



Bayside City Council Council Plan 2017–2021

(2020 Review)





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Making Bayside a better place

Bayside City Council's vision is to work together with the community to 'make Bayside a better place'

In 2016 more than 1,200 community members, representing a broad range of backgrounds, participated in a variety of surveys, face-to-face engagements and online forums to create the Bayside Community Plan 2025. This consultation provided valuable insights into what residents value and what is needed to make Bayside a better place. It was used to inform and prioritise the development of this Council Plan.

The structure of the Bayside Community Plan and the Council Plan is based on the 'domains of liveability, that is what would make Bayside a great place to live, work and visit. These domains are drawn from the World Health Organisation's Age Friendly Cities Framework, the Community Indicators Victoria Data Framework and the University of Melbourne's Place, Health and Liveability Research

The seven domains of liveability are:

- ▶ Infrastructure
- ▶ Transport
- ▶ Housing and neighbourhoods
- ▶ Open space
- ▶ Environment
- ▶ Local economy and activity centres
- ▶ Community health and participation.

In addition to setting goals for each of the domains of liveability, this Council Plan adds 'Governance' as an eighth goal to reflect the community and Council's desire to improve community engagement to inform decision making and deliver financially responsible services and facilities that meet community needs.



What our community values



Infrastructure

Our infrastructure includes the physical assets Council provides to deliver services to the Bayside community, such as underground drainage services, local roads, parks, reserves, pathways and buildings. Our research showed that the community values infrastructure that functions seamlessly, is attractively presented and is well maintained. The community wants the location of facilities to be spread across the municipality and conveniently placed for easy access, particularly community buildings, sporting grounds and playgrounds. Residents also want sporting facilities that are accessible and promote gender equity.

This Council Plan will deliver an unprecedented capital works program to upgrade, expand and renew existing infrastructure to meet current and future community needs. It will progressively upgrade all of our sports pavilions to provide female-friendly facilities, access for people of all abilities and to meet the needs of the community. Council will develop facilities that address the requirements of basketball and netball, and will provide safe and contemporary play facilities by upgrading 37 playgrounds in four years.



Transport

The Bayside community enjoys access to a variety of transport options and the convenience that this choice provides; however, this access varies across Bayside. Walking and cycling are preferred by our residents for exercise. Commuters value the frequent train services for work and education. Private cars are used by residents for distances more than a kilometre, for social and shopping trips, school drop-offs and pick-ups, and travel outside the municipality. The Bayside community seeks safer and more convenient infrastructure for cyclists and pedestrians, seeks safer streets and less congestion in residential areas, and wants to encourage and improve public transport use and access. Car parking is also an important issue for Bayside residents, especially with commuters parking in residential streets, and with the increasing numbers of multi-car families.

This Council Plan focuses on influencing state government transport planning through advocacy to improve our bus routes, increase commuter parking, and ensure station redevelopments meet community needs. We will improve our bicycle and pedestrian facilities, trial car-share schemes to lessen resident reliance on cars, and explore opportunities to increase parking capacity in activity centres.

Housing and neighbourhoods

Our community values the benefits of living in Bayside, whether it is raising a family, enjoying retirement or finding independence as a young person. Residents enjoy Bayside's proximity to Melbourne, supported by the network of roads and public transport that provide convenient and easy access. Bayside residents have a strong desire to see neighbourhood character preserved, with development sympathetic or responsive to the natural environment. As Bayside's population increases, the community is keen to see these qualities enhanced and protected. These qualities vary across Bayside, with residents strongly identifying with the individual character of their local area.

