Acknowledgement of Traditional Owners

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

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

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

Flag Raising Ceremony

In commemoration of Indigenous rights and reconciliation throughout Australia’s history, and to raise awareness of the work that still needs to be done, each year Bayside City Council hosts a Flag Raising Ceremony as part of National Reconciliation Week. This year’s ceremony was held on Saturday, 27 May 2017 at the Corporate Centre in Sandringham.
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Introduction: Creating a better place
Home to over 100,000 residents, the Bayside municipality stretches along the coast of Melbourne’s picturesque Port Phillip Bay. It is a community of unique and appealing villages, sandy beaches, lush parklands, quality residential areas, a vibrant arts scene, and a proud, colourful history which is reflected in our heritage buildings and sites. As a Council, our purpose is to work with our community to make Bayside a better place.
In 2016/2017 we invested:

- Providing 125,000 hours of in-home support for older and less-enabled residents
- Collecting 3.7 Million bins
- Caring for 84,000 park and street trees
- Maintaining over 370 kms of local roads
- Tending more than 297 ha of open space, playing fields and reserves
- Delivering over 30,000 meals
- Supporting 69 organisations and individuals through $571,115 worth of grants
- Returning, on average, five lost pets to their owners every week
- Maintaining 42 shopping centres
- Holding more than 17,000 child health consultations
This included a $28.33 million investment in capital works such as:

- **$9.63 Million**
  - on buildings such as Dendy Park soccer/cricket pavilion, Banksia Reserve pavilion, Cheltenham Recreation Reserve pavilion, and Whyte Street public toilet

- **$7.7 Million**
  - on parks, open space, streetscapes plus foreshore and conservation

- **$4.4 Million**
  - on roads

- **$2.5 Million**
  - on footpaths and bicycle ways

In addition to capital works, we also supported more than 48 organisations and individuals through community grants, hosted an array of community events and programs to further enhance social engagement and wellbeing in the community, and celebrated the achievements – large and small – of the dedicated staff and volunteers that keep our city running and make Bayside a better place.
On behalf of Bayside City Council, I am delighted to present this summary of our Annual Report of Operations for the 2016/2017 financial year, highlighting the many achievements of the fourth and final year of our Council Plan 2013–2017.

This report covers a period of transition for the Bayside community with the election of a new Council in October 2016.

As a new Council, we have continued to build on the achievements of the previous Council by focusing on both planning and action. It has been a year in which we have reasserted our commitment to improve infrastructure, provided high-quality services and worked with our community to address the issues Bayside faces now and into the future.

Capital works

The 2016/2017 financial year is one of significant investments and improvements. Over $28 million was committed to enhancing our built environment through capital works spending and the building or upgrading of our infrastructure.

The key capital projects delivered in 2016/2017 included the upgrading of 12 playgrounds across Bayside, the redevelopment of the pavilions at Banksia Reserve in Beaumaris and Dendy Park in Brighton, and a $2.47 million program to improve footpaths and bicycle trails throughout our community.
Debt reduction

For a number of years, it has been the ambition of Council to ensure long-term financial stability through targeted debt reduction. Council is on track to be debt free by February 2018. Much of the groundwork for this significant milestone was undertaken in 2015/2016 and 2016/2017 with the repayment of $9.4 million over two years, which set Council on the path to be one of the most financially secure local governments in Victoria. Council commenced the debt repayment during the 2010/2011 financial year and at that point Council owed $17 million and was paying back $1 million a year in interest.

A saving of $6.1 million per annum in operating costs was made over a four-year period as a result of efficiency and productivity improvements. Thanks to the hard work of staff and teams across Council these efficiencies have been delivered whilst preserving the quality of our services to the community.

Adoption of the Community Plan 2025

Council worked with over 1,200 residents who provided their long-term goals and aspirations for our municipality to develop our new Community Plan.

The Community Plan 2025 was adopted in August 2016, and from the goals and needs identified within it, the new Council of 2016 was able to shape a fresh four-year Council Plan taking us through to 2021.

Development of the Council Plan 2017–2021

With the current Council Plan reaching its final phase, one of the first tasks of the newly elected Council was to develop a new four-year plan.

This plan is directly aligned to the aspirations of the community as set out in the Bayside Community Plan 2025, and contains our goals for working together to make Bayside a better place.

Conclusion

I would like to take this opportunity to thank Council’s Chief Executive Officer Adrian Robb and his team of Council staff for their support and professional advice to Council since the beginning of our term of office.

I also wish to thank the former Councillors for their hard work and service that they provided to the community during their four-year term of office. I am confident that as a new Council we will continually work together to make Bayside a better place.

Cr Alex del Porto
Mayor, Bayside City Council
The 2016/2017 year has been a busy one for Bayside City Council, with the election of a new Council and the preparation of a new Council Plan 2017–2021 in line with the Bayside Community Plan 2025.

Right across the organisation, Council has continued to embed our strategic performance framework: the Better Place Approach.

This approach takes its lead from Council’s statement of purpose which is that we exist to ‘work with our community to make Bayside a better place’, and identifies the four key ongoing performance areas toward which organisational results will be directed: Liveability, Service, People, and Efficiency.

