Council successfully applied for grants to fund solar panels for East Beaumaris Kindergarten in 2020/21.	75%	On Track

Environmental Theme	Objective/Target	Action		Status	% Complete	Colour Code
	Achieve Carbon Neutrality by 2020.	Continue to increase annual overall percentage of low emission asphalt, recycled asphalt, and recycled aggregate in road and footpath construction	2021/22	In 2018/19, Council used the following quantities of recycled materials in road construction: <ul style="list-style-type: none"> • 2,645 tonnes of recycled asphalt • 721 tonnes of glass • HDPE plastic equal to 101,000 2L milk bottles. This reduced material sent to landfill by almost 4,000 tonnes and reduced greenhouse gas emissions by more than 21.6 tonnes CO ₂ -e. The 'carbon footprint' reduced by approximately 65 per cent. This is the equivalent the annual kerbside recycling for 350 households. Figures for later years are still be calculated	70%	On Track
Zero Carbon	Increase community use of renewable energy and decrease energy consumption per household	Continue to develop opportunities for Council to support a community solar power program for residents and businesses	2019/20	Council has met with Bayside Climate Crisis Action Group to discuss a community solar power program for residents and businesses. An appropriate site has not been found as yet. This action has been continued as Action 7.6 in the Climate Emergency Action Plan, to: <ul style="list-style-type: none"> • Work with partners to explore feasibility and pilot innovative solutions to support the community to rapidly and equitably switch to zero carbon energy. (CEAP Action 7.6) 	25%	Delayed Included in CEAP
		Work with community groups or businesses who lease buildings from Council to reduce greenhouse gas emissions. As the largest lessee emitter, prioritise the Sandringham Family Leisure Centre	2019/20	Council has worked to reduce greenhouse gas emissions through operation of redeveloped community buildings e.g. Donald MacDonald Reserve pavilion. Council has also included clauses in new leases to reduced environmental impact, e.g. Ricketts Point Café. A Small Facilities Audit of 82 buildings in 2019 identified energy efficiency actions for lessees to implement, with Council support.	70%	On Track Included in CEAP

				<p>This action was included as Action 4.8 in the Climate Emergency Action Plan, with deliverables to:</p> <ul style="list-style-type: none"> - Include standard requirements to reduce environmental impact in community and commercial lease templates for new leases by December 2020. - Include specific requirements to reduce environmental impact in existing community and commercial leases when renewed. 		
		<p>Develop and offer a solar bulk-buy program to residents and SMEs</p>	<p>2019/20</p>	<p>Council co-hosted a Solar workshop in March 2019 with Kingston City Council for 150 residents, to explain and promote the Victorian Government Solar Rebate. A solar bulk-buy program may not be offered to residents, due to the rebate offered by the Victorian Government.</p>	<p>0%</p>	<p>Unlikely to be Delivered</p>
	<p>Council is prepared for and mitigating risks from climate change including:</p> <ul style="list-style-type: none"> • Drought and heat waves • Coastal impacts including storm surges, sea-level rises and coastal erosion • Disruptions to supply of essential services including electricity, fuel, water and food • Heat-related asset failures (e.g. building cooling systems, road surfaces, 	<p>Continue to support implementation of the Bayside Municipal Emergency Management Plan, including the Heatwave Plan</p>	<p>2021/22</p>	<p>In 2017-19, Bayside partnered with Kingston City Council and Mornington Peninsula Shire Council to develop the 'Climate Ready' website, to assist members of the community to identify how climate change will impact them and then develop a plan to prepare for those impacts.</p> <p>This action is included as Action 2.7 in the Climate Emergency Action Plan, with a deliverable to: Update and promote Council's Climate Emergency webpage across Council's communication channels.</p>	<p>60%</p>	<p>On Track Included in CEAP</p>