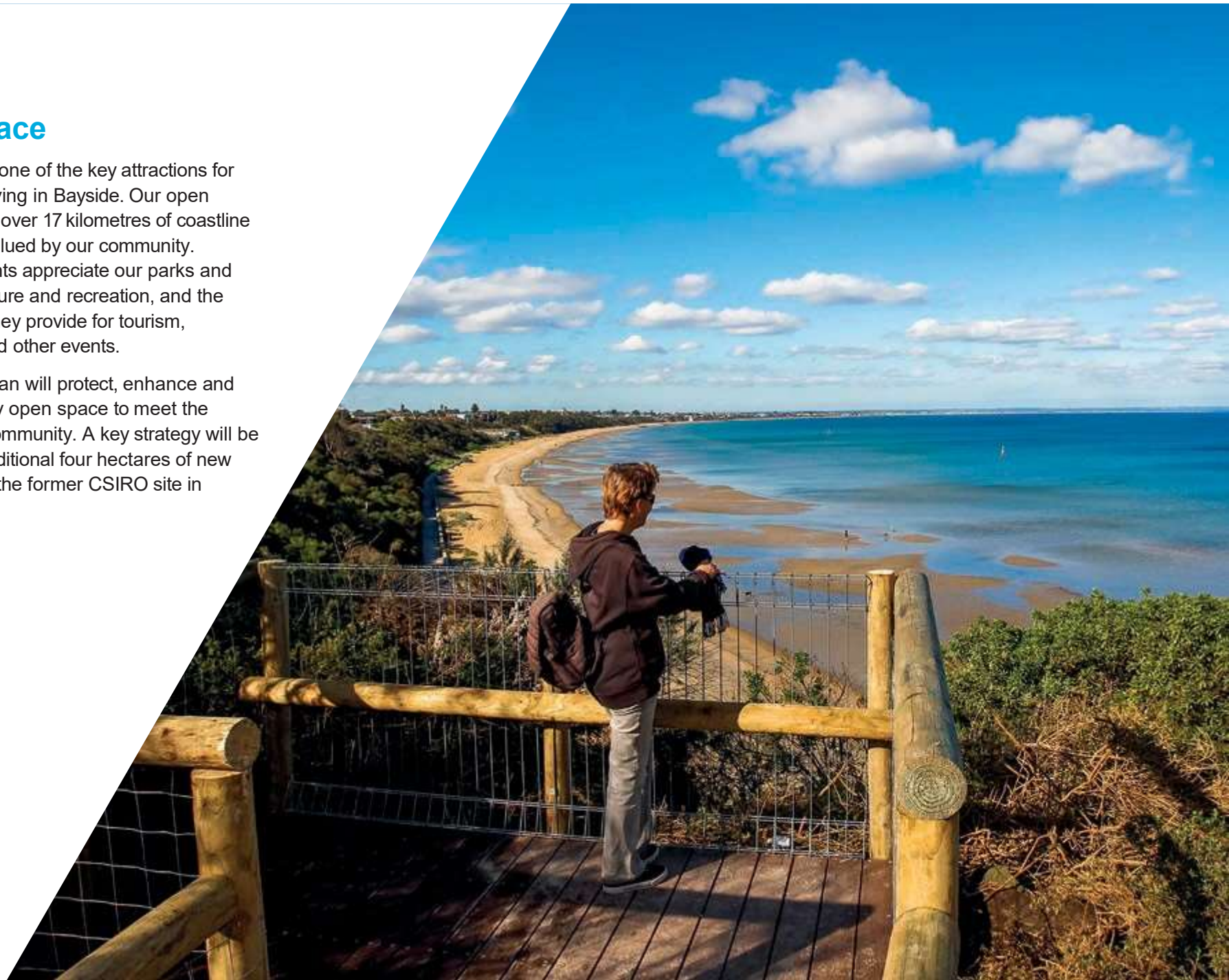
The strategies in this Council Plan seek to make discretionary planning controls stronger and ensure new development responds to preferred neighbourhood character. They also seek to influence housing affordability and provide housing that meets the needs of various life stages through advocacy.

'Bayside residents have a strong desire to see neighbourhood character preserved, with development sympathetic or responsive to the natural environment. As Bayside's population increases, the community is keen to see these qualities enhanced and protected'.

Open space

Open space is one of the key attractions for our residents living in Bayside. Our open space includes over 17 kilometres of coastline that is highly valued by our community. Bayside residents appreciate our parks and gardens for leisure and recreation, and the opportunities they provide for tourism, celebrations and other events.

This Council Plan will protect, enhance and increase quality open space to meet the needs of our community. A key strategy will be securing an additional four hectares of new open space at the former CSIRO site in Highett.