Infrastructure

To enhance liveability in Bayside, in 2016/2017 more than $28 million was invested in high-quality infrastructure for the community. Our infrastructure improvement program is as diverse as it is critical, and yet much of it goes relatively unseen. In addition to landmark projects such as Banksia Reserve and Dendy Park, significant infrastructure investment was made in our assets such as road resealing, stormwater harvesting and drainage improvements, foreshore protection, facility interiors and kerb replacements.
Debt reduction

From an efficiency perspective, a major focus for Council this year has been to reduce our debt, with the aim of becoming one of the few debt-free local governments in Victoria by February 2018. Not only will this put Council in a strong and enviable financial position for the future, but will also allow us to invest more in our community – both in capital works and in support for local organisations.

Rate capping and cost shifting

Once again, the Victorian State Government mandated a maximum rate increase of 2.5 per cent to all local governments. Naturally, this impacts on the amount we’re able to invest back into the Bayside community; however, we continue in our commitment to providing the best infrastructure and services possible while remaining financially responsible.

While capping the rate increase at approximately the consumer price index (CPI), various policies of state and federal governments have also increased the costs or restricted the income of Council. Examples of these include: decreases in the share of funding for home and community care, library services, maternal and child health services and school crossing supervision of more than $560,000; the imposition of levies such as the landfill levy and the animal registration levy; and freezes on the indexation on grants or statutory fees, such as planning, that prohibit full cost recovery.

Taking on these extra costs are, of course, a burden, and, like rate capping, have a negative impact on the investment we can make to enhance our social, natural and built environment.

Advocacy

An important role of Council is representing the Bayside community and advocating on its behalf. In 2016/2017 we advocated on a variety of issues for the community, including State Government funding for Brighton Life Saving Club and a second community accessible indoor sports facility at the new Beaumaris Secondary College. We also advocated on a number of transport issues, such as level crossing removals at Park and Charman Roads; Beach Road Corridor study improvements and public transport services, including rail and bus services and commuter parking.

Grants

Council has always been committed to helping community organisations achieve their goals in delivering services to Bayside, and in 2016/2017 we continued to invest in social improvement and wellbeing through a range of grants. Reflecting the diversity of our community, the categories of projects we supported were wide and varied, from cultural and artistic pursuits to enhancing the health, wellbeing and engagement of our residents and visitors.

In total, we provided close to $600,000 in local grants and support, to help the whole community make Bayside a better place.
Consultation and engagement

We also regard community’s needs and expectations as paramount, and as such, we consulted extensively with the community on key areas of development that may improve or impact on the enjoyment of our assets and facilities. From Beaumaris Concourse to the Brighton Foreshore, the suburb of Highett, Elsternwick Park North, the Bay Trail and North Road Foreshore playground, we invited broad community input to ensure that any new Council developments or upgrades in these areas were in tune with the wishes and requirements of the community.

In any inclusive consultation process, a divergence of opinion is to be expected, but I believe that, by genuinely listening to all concerns and recognising opportunities, Council’s final plans for these areas managed to arrive at the ideal balance between progress and preservation.

Council also sought extensive input from the community on our programs and strategies, including the next comprehensive Wellbeing for All Ages and Abilities Strategy 2017–2021 where Council actively engaged 350 residents and surveyed 400 additional residents for their ideas to enrich the health and wellbeing of those who live and work in Bayside.

Conclusion

I am very pleased to acknowledge the great contribution of Council’s staff and members of the Executive Team who have worked very hard and with great professionalism over the period.

Finally, I take this opportunity to thank both the newly elected and the outgoing Councillors for their great support to the organisation over the past 12 months.

Adrian Robb
Chief Executive Officer
Bayside City Council (‘Council’) is committed to open and accountable governance, and the report of operations for 2016/2017 is just one of the ways we share information with the community about how we have made Bayside a better place.

In 2016, more than 1,200 community members from a broad range of backgrounds participated in a variety of surveys, face-to-face discussions and online forums, to create the Bayside Community Plan 2025.

This consultation provided valuable insights into what residents value and what is needed to improve liveability and make Bayside a better place.

The Community Plan helps to guide our overall Council Plan. The Council Plan identifies the following seven goals to realise our ultimate purpose, to ‘work with our community to make Bayside a better place’:

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

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Highlights from 2016/2017

GOAL 1
An engaged community and Council

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

Wellbeing for All Ages and Abilities Strategy
Between January and March 2017, more than 530 Bayside residents participated in a variety of engagement activities and an additional 400 residents participated in an online survey to provide direction for the 2017–2021 Wellbeing for All Ages and Abilities Strategy. Their terrific ideas will shape our integrated approach to maintain and improve public health and wellbeing at a local community level.

Highett Structure Plan review (Stage 1)
To help shape the Highett Structure Plan, approximately 300 residents, visitors and business owners shared their ideas on developing Highett’s ability to accommodate an expected population increase of almost 2,000 residents over the next 10 years, while retaining the key characteristics of Highett.

Making the Bay Trail safer
Seventy pedestrians and cyclists who use the Bay Trail provided their feedback to guide the redesign of the trail to ensure greater safety and accommodate increased capacity in areas such the path between Sandown Street and Bay Street, Brighton.

The modern library service
Recommendations for the future of Bayside Library Services have been developed for Council consideration, through the service review process. The recommendations were based on research, consultation and best practise theory for modern libraries. All of which provide insights to ensure we are providing a sustainable service that meets the community needs now and into the future.
GOAL 2
A strong supportive community

‘Bayside will be a healthy, connected community.’