<p>etc.)</p> <ul style="list-style-type: none"> Higher peak flows and local flooding Deterioration of buildings and other built surfaces Deterioration of open space, stress on the natural environment and associated costs Heat-related stress and mortality (particularly among vulnerable populations) Community impacts: people particularly vulnerable to climate change impacts and less able to respond effectively include the elderly, the very young, people with disabilities or chronic illness, people on low incomes, people with poor quality housing, the homeless, new arrivals and those from diverse cultural backgrounds 	<p>Continue to work with the Victorian and Australian Governments, and SECCCA, to: understand the impacts of climate change on our local community; identify gaps in information and knowledge to adapt, and; develop programs to minimise impacts and help the community prepare for impacts</p>	<p>2021/22</p>	<p>Council participated in the 'How Well Are We Adapting?' project led by RMIT to better understand and respond to local impacts.</p> <p>Council has partnered SECCCA member Councils to deliver the Community Climate Action Planning project, completed in September 2021.</p>	<p>75%</p>	<p>On Track</p>
<p>Heat-related stress and mortality (particularly among vulnerable populations)</p>	<p>Continue to implement actions in the Climate Change Strategy to better understand local impacts</p>	<p>2021/22</p>	<p>Actions in Council's Climate Change Strategy were carried forward to the Climate Emergency Action Plan. The Climate Change Strategy was officially rescinded with the adoption of the new Climate Emergency Action Plan in September 2020.</p>	<p>100%</p>	<p>Delivered Included in CEAP</p>
<p>Community impacts: people particularly vulnerable to climate change impacts and less able to respond effectively include the elderly, the very young, people with disabilities or chronic illness, people on low incomes, people with poor quality housing, the homeless, new arrivals and those from diverse cultural backgrounds</p>	<p>Ensure new community recreational facilities and upgrades along the coast are designed to be easily protected, raised or relocated, or have a shorter design life</p>	<p>2021/22</p>	<p>A Coastal Hazard Vulnerability Assessment was completed for the Black Rock Life Saving Club in January 2020.</p> <p>In 2020/21, Council partnered SECCCA member Councils to develop a methodology to assess vulnerability of its coastal assets.</p> <p>This action is included as Action 4.7 in the Climate Emergency Action Plan, to: Identify and monitor infrastructure assets at risk due to climate change and prioritise actions in response.</p>	<p>75%</p>	<p>On Track Included in CEAP</p>
<p>Community impacts: people particularly vulnerable to climate change impacts and less able to respond effectively include the elderly, the very young, people with disabilities or chronic illness, people on low incomes, people with poor quality housing, the homeless, new arrivals and those from diverse cultural backgrounds</p>	<p>Work with Melbourne Water to investigate areas of greatest risk from flooding due to extreme events and drainage failure, and investigate site specific solutions</p>	<p>2021/22</p>	<p>Council has worked with Melbourne Water to investigate areas of greatest risk from flooding due to extreme events and drainage failure, and investigate site specific solutions. The Flood Management Plan has been reviewed for actions required in April 2018. Site specific solutions have been investigated in the Drainage Asset Management Plan and Integrated Water Management Plan.</p>	<p>60%</p>	<p>On Track</p>

		<p>Review and update existing planning overlays including Land Subject to Inundation Overlay (LSIO), Special Building Overlays (SBO) and Flood Overlays (FO)</p>	2021/22	Scheduled for delivery in 2021/22.	0%	
	<p>Continued liaison with the State government regarding future coastal projects to provide guidance on the development of coastal vulnerability assessments and guidelines</p>	<p>Continued liaison with the State government regarding future coastal projects to provide guidance on the development of coastal vulnerability assessments and guidelines</p>	2021/22	<p>As a member of the Association of Bayside Municipalities (ABM), Council has continued to liaise with State government regarding coastal vulnerability assessments and guidelines, e.g. contributing to the ABM submission on the Draft Marine and Coastal Policy in August 2019 and the Victorian Marine and Coastal Strategy in September 2021.</p>	50%	<p>On Track</p>

3.7 CONTRACT CON/20/55 PROVISION OF FACILITY MAINTENANCE SERVICES CONTRACT

Environment, Recreation and Infrastructure - City Assets & Projects
File No: PSF/21/21 – Doc No: DOC/21/258536

Executive summary

Purpose and background

The purpose of this report is to appoint a contractor for Council's Facilities Maintenance services. The services include maintenance of Council owned building assets and cleaning of various Council community and municipal building assets.

Through a competitive tender process, a head contractor has been sought for the Facilities Management Contract (CON/20/55). The contract brings together services that were previously managed under multiple contracts. These include Building Maintenance Services (CON/14/69) and Corporate Cleaning Services (CON/09/1009). All services undertaken throughout the new four-year (plus three one-year options) contract period will be consistent with Council's strategic plans and strategies as updated from time to time during the contract period.

Through this contract Council aims to achieve:

- prolonged life of public assets within the municipality
- environmentally friendly, innovative, and improved service provision over the contract term
- development of an effective partnering relationship with the service provider
- minimisation of any risk to public safety and Council's exposure to public liability or service failure
- maintained and enhanced aesthetic value of the municipality
- enhanced asset management and works management systems
- improved responsiveness to service delivery

External experts in the field of commercial procurement, probity and contract law have assisted the Tender Evaluation Panel throughout the procurement process. This has included undertaking comprehensive financial analysis and evaluation of the financial proposals submitted by the tenderers, as well as extensive legal advice and assistance on contract documentation.

A probity adviser has overseen the governance of the tendering, evaluation, and contract award process.

Key issues

Council is required to provide Council buildings that are safe and fit for their intended use. Bayside uses an outsourced model of service delivery. In preparing for the end date of the existing contracts, a Building Maintenance and Infrastructure Service Review was undertaken in 2018. This concluded that an outsourced service model was still the preferred approach for Bayside.