Environment

The Bayside community expects to live in a place where the air, water and land are free from contaminants and pollutants. Our beaches and foreshores are our most valued environmental asset, and their protection and maintenance a first-order priority for our residents. There is also a strong desire to protect the biodiversity within marine reserves and along the foreshore, and in bushland and heathland reserves. Preserving Bayside's tree canopy and vegetation is profoundly important to the community, especially for residents who live close to developing areas.

The strategies in this Council Plan aim to conserve the unique ecological and environmental value of Ricketts Point, and deliver an improved response to climate change to protect our beaches and foreshores by working with state and federal governments. We will lessen Council's and the community's environmental footprint by reducing Council's greenhouse gas emissions and water consumption, and by working with the community to decrease the percentage of waste that goes to landfill.

Local economy and activity centres

Bayside residents want a thriving local economy that provides employment and opportunities for recreation and entertainment during daylight and evening hours. Such an economy depends on several factors, including support for local businesses, a mix of commercial enterprise and easy access for residents and visitors. Residents value their neighbourhoods and their local businesses and want to retain the character of each activity centre.

This Council Plan will identify options to encourage the night-time economy, ensure our public places and shopping streetscapes are engaging and attractive, and recognizes the important role of local centres and convenience retailing.

Community health and participation

Bayside's community wants to feel supported and engaged to live an active and healthy lifestyle regardless of age, gender, locality, personal circumstance or physical ability. The community recognises that opportunities to play sport, walk freely around the municipality, and enjoy an enriching social life are key to their health.

The strategies in this four-year Council Plan aim to improve public health and wellbeing, enhance gender equity in decision making in the community, increase opportunities for volunteering, and prepare for the national aged care and disability insurance reforms.

Governance

The strategies in this Council Plan seek to ensure strong and effective democratic representation from Council, and to deliver responsive and financially-responsible services and facilities that meet community needs. Strategies include a review of Council's property portfolio and leasing policy to ensure our assets deliver maximum public value, the identification and implementation of improvements in Council's services, and strengthening community engagement to inform decision making, including community participation in Council meetings.





Councillor profiles



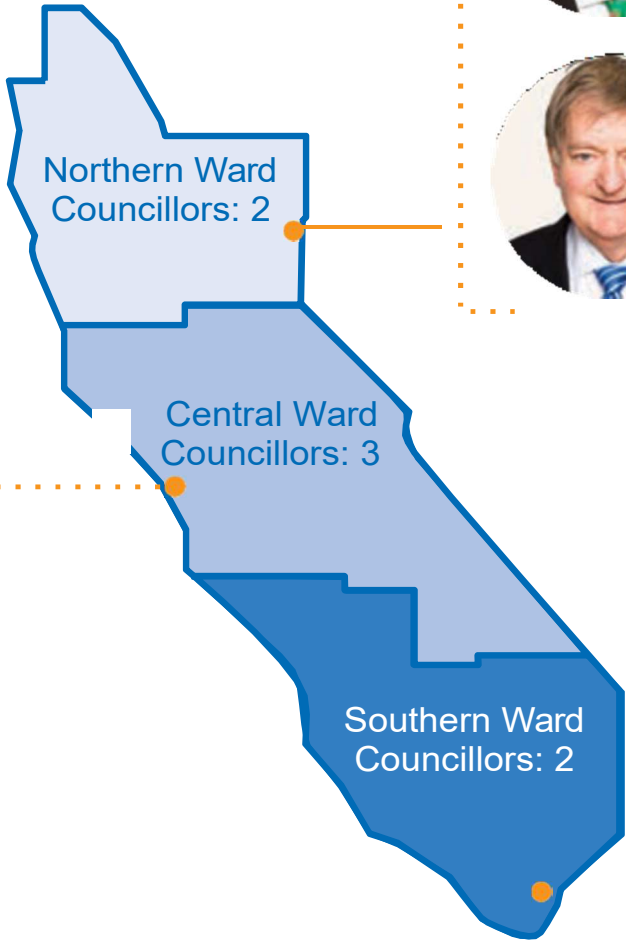
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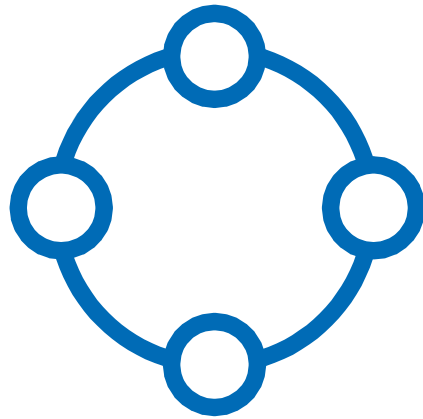


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Council vision

Council will work with our community to
make Bayside a better place





Goal 1

Infrastructure

Council will work together with the Bayside community to plan and deliver community infrastructure that responds to the changing needs of the Bayside community.