Council Grants Program
In 2016/2017 Council distributed $570,115 in grants to local not-for-profit organisations. Over $406,000 was allocated to community centres within our municipality, a further $133,927 was provided to 48 important local projects and $30,314 in Contingency Grants was provided to groups and individuals.

Pet Expo and Microchipping Day
In November 2016, Bayside City Council hosted our annual Pet Expo at Royal Avenue Park. Pets were able to take part in activities such as obstacle course events and microchipping, while owners were provided with information on dog obedience, pet regulations and responsible pet ownership. At the Microchipping Day in April, 105 additional pets were registered while free microchipping was provided to ensure we are able to return lost pets to their owners.
GOAL 3

A liveable city

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

Awarding excellence in our built environment

Bayside City Council’s Built Environment Awards were held in October 2016 to raise awareness of design, landscape, sustainability and heritage values, and recognise those who have contributed positively to our built environment. Seven awards and five High Commendations were presented, including Most Outstanding Contribution to the Bayside Built Environment which was won by John Alkemade Architects for their project at 5 Central Avenue, Black Rock.

Bayside Planning Scheme amendments

Three amendments were proposed or approved by Council and the Minister for Planning:

- Amendment C151 – The Hampton East (Moorabbin) Structure Plan
- Amendment C152 – The Martin Street Structure Plan
- Amendment C150 – Retail Commercial and Employment Strategy
GOAL 4

A sustainable natural environment

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

**Water consumption reduction**

Bayside City Council achieved a 12 per cent decrease in water consumption compared to last year due to greater water efficiency in Council’s buildings and irrigation of open space. This represents an 8 per cent decrease since the 2014/2015 baseline, and good progress toward Council’s target of a 30 per cent reduction in potable water use by 2020.

**Waste management**

A total of 21,417 tonnes of recyclables and green waste was diverted from landfill in 2016/2017. Green waste collections increased by 876 tonnes while household waste was reduced by around the same amount. Community recycling stations at Beaumaris Library and Bayside Corporate Centre accepted over 4,870 kilograms of recyclable material that is not ordinarily suitable for kerbside collection.

**Energy consumption**

In 2016/2017, Council’s total energy consumption decreased by 3.6 per cent due to a 7.9 per cent reduction in electricity consumption and a 17 per cent reduction in fuel energy. Solar panels were installed at the Corporate Centre and the Beaumaris Library and Community Centre, providing an additional 144 kilowatts of solar power in total, saving over $14,000 in annual electricity and potentially reducing Council’s greenhouse gas emissions by 215 tonnes per year.

**Street and park trees**

In 2016/2017, approximately 1,941 trees were planted in parks, streets and foreshore and bushland reserves. Of these trees, 58 per cent were indigenous or native trees. Bayside City Council now looks after over 84,000 trees within the municipality.
GOAL 5
A creative and active community

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

Community events
Council hosted a number of major community events including Carols in the Park, which attracted over 22,000 spectators, and the inaugural Bright ‘n’ Sandy Food and Wine Festival which played host to more than 8,000 visitors and featured celebrity chefs, cooking demonstrations, food and wine exhibitors, entertainers and an artisan market.

Art awards
Three art prizes were awarded in 2016/2017. The $15,000 Bayside Acquisitive Art Prize was presented to Michael Vale for his painting Snow, with Jennifer Goodman receiving the $3,000 Local Art Prize for Zephyr and Gina Kalabishis taking out the People’s Choice Award for her work Arete.

Library programs
The library service hosted numerous events across the year to encourage reading within the community. Nearly 10,000 children attended baby, children and school holiday programs, while 2,758 people attended adult programs and approximately 8,300 young people took part in events tailored to those aged between 10 and 25 years.
Goal 5
A creative and active community

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

Bayside Instagram Competition
Council’s popular Bayside Instagram Competition enjoyed its second successful year. Through the hashtag #ourbayside, it aimed to connect with tourists, encourage them to visit Bayside, and spend money in the local economy. The 2017 competition attracted 619 entries and reached over 1 million people, while providing beautiful imagery that is available for Council to use in perpetuity.

Christmas in Bayside
An array of attractive festive decorations were installed in key precincts across the municipality to celebrate Christmas 2016. Complementary activities, including the 'Shops on Show' window competition and a range of celebratory events were also conducted, with local Rotary and Lions clubs providing valuable assistance at decoration launches, community activities and the Christmas Breakfast on Bay Street.

Bayside Business Network
The highly regarded Bayside Business Network was once again facilitated by Council with the support of local sponsors. Aimed at establishing professional connections and promoting excellence in business, innovation and entrepreneurship, the network hosted 30 breakfasts and luncheons and attracted over 3,000 attendees from Bayside and further afield, due to the calibre of guest speakers and the quality of networking opportunities.

Goal 6
A thriving local economy
GOAL 7
Financial responsibility and good governance

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

Debt reduction
With the aim of achieving zero debt in 2018, Council continued our efforts in streamlining processes and improving operating efficiencies. In the 2016/2017 financial year, $5.19 million in debt was repaid.

Responsible and transparent decision-making
Bayside City Council is absolutely committed to providing open, responsible and transparent governance. In 2016/2017, Councillors recorded a 99 per cent attendance rate at regular Council meetings, and, of the 469 formal decisions of Council, only three were made in closed meetings because they were commercially sensitive or personnel matters.

Code of Conduct
In 2016/2017 Council developed and adopted a Code of Conduct for Bayside City Councillors to provide a mechanism for Councillors to conduct business in a professional, respectful and ethical manner.