This contract will cover the delivery of the following services:

- Cleaning – General Cleaning, Hygiene Services
- Auto Doors
- Carpentry

- Electrical
- Essential Safety Measures (ESM) Compliance Mgt.
- Fire Services – Active
- Fire Services – Passive
- Fire Services – Equipment
- General Repairs (Handyman)
- Gutter Cleaning
- Lifts
- Mechanical (Air Conditioning)
- Painting
- Pest Control
- Plumbing
- Solar Panel Cleaning and Maintenance
- Well Pumps and Grease Traps

The combining of the two previous contracts into one contract ensures there is a single management fee which leads to cost reduction based on economies of scale. There are continuous improvement expectations within the contract as well as commitments to an increased use in technology.

An annual review will be undertaken to ensure services meet service and customer outcomes regardless of changes to expectations or assets. Cost saving incentives are included with a commitment for the annual increase to be kept at CPI less 1%. Additionally, to ensure continued service outcomes are met, an abatement regime forms part of the contract documentation that will allow Council (if required) to withhold payment should the service provider fail to perform the Services so as to achieve the KPIs.

Companies were invited for the contract through an Expression of Interest (EOI) process (EOI).

The following 18 companies submitted an EOI:

1. Tempo Australia Limited
2. Programmed FM
3. Ausbright Facilities Management
4. Storm International Pty Ltd
5. Prompcorp
6. SMEC Australia Pty Ltd
7. Specialised Facilities Management
8. Platinum FM Pty Ltd
9. A.G. Coombs
10. Johns Lyng Group
11. DCFM Australia Pty Ltd
12. Urban Maintenance Systems Pty Ltd
13. Harris HMC Maintenance
14. AWS SERVICES
15. AGA Newserv
16. Spotless
17. Campeyn Group
18. CBC Facilities Maintenance Pty Ltd

Each of these companies is an established service provider in the facility maintenance field. Each has the capability and capacity to deliver the services required by Council. Each submission was reviewed thoroughly by the Tender Evaluation Panel including expert external procurement and legal advice throughout the process. Council appointed Probity advisors to oversee the process (report is included in Confidential Attachment 1).

From the initial evaluation, six companies were shortlisted based on the evaluation criteria. These companies were then invited to a negotiation and interview stage. All six companies were deemed to have the appropriate resources, experience, and capacity to undertake the services successfully.

At interview, greater understanding was achieved on what the tenderers knowledge of the contract expectations were and the assumptions they had made. The tenderers were permitted to take questions on notice and provided further clarifications back in writing. Further clarity was then provided to the tenderers through providing them with more detailed information on the schedules and contract.

Council used a formal consensus scoring methodology. Three members of the evaluation panel scored all submissions 0-10 against all non-price tender schedules linked to an evaluation criteria. This was then rolled up into the main evaluation criteria. The evaluation panel members then met to review scoring and come to a consensus of their scores for each respondent against each criteria.

It was determined based on the non-price scoring section of the evaluation process (which reviewed the systems, technical ability and personnel required to deliver a contract of this type), plus the fact that overall pricing was well within the range of our current contractor, that Programmed Facility Management would be the only respondent shortlisted to the final stage of negotiation.

Confidential Attachment 1 provides an overview of the procurement process and details the tender scoring to reach the recommendation for Programmed Facility Management to be awarded this contract.

Recommendation

That Council award CON/20/55 for the Provision of Facilities Maintenance Service Contract to Programmed Facility Management (ABN 66 005 585 811) for the annual sum of \$1,556,468.71 (Ex GST) in accordance with the terms and conditions of the contract documentation.

Support Attachments

1. Confidential Attachment 1 - Overview of procurement process for CON2055 Facilities Maintenance Services Contract (separately enclosed) (confidential)

Considerations and implications of recommendation

Liveable community

Social

The provision of Facility Maintenance services is critical in ensuring the ability for the community to engage in social activities and conduct their everyday lives within the municipality.

Natural Environment

The contract specification requires all works to be undertaken in an environmentally sensitive manner and to utilise products that minimise negative impact on the environment.

Climate Emergency

Delivery of the Facility Maintenance service is in accordance with the guiding principles of the Climate Emergency Action Plan and ensures Council is maintaining its existing assets to maximise use by the community and the assets life.

Built Environment

Facility Maintenance services ensure that Council-built assets are maintained to a safe and fit for purpose standard.

Customer Service and Community Engagement

Residents and community groups are advised when any maintenance works are to occur and consulted when the works may impact short term on their use or amenity. The facility maintenance contract has strict timelines to ensure the provision of high-quality customer service.

The contract requires the implementation of a new technology solution to allow better management and transparency of works to provide a better customer experience.

Human Rights

The implications of the report have been assessed and are not considered likely to breach or infringe upon, the human rights contained in the *Victorian Charter of Human Rights and Responsibilities Act 2006*.

Governance

Officers involved in the preparation of this report have no conflict of interest.

Legal

This Request for Tender was undertaken in accordance with the Bayside City Council's Quotation and Tendering Procedure and section 186 of the *Local Government Act 1989*.