1.1 Strategic Objective – We want a Bayside where infrastructure is fit for purpose for today and into the future	
Strategic Indicators	Target
<ul style="list-style-type: none"> Maintain 100% of asset renewal as a percentage of depreciation 	Maintain 100% of asset renewal (Source-LGPRF)
<ul style="list-style-type: none"> Maintain community satisfaction with libraries 	Maintain or improve target rating 9.05 (Source-CSS)
<ul style="list-style-type: none"> Maintain community satisfaction with recreation facilities 	Maintain or improve target rating 7.90 (Source-CSS)

Council Plan Strategy	Actions	2020/21
1.1.1. Provide modern library services that meet the needs of the community	Explore partnership opportunities for redevelopment of community facilities including library facilities at the CSIRO site	✓
1.1.2. Develop upgraded and expanded facilities to meet the current and future needs of basketball and netball	Subject to State Government Funding and planning permit considerations, develop construction plans for additional basketball facilities	✓
1.1.3. Provide fit for purpose, modern multi-use facilities that are effectively utilised for our children's early years	Obtain planning approval and commence construction of the Fern Street Integrated Children's Centre	✓
	Commence the implementation of the recommendations of the Brighton North Children's Centre Feasibility Study	✓
1.1.4 Plan for the future of recreation centres, senior centres, U3A and similar community facilities to ensure the assets meet future service needs and deliver strategies for renewal	Complete the design phase and approvals (planning and heritage) commence the refurbishment of the Sandringham Masonic Hall for fit for purpose community use	✓

1.2 Strategic Objective – We want a Bayside where infrastructure is innovative, environmentally sustainable, and reflects the local character of the area

Strategic Indicators	Target
<ul style="list-style-type: none"> Increase in the number of new and retrofitted Council buildings to achieve Council sustainable Infrastructure Policy requirements in design and documentation 	Minimum of 3 buildings to achieve sustainable design principles (Source-AR)
<ul style="list-style-type: none"> Improve community satisfaction with public toilets 	Maintain or improve target rating 6.92 (Source-CSS)

Council Plan Strategy	Actions	2020/21
1.2.1 Meet community and visitor amenity needs in relation to the location, safety and quality of public toilets	Construction of two public toilets at the following locations as identified within the Public Toilet Strategy <ul style="list-style-type: none"> Green Point (new) Thomas Street Reserve 	✓

1.3 Strategic Objective – We want a Bayside where infrastructure is safe, accessible, adaptable and is highly utilised, providing high levels of value	
Strategic Indicators	Target
<ul style="list-style-type: none"> Maintain community satisfaction score with Recreation and aquatic facilities, Art Centres and Local Libraries 	<p>Recreation and aquatic facilities maintain 7.90, rating (Source-CSS)</p> <p>Art Centres maintain 7.99 rating (Source-CSS)</p> <p>Local Libraries maintain 9.05 rating (Source-CSS)</p> <p>Sports grounds & ovals maintain 8.18 rating (Source-CSS)</p>

Council Plan Strategy	Actions	2020/21
1.3.1 Upgrade recreation and sporting pavilions to provide female-friendly facilities and disability access, and to meet the identified needs of users	Construct and complete pavilion redevelopment at the following location: <ul style="list-style-type: none"> AW Oliver Reserve 	✓
	Complete the design phase for pavilion redevelopments at the following locations: <ul style="list-style-type: none"> Sillitoe Reserve Beaumaris Reserve Sports Pavilion Elsternwick Park South Oval 4 	✓
	Complete the design phase for Brighton Recreational Centre redevelopment	✓

	Complete the design phase for the Beaumaris Arts Centre redevelopment	✓
	Reconstruction of the Sandringham Athletics Track	✓
1.3.2 Provide safe and contemporary play facilities by upgrading playgrounds	Construct and complete the redevelopment of the Thomas Street Reserve Regional Inclusive Playground	✓
	Complete a range of Playground renewal projects across the municipality	✓



**This Council plan
will deliver an
unprecedented
capital works
program to
upgrade, expand
and renew existing
infrastructure**



Goal 2

Transport

Sustainable transport is the mode of choice, facilitated through the creation of a well-connected, safe, accessible and convenient transport system that positively contributes to a strong economy, the health and wellbeing of the community and a low-carbon future within Bayside.