Local government elections 2016
The four-yearly Bayside City Council elections were conducted in October 2016 by the Victorian Electoral Commission on behalf of Council, providing clear separation in roles and powers, as well a high level of integrity, impartiality and trustworthiness. The results saw four Councillors return and three new elected members join Council.
Launched in 2014, Bayside City Council’s Better Place Approach provides a framework to help align the activities of our organisation so we can effectively achieve the adopted purpose of Council.

The approach is based on four key result areas:

- **Liveability**: The built, natural and social environments that make Bayside a great place to live, work and visit.
- **Service**: Delivering services and advocacy based on the needs and expectations of the Bayside community and its stakeholders.
- **People**: Consistently striving to be a great place to work, with an engaged and skilled workforce.
- **Efficiency**: Ensuring that we are a financially sustainable and accountable organisation that demonstrates how it maximises public value.
Liveability
Combining all the factors that enhance quality of life, liveability is a measure of how our built environment, natural environment and social environment work together to create a great place to live, work and visit.
The built environment

Our built environment encompasses the places and spaces within which we live, work, socialise, shop, relax, travel and connect. Naturally, we need to plan for the ways these elements interact with each other and with the community – not just for now but also for the future.

In Victoria, planning is guided by the Victoria Planning Provisions. Within this framework, local governments develop supporting local planning schemes to apply the provisions in the context of local needs and objectives.

The Bayside Planning Scheme contains the overarching vision for land use and development in Bayside, supported by guidelines, regulations, frameworks and policies that control these activities.

The Bayside Planning Scheme guides how land, buildings and structures will be developed and used in the area, especially with regards to providing balance between the economic, environmental and social needs of the local community.

Amendments to the Bayside Planning Scheme may be proposed by Council, to the Minister for Planning, to implement new strategies and policies or change land use controls such as building height limits.

Each year, in addition to our planning role, Council also presents the Built Environment Awards to showcase the expertise of building designers, encourage high standards of excellence in design within the municipality, and raise community awareness of design, landscape and heritage matters.

Key achievements for 2016/2017 included:

- adoption of the Bayside Retail Commercial and Employment Strategy to capitalise on the strengths of these areas and guide its future commercial growth
- adoption of the Beaumaris Concourse Streetscape Masterplan to make the Beaumaris Concourse a more attractive place to be, by enhancing the community atmosphere and the Concourse’s role as a local retail meeting place
- community engagement and exhibition was undertaken for the Small Activity Centres Strategy (C126)
- the Bayside Management Coastal Management Plan was introduced into the Bayside Planning Scheme through Planning Scheme Amendment C129
- the planning elements of the Bayside Integrated Transport Strategy, the Bayside Walking Strategy and the Bayside Bicycle Strategy were introduced into the Bayside Planning Scheme through Planning Scheme Amendment C124
- exhibition of Planning Scheme Amendment C152, Martin Street Structure Plan was completed, submissions have been referred to a Planning Panel
• preparation and public exhibition of planning amendment C153 to update existing planning overlays including flood overlays and special building overlays
• commencement of the Highett Structure Plan review with completion of the Stage 1 of the consultation and engagement process, with over 900 participants contributing their ideas for the future of the area.
The natural environment

The Bay, foreshore, green spaces and the diversity of flora and fauna of our local environment are highly valued by our community. Our natural environment also extends to the wider sphere, because what we do locally can impact on the regional, national and global environment.
Making Bayside a better place while maintaining a high level of liveability and reducing our impact on the natural environment is a complex task; however, Bayside City Council is committed to safeguarding the environment for current and future generations.

In May 2016, Council adopted our Environmental Sustainability Framework (ESF). The framework aims to set consistent direction and guidance for environmental planning and decision-making within Bayside City Council. The framework 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.

Importantly, Council is committed to encouraging and supporting the Bayside community to care for the environment and minimise the community’s own ecological footprint.

The ESF assists Council in achieving 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.

To help achieve these goals, the ESF contains 10 environmental themes:

- biodiversity
- environmental citizenship
- sustainable buildings
- sustainable businesses
- sustainable development
- sustainable procurement
- sustainable transport
- sustainable water
- waste management
- zero carbon.
The 2016/2017 period was the first year of implementation of the ESF. Key achievements included:

- solar panels installed at Bayside Corporate Centre, Beaumaris Library and Beaumaris Community Centre, delivering a total of 144 kilowatts and providing 16 per cent of the Corporate Centre’s power needs, and one-third of the Library’s and Community Centre’s power needs
- delivery of ‘Don’t Feed The Bin’: a community food waste avoidance campaign designed to address the fact that 40 per cent of Bayside’s domestic garbage sent to landfill is recyclable food waste
- commencement of construction of the Dendy Park Stormwater harvesting project
- provision of integrated transport improvements including Little Brighton Reserve shared path, St Kilda Street shared path, bicycle facilities’ improvements, bicycle way-finding signage, and the duplication of the Bay Trail shared path between Sandown Street and Bay Street, Brighton
- the installation of water-efficient fittings and water-saving messaging resulting in a reduction of water use at the Corporate Centre
- annual electricity use at Bayside Corporate Centre decreased by 7.9 per cent in 2016/2017 and by 14 per cent since 2014/2015 due to energy efficiency improvements
- the street lighting upgrade implemented between 2014 and 2016 brought about further reductions in energy use and cost
- a reduction in paper use at Bayside Corporate Centre by 8 per cent since 2013 as a result of the adoption of technology and paperless systems
- the recycling of nearly 700 kilograms of soft plastic through Council’s community recycling stations at Beaumaris Library and Bayside Corporate Centre
- community recycling stations preventing a further 4,870 kilograms of material such as batteries, plastic cases and fluorescent lamps being sent to landfill
- reductions in fuel use and emissions through the EcoDriver program.