Finance

The Contract expenditure is an increase on previous contract prices; however, the prices submitted were consistent across Tenderers and the increased costs can be managed in line with the current and future budgets. Going to market with an aggregated service offering was selected to try and minimise any cost increases. The aggregated specification includes the requirement to deliver a new technology solution as part of the contract.

To promote ongoing productivity improvements by the contractor, annual contract cost increases are proposed to be limited to CPI less 1%.

Links to Council policy and strategy

This project is consistent with the 2017–2021 Council Plan as identified under Goal 1: *Council will work together with the Bayside community to plan and deliver community infrastructure that responds to the changing needs of the Bayside community.*

The works under the contracts directly relate to ensuring building assets continue to meet current and expected needs.

3.8 CONTRACT CON/20/80 DENDY STREET BEACH REDEVELOPMENT WORKS

Environment, Recreation and Infrastructure - City Assets & Projects
File No: PSF/21/20 – Doc No: DOC/21/222240

Executive summary

Purpose and background

The purpose of this report is to appoint a contractor to undertake construction of Dendy Street Beach Redevelopment Works at 131-133 Esplanade, Brighton under the proposed contract number CON/20/80.

The project proposal is for new Life Saving Club and community pavilion, carpark redesign, stormwater upgrade and landscaping including new forecourt. The double storey building design utilises the fall of levels across the site with upper level of the pavilion accessible from the carpark and the lower level from the pedestrian promenade. Included is the decommissioning, asbestos removal and demolition of existing facilities and site services.

Identified by Life Saving Victoria as one of the highest priority facilities for replacement, Council has been working with the Brighton Life Saving Club and the broader community to ensure that the new building meets future needs and has minimal impact on the local environment. Whilst the existing structure has served the community well over time, it is now in poor condition and doesn't meet the needs of the Brighton Life Saving Club's 650+ volunteer members. The project will deliver an entirely new facility including multi-purpose training space for the Brighton Life Saving Club, new accessible public toilets, storage and a café, carparking, storm water management system, landscaping, outdoor seating and contaminated soil remediation works.

All abilities pedestrian site access is facilitated via an internal lift and an external access pathway which is also suitable for emergency and service vehicle use. Carpark works to include a repositioned shared trail, more efficient carpark with dedicated bus set down area and existing tree protection and retention. Landscaping to include vegetation protection, new garden beds, terraced steps, upper and lower forecourt, raingarden and works to the heritage listed bluestone seawall.

Stormwater element involves drain redirection to enable treatment through a gross pollutant trap into an underground leaky retention tank, raingarden and culvert to significantly reduce beach outfall.

The lifesaving club will be relocated to a temporary location in the vicinity and their equipment storage and alternate beach access are requirements and considerations of the project.

Key issues

A public expression of interest was advertised in The Age and released through eProcure on 4 September 2020 and closed on 30 September 2020 with the following submissions:

1. Melbcon
2. Ireland Brown Constructions
3. Building Engineering
4. Connell Design & Construction
5. AWS Services
6. Novacon Group
7. SJ Higgins Group
8. Lloyd Group

9. Buxton Construction
10. Balmain & Co
11. Harris HMC Maintenance
12. Minicon Construction (Aust)
13. Bowden Corporation
14. FOURSQ
15. Becon Constructions (Aust)
16. Fimma Constructions
17. Entracon Civil
18. Circon Constructions
19. United Commercial Projects
20. Alchemy Construct
21. 2Construct

Each submission was reviewed by the Tender Evaluation Panel, supported by our independent Probity Advisor. The following four companies were shortlisted based on the evaluation criteria and a tender package was released 27 July 2021 and closed 25 August 2021.

- Fimma Constructions
- FOURSQ
- Ireland Brown Constructions
- Lloyd Group

The tender evaluation panel with advice from Council's appointed Quantity Surveyor and Architect reviewed the pricing and recommended Lloyd Group Pty Ltd. Lloyd Group has an extensive list of relevant construction projects of similar size and complexity which align well with this project. Lloyd Group provided a clear and methodical submission which addressed the project complexities and displayed a deep appreciation of the project priorities.

At interview, Lloyd Group demonstrated a strong understanding of the technical requirements of the works and thorough experience with projects of this scale. Lloyd Group confirmed they have the resources to deliver the works within the nominated scheduled timeframe.

As shown in Confidential Attachment 1 – Evaluation Matrix, the Tender Evaluation Panel concluded that Lloyd Group Pty Ltd offered the best value for money. This evaluation took into consideration several factors which include the contamination remediation methodology, estimated project schedule and risk identification/controls. While comparing the contractor's ability to complete the works in line with Bayside City Council's expectations, Lloyd Group also scored highly on the matrix for their financial submission. Post-tender clarifications were confirmed and with the inclusion of all the non-financial evaluation criteria, Lloyd Group is best placed to undertake the works and the Tender Evaluation Panel recommends the contract be awarded to Lloyd Group Pty Ltd.