2.1 Strategic Objective – We want a Bayside where transport is safe, frequent and connected to other modes of transport, such as bike or walking trails, to reduce the reliance on cars

Strategic Indicators	Target
<ul style="list-style-type: none"> • Increase community satisfaction with on and off-road bike paths 	Maintain or improve target rating 7.49 (Source-CSS)
<ul style="list-style-type: none"> • Increased number of people travelling to work by bike 	Year 4 – 840 Cyclists – (Source-ABS)

Council Plan Strategy	Actions	2020/21
2.1.1 Facilitate transport options to meet community needs	Implement the Bicycle Facilities Improvement program across the municipality	✓
	Construct the Thomas Street Pedestrian signals	✓

2.2 Strategic Objective – We want a Bayside where transport options meet the needs of the community	
Strategic Indicators	Target
<ul style="list-style-type: none"> Maintain community satisfaction with Council’s advocacy for better bus routes, sufficient commuter parking, and developments around stations. 	Maintain or improve target rating 7.03 (Source-CSS)

Council Plan Strategy	Actions	2020/21
2.2.1 Influence state government planning through advocacy for: <ul style="list-style-type: none"> enhanced bus routes through the Public Transport Victoria route review increased commuter and bicycle parking including drop zones; Cheltenham Station redevelopment that meets community needs. 	Implement an advocacy action plan for bus routes, commuter parking (including bicycle parking), and the Cheltenham station redevelopment	✓

2.3 Strategic Objective – We want a Bayside where transport on various modes are explored and appropriate parking facilities at train stations and shopping centres reflect shifting demand, such as increases in public transport use, electric vehicles and plans for the future of driverless vehicles

Strategic Indicators	Target
<ul style="list-style-type: none"> • Increase community satisfaction with availability of parking on residential streets 	Maintain or improve target rating 5.95 (Source-CSS)
<ul style="list-style-type: none"> • Increase community satisfaction with the availability of parking around shopping strips 	Maintain or improve target rating 5.59 (Source-CSS)

Council Plan Strategy	Actions	2020/21
2.3.1 Improve bicycle and pedestrian facilities to make cycling and walking more attractive options for short trips	Provide bicycle parking in public locations where there is an identified need such as shops libraries and sports clubs	✓
	Develop a network of well-connected bicycle routes	✓



We will improve our bicycle and pedestrian facilities, trial car-share schemes to lessen resident reliance on cars, and explore opportunities to increase parking capacity in activity centres



Goal 3

Housing and neighbourhoods

Neighbourhood housing development across Bayside will respect and enhance Bayside's valued built and natural heritage and neighbourhood character. New housing growth will be focused on identified activity centres, demonstrating strong environmental credentials and providing a range of housing types to accommodate changing community needs.

3.1 Strategic Objective – We want a Bayside where housing and neighbourhoods are protected and significant development is directed to specified and planned activity centres and strategic locations, providing a transition to surrounding residential areas and incorporating improved infrastructure and open space

Strategic Indicators	Target
<ul style="list-style-type: none"> Maintain community satisfaction with Council's advocacy for a planning system that provides certainty for Bayside's residents 	Maintain or improve target rating 6.90 (Source-CSS)
<ul style="list-style-type: none"> Increase Council and delegate planning decisions upheld at VCAT 	Years 4 Target 65% (Source-LGPRF)
<ul style="list-style-type: none"> Maintain community satisfaction with appearance and quality of new developments in their area 	Maintain or improve target rating 6.44 (Source-CSS)
<ul style="list-style-type: none"> Increase community satisfaction with the guidance available from Council policies and controls 	Maintain or improve target rating 5.98 (Source-CSS)