A full report on the delivery of actions implemented through the Environmental Sustainability Framework in 2016/2017 can be found on the Bayside City Council’s website – our plans and strategies page www.bayside.vic.gov.au/plans-and-strategies
The social environment

As a community, our relationships, opportunities, education, culture, interactions, work, lifestyles and physical and mental wellbeing form our social environment and influence our quality of life.
Council supported numerous social wellbeing initiatives through delivery of our:

- Wellbeing for All Ages and Abilities (WAAA) Strategy 2013–2017;
- Disability Action Plan 2013–2017
- community events.

**Wellbeing for All Ages and Abilities Strategy 2013–2017**

Encouraging people to lead healthier lives – and building environments that help them to do so – is an important challenge for our whole community. Bayside City Council’s WAAA was developed in conjunction with community members and organisations that provide health, education, care, social supports and services to people across all ages and abilities.

Four specific action plans support the strategy:

- Early Years Action Plan
- Disability Action Plan
- Healthy Community Action Plan
- Youth Action Plan.

These action plans identify actions that will be taken by Council and partners to achieve the three goals of the WAAA.

**Goal 1**: An engaged and supportive community – Ensuring people feel valued, respected and able to have their basic needs met; increasing individual connection to community; and improving access to services that enhance wellbeing and the ability to lead to a fulfilling life.

**Goal 2**: A healthy and active community – Maintaining and protecting the longevity of good health and wellbeing by encouraging physical activity and healthy lifestyle choices.

**Goal 3**: Safe and sustainable environments – Providing for the community’s physical, social and emotional wellbeing through secure and sustainable places and practices, and preparedness for extreme weather conditions.

These goals were then divided into 14 objectives for wellbeing such as:

- promoting positive mental health
- supporting inclusive opportunities for physical activity
- supporting programs that address family violence.

The following are key achievements in 2016/2017 from the action plans:

- working with Alfred Child and Youth Mental Health Services to support mothers who are isolated, and experiencing postnatal depression or mental health concerns
- improving access to services for those living in public housing in Bayside by collaborating with a consortium of local community-based organisations
- presenting the biannual Youth Awards to recognise the contribution that young people make to the Bayside community
- installing over 15 accessible bus shelters in Bayside by Public Transport Victoria as part of ongoing lobbying by Council to create a healthy and active community
- providing a breastfeeding support service. Breastfeeding rates in Bayside increased from 84.6 per cent to 89.4 per cent for infants aged three months and from 65.8 per cent to 72.6 per cent for six month old infants
- upgrading 12 playgrounds in Bayside as part of Council’s Playground Improvement Plan
- hosting ‘Activate’: an event promoting youth involvement in physical activity through free come-and-try sessions across a wide range of sports

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1 NOTE: The WAAA meets the requirements of the Public Health and Wellbeing Act (2008) and Disability Act (2006).
• upgrading footpaths for disability access, including Beach Road, Sandringham and Bluff Road, Highett
• completing 2,255 family violence assessments in 2016/2017, resulting in 26 counselling sessions, 29 referrals and 25 safety plans being completed
• implementing, in conjunction with strategic partners, the ‘16 Days of Activism Against Gender Violence’ social marketing campaign to raise awareness about the gendered nature of violence
• building on the success of the 2016 Street Art Crew Program to reduce the incidence of illegal graffiti and successfully applying for a grant from the Department of Justice and Regulation to create three more community murals.

Disability Action Plan 2013–2017

Council hosted a number of initiatives under our Disability Action Plan 2013–2017, which included:
• a come and try Accessible Beach Day in partnership with Brighton Yacht Club and the Disabled Divers Association, where people with a disability could try different mobility chairs to access the water. Planning is now underway for a more sustainable program to ensure the Accessible Beach Program is available every day for people with a disability
• the development of an online disability awareness education program ‘YouMeUs’ in partnership with other local councils. The online courses delivers training to staff and volunteers in organisations that are interested in enhancing inclusive practices and culture.

More information about accessing this free online program can be found at www.youmeus.org.au
Bayside City Council hosts and supports a wide variety of events throughout the year. By showcasing the strong connection our residents and visitors have with local business, recreation, leisure, arts and culture, these events play a vital role in the health and wellbeing of our community.
Events hosted and supported by Council in 2016/2017 included:

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<td>Young People of Bayside Art Exhibition</td>
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<tr>
<td><strong>October</strong></td>
<td>Built Environment Awards</td>
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<td>Seniors Festival Event</td>
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<td>FReeZA Open Mic Night - Youth Event</td>
<td>Sandy Village Fair</td>
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<td></td>
<td>Author Talks – Claire Halliday and Michelle Wyatt</td>
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<td><strong>November</strong></td>
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<td>Bayside Says No To Bullying presentations day</td>
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<td>Bayside Design Market</td>
<td>One Million Stars : White Ribbon Day</td>
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<td>Author Talk Dr Lynne Kelly</td>
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<tr>
<td><strong>December</strong></td>
<td>Women’s Luncheon</td>
<td>Carols in the Park</td>
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<td>Christmas decorations and celebratory events</td>
<td>Citizenship Ceremony</td>
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<td>Early Arts Guild Christmas Pageant</td>
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<th>2017</th>
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<tr>
<td><strong>January</strong></td>
<td>Australia Day Ceremony</td>
<td>Citizenship Ceremony</td>
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<td><strong>February</strong></td>
<td>Bright ‘n’ Sandy Food and Wine Festival</td>
<td>FReeZA Event – St Kilda Festival</td>
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<td>Author Talk – Mal Walden</td>
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<td><strong>March</strong></td>
<td>Bayside Business Network Breakfast</td>
<td>Citizenship Ceremony</td>
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<td>Bayside Chamber Orchestra Mozart to the Cor</td>
<td>Author Talk – Alec Patric</td>
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<td><strong>April</strong></td>
<td>Pet Microchipping Day</td>
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<td><strong>May</strong></td>
<td>National Reconciliation Week Flag Raising Ceremony</td>
<td>Retire Smart</td>
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<td>Bayside Acquisitive Art Prize</td>
<td>Library Week Celebrations</td>
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<td>Citizenship Ceremony</td>
<td>– Rethink your Library</td>
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<td></td>
<td>– Reconnect with your family history online</td>
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<td>– Rethink Technology</td>
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<td><strong>June</strong></td>
<td>Bayside Youth Awards Ceremony</td>
<td>Bayside Business Network Breakfast</td>
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<td>Portrait of Sir Thomas Bent unveiled Brighton Town Hall</td>
<td>Citizenship Ceremony</td>
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<td>Author Talk – Nikki Gemmell</td>
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Council services
The services provided by Bayside City Council are fundamental to making Bayside a better place.

Bayside City Council thanks our staff members for their hard work and dedication, not only in providing the services, but for the many other functions they undertake, both internally and externally to the organisation.
In 2016/2017, Bayside City Council services included:

**Aged and disability services**
- Home, personal and respite care
- Delivered meals
- Home maintenance
- Social support

**Animals**
- Registrations
- Dog off-leash areas

**Planning and building**
- Dispensations
- Safety audits
- Building and planning permits

**Children and family**
- Maternal and child health
- Immunisation
- Parent education sessions
- Vacation childcare

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

**Libraries**
- Membership and loans
- Children’s storytime sessions
- Book clubs

**Parking and traffic**
- Permits – beach/disabled/residential
- Infringements
- School crossings

**Parks and gardens**
- Park bookings
- Street and park tree management
- Playgrounds

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

**Sport and recreation**
- Sporting clubs
- Recreation facilities
- Ground allocations
- Coastal trails and walks

**Venues**
- Halls and centres
- Historical buildings

**Customer service**
- Customer service call centre
- Records management

**Roads**
- Street lighting and signs
- Pavement and naturestrips
- Drains
- Street cleaning
Waste
- Garbage
- Recycling
- Green and hard waste
- Waste education

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

Arts and culture
- The Gallery@BCC
- Arts program
2016/2017

Aged and disability services
30,000 Meals delivered

Planning and building
1,346 planning decisions made

Youth services
8,336 attendees at youth events

Sports facilities
45 playing services

Animals
15,756 Animal registrations

Children and family
11,693 Immunisations

Arts and culture
8,152 visitors to the Gallery @ BACC

Animals
34 Dog off-leash areas

Health
1,646 inspections of food premises

Health
337 Residential noise complaints
Libraries
922,516 library collection loans

Sport and recreation
18,700 community sports players

Sports facilities
27 reserves

Parking and traffic
56 Supervised school crossings

Events
22,000 people attended Bayside Carols in the Park

Waste
4,011,059 kerbside garbage and recycling bin lifts

Parks and gardens
1,941 Trees planted

Venues
2,254 Community facility bookings

Waste
41,987 tonnes of garbage, recyclables and green waste collected from kerbside bins

Environment
487 solar panels installed at council buildings in 2016/17

Customer service
97% of customer service requests actioned within the timeframe

Rocks
370km of sealed local roads maintained
Awards and recognition

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

**Australia Day Awards**

Over 200 people celebrated Australia Day 2017 at Council’s Annual Australia Day Celebrations at the Brighton Town Hall.

The celebrations included a flag raising ceremony and address by Australia Day Ambassador, Mr Brett McLeod, followed by the Citizenship Ceremony and reception in the evening to celebrate the announcement of Bayside’s 2017 Australia Day Awards:

- the 2017 Australia Day Citizen of the Year: Robert Bishop for his outstanding contribution to the Victorian State Emergency Service through his 35 years’ service to the municipality of Bayside providing emergency rescue and assistance to residents of Bayside and further afield
- the 2017 Community Event of the Year: The Swimland Great Australia Day Swim conducted by the Rotary Club of Brighton
- the 2017 Environment Award for an Individual: Associate Professor Vicki Kotsirilos (Karalis) AM for her outstanding contribution to the environment of Bayside
- the 2017 Environment Award for an Organisation: Sandringham Yacht Club for their ongoing environmental management, education and awareness of the Sandringham Harbour.

**Recognition of Citizenship**

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

In 2016/2017, Bayside City Council hosted six citizenship ceremonies and a special ceremony at the Brighton Town Hall as part of celebrations to mark 2017 Australia Day. During the year, Certificates of Australian Citizenship were presented by the Mayor to more than 495 residents, many of whom shared the occasion with the support of relatives and friends.