Recommendation

That Council:

1. approves a budget increase of \$1,572,123 and confirms an allocation of \$2,000,000 from the hazardous materials reserve
2. awards CONTRACT CON/20/80 Dendy Street Beach Redevelopment Works to Lloyd Group Pty Ltd (ABN 96 069 674 479) for the lump sum price of \$10,862,790 (excl. GST) and \$11,904,069 (including GST)
3. authorises the Chief Executive Officer to sign all necessary documentation related to CONTRACT CON/20/80 Dendy Street Beach Redevelopment Works
4. advises the unsuccessful tenderers accordingly.

Support Attachments

1. Confidential Attachment 1 - CONTRACT CON/20/80 Dendy Street Beach EOI Stage 1 Evaluation Matrix (separately enclosed) (confidential)
2. Confidential Attachment 2 - CONTRACT CON/20/80 Dendy Street Beach Shortlist Evaluation Matrix (separately enclosed) (confidential)

Considerations and implications of recommendation

Social

The facilities at the new Dendy Street Beach Pavilion will support a range of community programs and services, predominantly lifesaving and water safety and offer an improved visitor/community experience of the beach and foreshore. This project is aimed at reinvigorating these facilities to provide better community and all ability access to the beach, foreshore and promenade. The small café will provide opportunities for refreshment and social connection for the community and visitors and the new public toilets and beach showers will provide fit for purpose, accessible and modern facilities. The pavilion meeting space and forecourt will act as informal spaces where the community can enjoy the iconic beach and natural environment.

Natural Environment

The new building will have the following Environmental Sensitive Design (ESD) characteristics:

- The Pavilion has been designed to comply with energy efficiency requirements of the National Construction Code
- Timed showers, all hydraulic fixtures are the highest WELLS rating available and on flow timers
- All lighting is LED timed and motion sensor activated
- Ground floor designed without air conditioning
- Alternative transport considerations include way finding from public transport, dedicated bicycle parking and improved shared trail access
- Building materials include Australian sourced timber
- Timber will not be treated which removes the requirement of chemical manufacture and application every 2 years
- Industry best practice stormwater design
- Tanks for rain catchment to provide greywater for toilets

Climate Emergency

The design of the project has included a sympathetic response to Bayside's Climate Emergency Action Plan. Addressing Theme 4 "Transform to a climate responsive built environment" through elevating the site above the existing pavilion level and appropriate consideration to ensure the building materials can withstand the coastal climate prevalent on the site. Significant focus on Theme 5, "Protect and enhance our natural environment" is evident through the extensive stormwater design and industry best practice Water Sensitive Urban Design (WSUD). The WSUD aims to strengthen the ocean-based habitat by treating and reducing pollutants from stormwater flow into Port Philip Bay. As identified above ESD initiatives have been included within the design and procurement to ensure the building is delivered with sustainable materials to minimise the initial and ongoing impact to our environment.

Built Environment

The Dendy Street Beach Pavilion known as the Brighton Life Saving Club was constructed in the 1960. The proposed design provides the most effective and functional layout to meet Brighton Life Saving Club current and future needs. The significant forecourt works will deliver clean and modern public open space with low maintenance. The overall design has focused on significantly improving the beach visitation experience for all abilities. The design of the building includes timber cladding which reflects the natural and beachy theme which was the preferred look identified through community consultation.

Customer Service and Community Engagement

The Brighton Life Saving Club was established in 1922 and has been involved in the project from inception. The proposed project scope has received Brighton Live Saving Club endorsement and financial support.

Community engagement on early design concepts was undertaken in 2015, with revised designs presented to the community in 2016. The designs for the new pavilion and surrounding area were refined based on community feedback including greater use of natural materials such as wood, stone, glass, sandstone and bluestone to help the building blend in with the natural environment.

Human Rights

The implications of this report have been assessed and are not considered likely to breach or infringe upon the human rights contained in the *Victorian Charter of Human Rights and Responsibilities Act 2006*.

Governance

Officers involved in the preparation of this report have no conflict of interest.

Legal

This Request for Tender was undertaken in accordance with the Bayside City Council's Quotation and Tendering Procedure and section 186 of the *Local Government Act 1989*.

Finance

The Council-approved Four Year Capital Plan will provide the source of funding for this project.

The following budgets are available to draw down for the Dendy Street Beach Project

- Capital Works Budget \$8,097,917
- ESIA funding \$1,000,000
- Brighton Life Saving Club \$ 500,000
- Hazardous Materials Reserve \$2,500,000

The following table summarises the project budget. Note prices are excluding GST.

Anticipated Contract cost	\$10,862,790
Contingencies and design costs and project management	\$ 2,307,250
Project Cost (ex GST)	\$13,170,040

The anticipated project cost is \$13,170,040 (ex GST). The additional \$1,572,123 (ex GST) is proposed to be funded from the Infrastructure Reserve.