Council Plan Strategy	Actions	2020/21
3.1.1 Make discretionary planning controls stronger by advocating for Council's planning and urban design objectives to State environment.	Report to Council on a proposed planning scheme amendment to introduce mandatory height controls for the Bayside Small Neighbourhood Activity Centres subject to the Minister for Planning's approval.	✓

3.2 Strategic Objective – We want a Bayside where housing and neighbourhoods are complemented with village-style activity centres, combining retail at ground floor with increased opportunities for apartment-style living above	
Strategic Indicators	Target
<ul style="list-style-type: none"> Increase community satisfaction with planning and population growth 	Maintain or improve target rating 6.43 (Source-CSS)

Council Plan Strategy	Actions	2020/21
3.2.1 Develop and review structure plans to ensure localities are developed in line with Council's Housing Strategy	Report to Council on the proposed Planning Scheme Amendment to implement the relevant recommendations of the Pennydale Structure Plan into a Planning Policy	✓

3.3 Strategic Objective – We want a Bayside where development contributes to a high visual amenity, is ecological sustainable, demonstrates high quality compliant design, and responds to the streetscape and neighbourhood context

Strategic Indicators	Target
<ul style="list-style-type: none"> • Increase community satisfaction with the guidance available from Council Policies and controls 	Maintain or improve target rating 6.54 (Source-CSS)
<ul style="list-style-type: none"> • Planning applications decided within 60 days 	Year 4 target – 70% (Source-LGPRF)
<ul style="list-style-type: none"> • Average time taken to decide planning applications 	Year 4 target – 60 days (Source-LGPRF)

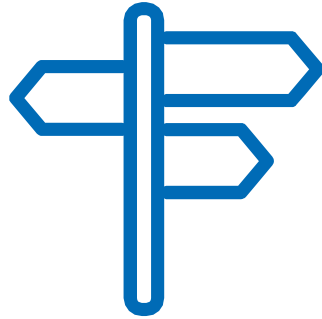
Council Plan Strategy	Actions	2020/21
3.3.1 Implement improvements to the service, quality, efficiency and communication of Council's planning permit assessment service to enable prompt assessment of applications that comply with development controls	Complete the implementation of an effective and efficient development application process that facilitates greater certainty for applicants and objectors and encourages compliance with development controls	✓
	Develop a Local Environmental Sustainability Development (ESD) policy)	✓

3.4 Strategic Objective – We want a Bayside where a range of housing types are provided to accommodate the changing needs of the community, enabling people to age in place and provide opportunities for young adults and families to live and remain in the municipality	
Strategic Indicators	Target
<ul style="list-style-type: none"> Increase community satisfaction with Council's advocacy for increasing the supply of social and affordable housing in Bayside 	Maintain or improve target rating 6.62 (Source-CSS)

Council Plan Strategy	Actions	2020/21
3.4.1. Improve housing affordability (including social housing) and diversity of housing to meet the needs of various life stages through advocacy	Report to Council on the outcomes of the advocacy action plan completed in relation to improving social and affordability housing in Bayside	✓
	Investigate the implementation of the Home for Homes (or similar) initiative to deliver social and affordable housing outcomes through the Planning Application process	✓



We will seek to make discretionary planning controls stronger and ensure new development responds to preferred neighbourhood character



Goal 4

Open space

We will work together to build our open space network to support biodiversity, improve health and wellbeing and community connections, and provide access for current and future generations.

4.1 Strategic Objective – We want a Bayside where Open Space is protected, beaches are clean and accessible and competing interests are balanced	
Strategic Indicators	Target
<ul style="list-style-type: none"> Maintain community satisfaction with the appearance of the beach and foreshore, including bushland 	Maintain or improve target rating 7.92 (Source-CSS)
<ul style="list-style-type: none"> Maintain community satisfaction with provision and maintenance of parks, reserves 	Maintain or improve target rating 8.10 (Source-CSS)

Council Plan Strategy	Actions	2020/21
4.1.1 Protect and ensure the quality of our open space, including beaches and foreshore	Commence construction of Phase 1 of the Elsternwick Park Nature Reserve	✓
	Continue the implementation of the identified actions within the adopted foreshore masterplans: <ul style="list-style-type: none"> Brighton Beach to Ferdinando Gardens, Sandringham Beach and Gardens Black Rock Foreshore Red Bluff to Half Moon Bay Foreshore Protection – North Road to Head Street 	✓



**This Council
plan will protect,
enhance and
increase quality
open space to meet
the needs of our
community**





Goal 5

Environment

Council and the Bayside community will be environmental stewards, taking action to protect and enhance the natural environment, while balancing appreciation and use with the need to protect natural assets for future generations.