**Letters under seal**

Letters under seal are formal letters of Council. In 2016, letters under seal were presented to the following individuals:
Letters of congratulations

- 26 July 2016, The Hon Andrew Robb AO MP was recognised for his retirement from the House of Representatives as the member for Goldstein since 2004
- 26 July 2016, Mr Tim Wilson MP was recognised for his election to the House of Representatives, seat of Goldstein
- 10 November 2016, Cr James Long BM JP was recognised for his Mayoral term of office for the 2015/2016 Council year
- 10 November 2016, Cr Felicity Frederico was recognised for her service as a Councillor from December 2008 to October 2016
- 10 November 2016, Cr Bruce Lowe was recognised for his service as a Councillor from January 2014 to October 2016
- 10 November 2016, Cr Heather Stewart was recognised for her service as a Councillor from November 2012 to October 2016.
Efficiency
The Bayside City Council’s efficiency goal aims to ensure that we are a financially sustainable and accountable organisation that demonstrates how it maximises public value.
With a forecast to be debt-free in 2018, Council’s financial position remains strong. A summary of our performance is outlined below, with more detailed information included in Part 4 of the Annual Report.

Operating position

In 2016/2017, Council achieved an operating surplus of $30.91 million for the year, which was $4.17 million greater than the previous year’s surplus, and $8.62 million favourable to budget. This surplus is used to fund the Capital Works Program and repay long-term debt in line with the Long Term Financial Plan.

This favourable variance is mainly due to:

• $1.5 million resort and recreation levy income being favourable to budget reflecting an increase in building development. These funds are quarantined in a statutory reserve to be made available for future open space enhancement

• $1.3 million operating grants received in advance from the Victorian Grants Commission representing 50 per cent of the 2017/2018 funding

• $791,000 interest revenue from term deposits due to favourable operating and capital cash position. Cash and investments as at 30 June 2017 includes $14.76 million of unspent capital funding for unfinished projects carried forward to 2017/2018 as well as $5.9 million for grant funding received in 2016/2017 for services and projects to be delivered in 2017/2018

• $732,000 statutory planning fees reflecting an increase in the number of applications lodged and increases in the value of state fees from 13 October 2016

• $663,000 parking fines favourable to budget reflecting an increase in patrol area hotspots

• operating expenditure excluding depreciation and amortisation and the loss on disposal of property plant and equipment was $2.75 million favourable to budget as a result of a number of savings initiatives achieved during the year

• depreciation and amortisation was $1.5 million favourable to budget due the delay in completion for a number of key projects carried forward to 2017/2018.
The adjusted underlying surplus of Council after removing non-recurrent capital grants and cash capital contributions is a surplus of $23.1 million or 19.1 per cent when compared with adjusted underlying revenue.

Sustaining an adjusted underlying surplus is a critical financial strategy that provides capacity to renew the $3.37 billion of community assets under Council’s control.

### Liquidity

Cash and investments have increased by $14.23 million from the previous year, mainly driven by the favourable operating and capital results for the year. However, the increase in cash is partially offset by the increase in reserves by $18.61 million set aside for future capital works and statutory commitments.

The working capital ratio, which assesses Council’s ability to meet current commitments, is calculated by measuring Council’s current assets as a percentage of current liabilities. Council’s result of 356.7 per cent is an indicator of a strong financial position.
Obligations

Council aims to ensure that we are able to maintain our infrastructure assets at the expected levels, while at the same time continuing to deliver the services needed by the community.

Council invested $15.57 million in renewal and upgrade works during the 2016/2017 year and repaid $5.19 million of debt during the year. This was funded from cash from operations and reserves.

At the end of the 2016/2017 year, Council’s debt ratio, which is measured by comparing interest-bearing loans and borrowings to rate revenue, was 2.5 per cent, which was within the expected target band of 0 per cent to 70 per cent.

Council’s asset renewal ratio, which is measured by comparing asset renewal expenditure to depreciation, was 107.5 per cent and is at the expected target level of greater than 100 per cent. This was mainly due to a small number of significant capital projects being carried forward to 2017/2018 and therefore not capitalised during 2016/2017, including the Banksia Reserve pavilion, Dendy St Beach pavilion and the Elsternwick Park oval No. 1.
Stability and efficiency

Council raises a wide range of revenues including rates, user fees, fines, grants and contributions. Despite this, Council’s rates concentration, which compares rate revenue to adjusted underlying revenue, was 70.5 per cent for the 2016/2017 year which is toward the top end of the expected target band of 30 per cent to 80 per cent. The average residential rate per residential assessment is $1,928, which compares equally to similar councils in the inner-metropolitan area.

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<th>Rates concentration ratio %</th>
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<td>80%</td>
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<td>60%</td>
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<td>40%</td>
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<td>20%</td>
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<th>Average rates per residential assessment</th>
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<tr>
<td>$2,000</td>
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Where does the money come from?

Compared to most councils, Bayside is heavily dependent upon rate revenues for our income. Rate revenue during the 2016/2017 financial year made up 66 per cent of total income and is largely due to the residential, suburban nature of land use in our city.

The following chart indicates Council’s revenue streams.

- 66% Rates and charges
- 5% Statutory fees and fines
- 7% User fines
- 13% Operating and capital grants
- 3% Operating and capital contributions
- 0% Disposal of assets
- 3% Rental income
- 2% Interest income

Where does the money go?