The issue of cost escalation on projects as a result of Covid impacts on supply chains and materials costs has been forecast for some time. Officers suspect that a number of our other projects will also be affected in the coming months. There is currently the ability to fund these cost increases from the Infrastructure Reserve which has been accumulated through savings in previous financial years. If costs continue to escalate Council may need to consider the timing of some projects in years two to four of the existing capital program.

There is one additional project at Dendy Beach regarding the seaweed bin and the need for a ramp/hardstand area for this activity. It should be noted that this project doesn't form part of this project budget and will require a separate project budget.

Links to Council policy and strategy

This project is consistent with the adopted Dendy Street Beach Redevelopment Masterplan. Aligned with the Bayside 2050 Community Vision, the 2021–26 Council Plan identified this project as a major initiative in Goal 3 – Our Place. A focus on Theme 3 of the policy, this project provides enhanced functionality through sustainable and inclusive infrastructure.

This project also addresses Theme 9 by increasing the environmental protection of Port Philip Bay and enhances the public amenity for the City of Bayside. A key objective of this goal is to have infrastructure within Bayside that fits the needs for the whole community, not only for today but in the future.

3.9 CONTRACT CON/21/67 KERB AND CHANNEL RENEWAL PROGRAM 2021–22 AND 2022–23

Environment, Recreation and Infrastructure - City Assets & Projects
File No: PSF/21/20 – Doc No: DOC/21/195071

Executive summary

Purpose and background

The purpose of this report is to recommend the appointment of a panel of contractors (comprising three contractors) to undertake Council's 2021–22 and 2022–23 Kerb and Channel Renewal Program with the option of extending the duration for further two years in one-year increments under the proposed CONTRACT CON/21/67. A report will be submitted to Council prior to exercise of the options.

The works under this contract comprise of reconstruction of concrete and bluestone kerb and channel throughout the Municipality.

This contract is expected to commence on 1 October 2021 and is for a total period of 21 months initially and with the exercise of the options, for another 24 months. The contract is a schedule of rates contract.

This work is an asset renewal activity, delivered in accordance with the relevant Asset Management Plan and Road Management Plan. The condition of kerb and channel throughout the municipality has been assessed by condition assessment and follow-up visual surveys. The kerb and channel locations identified for reconstruction are selected based on the condition assessment and road resurfacing works program. This work is in accordance with the relevant Asset Management Plan and Road Management Plan and is an asset renewal activity.

Generally, works under this contract will involve the replacement of whole length of kerb and channel in streets. However, in some instances, only those sections requiring replacement will be reconstructed and the contract has been structured to take this methodology into account.

Key issues

A public tender was advertised in The Age and released through eProcure on Saturday 26 June 2021 and closed on Wednesday 28 July 2021 with the following submissions:

1. A and G Concrete Construction Pty Ltd
2. AWS Services VIC Pty Ltd
3. CDN Constructors Pty Ltd
4. Concept Civil Pty Ltd
5. Infrafirst Pty Ltd
6. Kaizen Civil Pty Ltd
7. Kerby Kerb Pty Ltd
8. MACA Civil Pty Ltd
9. Novacon Group Pty Ltd
10. Paper Street Pty Ltd
11. Rapid Paving Construction Co Pty Ltd

The result of the analysis can be found in Confidential Attachment 1: Evaluation Matrix.

The objective of the evaluation is to recommend a panel of contractors for execution of deed of standing offer with those panellists. Following are the overall comments on the three preferred panel contractors.

Paper Street Pty Ltd (Paper Street) has primarily been involved in the business for almost 18 years with 10 years of civil infrastructure project delivery experience. Paper Street successfully delivered the Kerb and Channel replacement program for Bayside City Council since 2014 till 2020.

A and G Concrete Constructions Pty Ltd (A and G Concrete Construction) has almost 18 years' experience in delivering civil infrastructure projects. A and G Concrete Constructions has been successfully delivering kerb and channel replacement project and other civil projects for Glen Eira City Council since 2009. They have experience in delivering similar projects that involve community and stakeholder engagement and management.

Novacon Group Pty Ltd (Novacon) has primarily been involved in the Civil Construction business for almost four years. Novacon has successfully delivered streetscape upgrade, roundabout upgrade, footpath upgrade and Kerb and Channel replacement projects for Bayside, Hobsons Bay, Glen Eira, and Greater Dandenong City councils.

This is a schedule of rates contract and therefore no lump sum prices were received through tender submissions. For comparison of pricing, indicative quantities based on last two years' works and tender schedule of rates were used to figure out the lump sum prices for each tenderer.

As shown in Confidential Attachment 1 – Evaluation Matrix, the tender evaluation panel concluded that Paper Street, A and G Concrete Construction and Novacon offer the best value for money and recommends that the Deed of Standing Offer be executed with these recommended panellists.