5.1 Strategic Objective – We want a Bayside where erosion is minimised and managed on our foreshore cliffs and beaches

Strategic Indicators	Target
<ul style="list-style-type: none"> Maintain community satisfaction with Council’s advocacy protecting Port Phillip Bay and limiting coastal erosion 	Maintain or improve target rating 7.42 (Source-CSS)

Council Plan Strategy	Actions	2020/21
5.1.1 Influence state and federal Governments for improved responses to climate change, to reduce impacts such as foreshore erosion, and to improve beach replenishment and bay health.	Actively participate in the Association of Bayside Municipalities, and advocate to DELWP to encourage projects and funding to improve the health of the Bay.	✓
	Actively advocate to State and Federal Governments on Climate Change and participate on sector Working Groups	✓

5.2 Strategic Objective – We want a Bayside where our environmental impact is decreased through reduced community waste and efficient water and energy usage in Council operations	
Strategic Indicators	Target
<ul style="list-style-type: none"> Maintain community satisfaction with waste and recycling services 	Maintain or improve target for Rubbish 8.77 rating (Source-CSS) Maintain or improve target for Recycling 8.49 rating (Source-CSS) Maintain or improve target for Green Waste 8.71 rating (Source-CSS)
<ul style="list-style-type: none"> Reduction of total Council greenhouse gas emissions 	Year 4 target – 5% annual reduction (Emissions Register)

Council Plan Strategy	Actions	2020/21
5.2.1 Reduce the Bayside's community's volume of percentage of waste that goes to landfill	Progress the establishment of an alternative waste processing facility in Melbourne's south east in collaboration with the Melbourne Metropolitan Waste and Resource Recovery Group and other councils in the region	✓
5.2.2. Reduce energy and water consumption in Council's operations and improve the management of stormwater and water quality	Implement energy efficiency and renewable energy initiatives at 4 Council buildings per year	✓
	Implement 4 initiatives to reduce water consumption in Council's operations and improve stormwater quality to the Bay	✓

5.3 Strategic Objective – We want a Bayside community that leads the way in environmental citizenship	
Strategic Indicators	Target
<ul style="list-style-type: none"> Maintain community satisfaction that Council is meeting its environmental responsibilities 	Maintain or improve year 4 target of 7.49 rating (Source-CSS)
<ul style="list-style-type: none"> Reduction of total Council greenhouse gas emissions 	Year 4 Target – 5% Annual Reduction (Source-Emissions Register)

Council Plan Strategy	Actions	2020/21
5.3.1 Maintain carbon neutrality	Purchase carbon offsets to maintain verified carbon neutrality status for Council's operations.	✓
5.3.2 Respond to the Climate Emergency	Develop a Climate Emergency Action Plan	✓
	Advocate for the underground of powerlines	✓

5.4 Strategic Objective – We want a Bayside where we protect and enhance Bayside’s tree canopy and vegetation on public and private land	
Strategic Indicators	Target
<ul style="list-style-type: none"> Maintain community satisfaction on the provision and maintenance of street trees 	Maintain or improve target rating 7.25 (Source-CSS)

Council Plan Strategy	Actions	2020/21
5.4.1 Protect the unique ecological and environmental value of Ricketts point	Implement a Local Law smoking ban for all Bayside beaches and Ricketts Point Marine Sanctuary	✓



**We will improve
our response to
climate change and
protect our beaches
and foreshore**



Goal 6

Local economy and activity centres

Bayside will be an attractive place to live and work, with new growth and investment in the local economy and business community increasingly structured around innovative, knowledge and service oriented enterprises.