Rates and charges collected by Council help fund more than 100 community services and programs.

For every $100 of expenditure, Council delivers the following services:

- Parks, sportgrounds and foreshores, $21.79
- Roads, footpaths and drains, $16.11
- Community safety, $14.95
- Aged and disability services, $11.34
- Community buildings, $15.33
- Waste management, $9.95
- Libraries and culture, $5.68
- Family and children services, $3.34
- Insurance, $1.26
- Street lighting, $0.25
This year, Council spent $28.33 million in high-quality infrastructure for our community. These investments included:

- **Playground Renewal Program** – Upgrading 12 of the 61 playgrounds within Bayside listed in the Playground Improvement Plan 2015–2025. This improvement plan was developed to upgrade or replace all of the municipality’s playgrounds, which vary in size and condition, over a 10-year period at an estimated cost of $10.5 million.

- **Dendy Park ground stabilisation** – Being an old tip site, Dendy Park has experienced a lot of movement, which made it difficult to conduct sporting activities at the site. The ground stabilisation works are a significant part of the $12 million upgrade works to Dendy Park.

- **Whyte Street public toilet** – This upgrade included a part-demolition of the existing toilet block while retaining the bluestone walls, adding two new accessible cubicles and two standard cubicles, a new roof, new partitions, an accessible ramp, a new storage facility, and two new drinking fountains. This toilet is listed as part of the prioritised 10-year Public Toilet Strategy.

- **Sportsground lighting** – As part of the Bayside Recreation Strategy 2013–2022, lighting at four sportsgrounds was installed or upgraded, including AW Oliver baseball infield, Tulip Street baseball infield, Hurlingham Park ovals No. 1 and 2, and Dendy Park soccer.


- Council Buildings $9,630,827
- Drainage Infrastructure $1,783,191
- Foreshore and Conservation $587,281
- IT Systems, Network, Servers, and Communication $1,459,638
- Library Assets $426,876
- Arts and Culture $90,167
- Off-Street Car Parks $306,195
- Parks, Open Space and Streetscape $7,140,960
- Road Infrastructure $6,907,900
Elsternwick Park Oval upgrade

Martin Street Streetscaping

Durrant Street Street improvements

Brighton Library Interior upgrade

Dendy St Beach Masterplan Access Paths

Whyte Street Public Toilet

Brighton Beach Bowls Club Synthetic Green

AW Oliver Reserve Baseball Infield Lighting

Chisholm Reserve Sportsground Reconstruction

Jetty Road Foreshore Toilets Kiosk Toilets

Beach Road Footpath Upgrades

Red Bluff to Half Moon Bay Masterplan Upgrades

Donald MacDonald Reserve Fencing Cricket Nets

Banksia Reserve Pavilion Redevelopment

Ricketts Point Signage

Hurlingham Park Masterplan Lighting

Brighton Golf Course Stormwater Harvesting

Dendy Park Pavilion Upgrade Ground Stabilisation Lighting Stormwater Harvesting

Tulip Street Reserve Baseball Field Lighting

Cheltenham Recreation Reserve Pavilion Drainage Upgrade
Councillor profiles

Cr Alex del Porto, Northern Ward
Elected to Council in March 1997
Elected Mayor on 10 November 2016
M: 0417 390 641
T: (03) 9598 2046
E: adelporto@bayside.vic.gov.au

Cr Michael Heffernan, Northern Ward
Elected to Council 2000–2003 and re-elected in October 2012
M: 0400 965 233
T: (03) 9598 2046
E: mheffernan@bayside.vic.gov.au

Cr Sonia Castelli, Central Ward
Elected to Council in November 2016
M: 0466 356 794
T: (03) 9598 2046
E: scastelli@bayside.vic.gov.au

Cr James Long BM JP, Central Ward
Elected to Council in November 2005
Elected as Deputy Mayor in November 2016
M: 0400 828 688
T: (03) 9598 2046
E: jlong@bayside.vic.gov.au

Cr Clarke Martin, Southern Ward
Elected to Council in November 2016
M: 0466 356 805
T: (03) 9598 2046
E: cmartin@bayside.vic.gov.au

Cr Laurence Evans, Southern Ward
Elected to Council in November 2012
M: 0407 735 993
T: (03) 9598 2046
E: levans@bayside.vic.gov.au

Cr Rob Grinter, Central Ward
Elected to Council in November 2016
M: 0466 356 789
T: (03) 9598 2046
E: rgrinter@bayside.vic.gov.au
Acknowledgment of former Councillors

Bayside Council acknowledges the contributions to the City of Bayside in delivering against the priorities of the Council Plan 2013-2017 from the former Councillors during their terms of office.

**Cr Felicity Frederico**
Representing Central Ward from October 2008 to October 2016.
Mayor of Bayside City Council from November 2014 to November 2015.

**Cr Bruce Lowe**
Representing Central Ward from January 2014 to October 2016.

**Cr Heather Stewart**
Representing Southern Ward from October 2012 to October 2016.
Contact details

Street address  Corporate Centre
76 Royal Avenue
SANDRINGHAM 3191

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(except public holidays)

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SANDRINGHAM VIC 3191

Telephone: (03) 9599 4444
Facsimile: (03) 9598 4474

Email: enquiries@bayside.vic.gov.au
Website: www.bayside.vic.gov.au