Recommendation

That Council:

1. executes the Deed of Standing Offer under CONTRACT CON/21/67 Annual Kerb and Channel Renewal Program for 2021–22 and 2022–23 with Paper Street Pty Ltd (ABN 81152055359), A and G Concrete Construction Pty Ltd (ABN 95 104 665 189) and Novacon Group Pty Ltd (ABN: 54729963368) for the specified schedule of rates in Confidential Attachment 2
2. authorises the Chief Executive Officer to sign all necessary documentation related to CONTRACT CON/21/67 Annual Kerb and Channel Replacement Program for 2021–22 and 2022–23
3. advises the unsuccessful tenderers accordingly.

Support Attachments

1. Confidential Attachment 1 - CONTRACT CON/21/67 Kerb and Channel Evaluation Matrix (separately enclosed) (confidential)
2. Confidential Attachment 2 - CONTRACT CON/21/67 Kerb and Channel Schedule of Rates (separately enclosed) (confidential)

Considerations and implications of recommendation

Liveable community

Social

The works under this contract will renew kerb and channel that has reached a condition where reconstruction is necessary to maintain residential amenity and safety for pedestrians.

Natural Environment

Recycled concrete will be used in construction of the base of kerb and channel and demolished concrete will be sent to the recycling plant.

Built Environment

Damaged or deteriorated kerb and channel allows water to ingress into the road pavement contributing to road failure and also hinders smooth flow of storm water to the drainage system.

Customer Service and Community Engagement

Advice in relation to the work and traffic management arrangements will be communicated directly to the local residents prior to commencement of the work in relevant areas.

Human Rights

Implications of the report have been assessed and are not considered likely to breach or infringe upon, the human rights contained in the *Victorian Charter of Human Rights and Responsibilities Act 2006*.

Legal

This Request for Tender was undertaken in accordance with the Bayside City Council's Quotation and Tendering Procedure and section 186 of the *Local Government Act 1989*.

Finance

The budget allocation for the Kerb and Channel Replacement Program in year 2021–22 is \$892,711 and there is an allocation of \$1,057,312 in 2022–23 in four-year capital program.

The extent of work will be managed to ensure that the expenditure does not exceed budget allocations for the duration of the contract. No minimum quantity of work is guaranteed to the successful contractor.

As the contract is a schedule of rates contract, it does not have a total contract value. Hence, it is appropriate that this deed of standing offer be executed based on the schedule of rates. The schedule of rates is not subject to review during the initial two year contract period.

Links to Council policy and strategy

This project is consistent with the 2021–2025 Council Plan as identified under Goal 3 – Our Place, Theme 9 – The Built Environment – We will plan for and implement effective stewardship of all Council assets to ensure our infrastructure is safe, accessible, adaptable and environmentally sustainable to provide high levels of value to our community.

A key objective of this goal is to ensure Infrastructure and assets are sustainable, accessible and fit-for-purpose now and for the future.

3.10 CONTRACT CON/21/68 ROAD RENEWAL PROGRAM 2021–22 AND 2022–23

Environment, Recreation and Infrastructure - City Assets & Projects
File No: PSF/21/20 – Doc No: DOC/21/195256

Executive summary

Purpose and background

The purpose of this report is to recommend the appointment of a panel of contractors comprising three contractors to undertake 2021–22 and 2022–23 Road Renewal Program with the option for extending the duration for a further two years in one year increments under the proposed Contract CON/21/68. A report will be submitted to Council prior to exercising the options.

The works under this contract comprise asphalt resurfacing of various roads throughout the municipality and all associated works such as road surface profiling, traffic management, line marking and utility service alterations.

This contract is expected to commence on 1 October 2021 and is for a total period of 21 months initially and with the exercise of the options another 24 months. The contract is a schedule of rates contract.

This work is an asset renewal activity, delivered in accordance with the relevant Asset Management Plan and Road Management Plan. The condition of roads throughout the municipality has been audited via Council's pavement management system and validated by site inspections.

Key issues

A public tender was advertised in The Age and released through eProcure on Saturday 26 June 2021 and closed on Wednesday 28 July 2021 with the following submissions:

1. Alex Fraser Asphalt Pty Ltd
2. BA Roads Services Pty Ltd
3. Bitu-mill Pty Ltd
4. Central Asphalt Group Pty Ltd
5. Downer EDI Works Pty Ltd
6. Elite Roads Pty Ltd
7. Fulton Hogan Industries Pty Ltd
8. Infrafirst Pty Ltd
9. Parkinson Group (Vic) Pty Ltd
10. Prestige Paving Pty Ltd
11. RABS Paving Services Pty Ltd

The result of the analysis can be found in Confidential Attachment 1: Evaluation Matrix.

The objective of the evaluation is to recommend a panel of contractors for execution of deed of standing offer with those panellists. Following are the overall comments on the three preferred panel contractors.

Alex Fraser Asphalt Pty Ltd (Alex Fraser) has been in asphalt works for 23 years and has an extensive history of delivering road works for Local Governments. Alex Fraser has successfully delivered annual road resurfacing programs for Bayside, Whitehorse, Brimbank and Yarra City Council between 2017 to 2021. Alex Fraser has sound knowledge of work methodology and

has accurately identified key risks for the project along with passing all Quality Assurance and OH&S requirements.

Prestige Paving Pty Ltd (Prestige Paving) has been in asphalt works for 16 years and has vast experience in delivering road works for Local Governments. Prestige Paving successfully delivered annual road resurfacing program for White Horse, Manningham, Greater Dandenong, Maroondah and Darebin City Council between 2015 to 2021. Prestige Paving has sound knowledge on work methodology and has accurately identified key risks for the project along with passing all Quality Assurance and OH&S requirements.

RABS Paving Services Pty Ltd (RABS Paving) has been in asphalt works for 40 years and has extensive history in delivering road works for Local and State Governments. RABS Paving Services successfully delivered annual road resurfacing program for Hobsons Bay, Whittlesea, and Knox City Council between 2014 to 2021. RABS Paving Services also delivered asphalt resurfacing works for VicRoads between 2016 to 2019. RABS Paving Services has sound knowledge of work methodology and has accurately identified key risks for the project along with passing all Quality Assurance and OH&S requirements.

This is a schedule of rates contract and therefore no lump sum prices were received through tender submissions. For comparison of pricing, indicative quantities based on last two years' works and tender schedule of rates were used to figure out the lump sum prices for each tenderer.

As shown in Confidential Attachment 1 – Evaluation Matrix, the tender evaluation panel concluded that Alex Fraser, Prestige Paving and RABS Paving offers the best value for money and recommends that the Deed of Standing Offer be executed with these recommended panellists.

Recommendation

That Council:

1. executes the Deed of Standing Offer under CONTRACT CON/21/68 Annual Road Renewal Program 2021–22 and 2022–23 with Alex Fraser Asphalt Pty Ltd (ABN 60 083 841 963), Prestige Paving Pty Ltd (ABN 84 140 970 912) and RABS Paving Services Pty Ltd (ABN: 60 145 446 939) for the specified schedule of rates in Confidential Attachment 2
2. authorises the Chief Executive Officer to sign all necessary documentation related to CONTRACT CON/21/68 Annual Road Renewal Program 2021–22 and 2022–23
3. advises the unsuccessful tenderers accordingly.

Support Attachments

1. Confidential Attachment 1 - CONTRACT CON/21/68 Road Renewal Evaluation Matrix (separately enclosed) (confidential)
2. Confidential Attachment 2 - CONTRACT CON/21/68 Road Renewal Schedule of Rates (separately enclosed) (confidential)

Considerations and implications of recommendation

Liveable community

Social

The works under this contract are aimed at improving the condition and safety of roads in the municipality.

Natural Environment

A condition of tender was to offer a price using environmentally friendly asphalt products. This includes both recycling of asphalt and road materials, use of recycled plastic products in asphalt and use of 'warm' mix asphalt.

Built Environment

Road resurfacing improves the condition of a road. Damaged or deteriorated road surfaces allow water to ingress into the underlying pavement contributing to road failure and also trigger maintenance works.

Customer Service and Community Engagement

Advice in relation to the work and traffic management arrangements will be communicated directly to the local residents prior to commencement of the work in relevant areas.

Human Rights

The implications of this report have been assessed and are not considered likely to breach or infringe upon the human rights contained in the *Victorian Charter of Human Rights and Responsibilities Act 2006*.

Legal

This Request for Tender was undertaken in accordance with the Bayside City Council's Quotation and Tendering Procedure and section 186 of the *Local Government Act 1989*.

Finance

The budget allocation for the Road Resurfacing Program in year 2021–22 is \$1,574,045 and there is an allocation of \$1,677,382 in 2022–23 in four-year capital program.

The extent of work will be managed to ensure that the expenditure does not exceed budget allocations during the contracted period. No minimum quantity of work is guaranteed to the successful contractor.

As the contract is a schedule of rates contract, it does not have a total contract value. Hence, it is appropriate that this deed of standing offer be executed based on the schedule of rates. On each Anniversary Date, the rates of asphalt items will be adjusted for bitumen only. There will be no allowance for price adjustment due to any increase in cost of labour, material etc.

Links to Council policy and strategy

This project is consistent with the 2021–2025 Council Plan as identified under Goal 3 – Our Place, Theme 9 – The Built Environment – We will plan for and implement effective stewardship of all Council assets to ensure our infrastructure is safe, accessible, adaptable and environmentally sustainable to provide high levels of value to our community.

A key objective of this goal is to ensure Infrastructure and assets are sustainable, accessible and fit-for-purpose now and for the future.

4. Urgent Business