6.1 Strategic Objective – We want a Bayside where shopping villages are vibrant, attractive and interesting places where the community comes together, providing a variety of innovative, dynamic and convenient services where shoppers and visitors feel safe both day and night.

Strategic Indicators	Target
<ul style="list-style-type: none"> Maintain community satisfaction on the cleaning of strip shopping centres 	Maintain or improve target rating 7.70 (Source-CSS)
<ul style="list-style-type: none"> Maintain community safety by the % of residents who feel safe or very safe walking alone in their local area at night 	Year 4 – 68.4% (Source - VicHealth Indicators Survey)
<ul style="list-style-type: none"> Maintain community safety by the % of residents who feel safe or very safe walking alone in their local area during the day 	

Council Plan Strategy	Actions	2020/21
6.1.1 Provide engaging and attractive and safe public places in shopping streetscapes	Continue to implement initiatives within the Graffiti Management Plan 2018.	✓

6.2 Strategic Objective – We want a Bayside where local opportunities for business and employment are protected and enhanced, and opportunities for economic innovation are embraced	
Strategic Indicators	Target
<ul style="list-style-type: none"> • Increase in the number of business and economic development related events conducted by Council annually 	Years 4 - 20 events and more than 1,500 attendees (Events acceptances)
<ul style="list-style-type: none"> • Increase in the number of local jobs within Bayside 	Years 4 more than 35,500 jobs (NIEIR 2019)
<ul style="list-style-type: none"> • Increase in the number of Bayside residents employed within Bayside 	Years 4 more than 54,500 jobs (NIEIR 2019)

Council Plan Strategy	Actions	2020/21
6.2.1 Supporting the Bayside Business District and activity centres to become hubs for innovation and technology development.	Implement COVID-19 recovery plan to re-establish and strengthen vibrant shopping strips and local employment once social distancing requirements are relaxed	✓

6.3 Strategic Objective – We want a Bayside where access to transport options is convenient and parking encourages local shopping	
Strategic Indicators	Target
<ul style="list-style-type: none"> Improve community satisfaction on the availability of parking on residents streets in the local area 	Maintain or improve target rating 5.95 (Source-CSS)
<ul style="list-style-type: none"> Improve community satisfaction of the availability of parking around business and shopping strips/commercial areas. 	Maintain or improve target rating 5.59 (Source-CSS)

Council Plan Strategy	Actions	2020/21
6.3.1 Improve tourism access to Dendy Beach to strengthen economic, social and environmental returns for the foreshore	Award the works contract and commence delivery of the Dendy Street Beach Master plan improvements, including the new lifesaving pavilion. <i>(Subject to Supreme Court Action)</i>	✓
	Implementation and monitoring of the car parking sensor and signage trial in Church Street	✓



**We will ensure
our public places
and shopping
streetscapes are
engaging and
attractive**



Goal 7

Community health and participation

Bayside's community will be supported and engaged to live an active and healthy lifestyle regardless of age, geographical location, personal circumstance or physical ability.

7.1 Strategic Objective – We want a Bayside where the community is healthy, active and feels safe	
Strategic Indicators	Target
<ul style="list-style-type: none"> • Maintain community satisfaction with Council’s advocacy to ensure that the elderly and people with a disability continue to have access to high quality support services • Maintain community satisfaction with services provided for children from birth to 5 years of age • Maintain satisfaction with personal wellbeing 	<p>Maintain or improve target rating 7.72 (Source-CSS)</p> <p>Maintain or improve target rating 8.19 (Source-CSS)</p> <p>Target 78.4% (Source-VicHealth Survey)</p>

Council Plan Strategy	Actions	2020/21
7.1.1 Improve public health and wellbeing in the area of; <ul style="list-style-type: none"> • An engaged and supportive community; and safe and healthy environment where people can live, work and play 	<p>Implement the Wellbeing Plan (The Wellbeing for All Ages and Abilities Plan) Year 4 to ensure that it includes increasingly rigorous indicators of community health and wellbeing and measureable and actionable activities for: Early Years, Youth, Healthy Ageing and Healthy Community, with particular focus on the following activities:</p> <ul style="list-style-type: none"> • Deliver mental health first aid training sessions to schools, parents and community groups. 	✓

Council Plan Strategy	Actions	2020/21
	Undertake the development of the Municipal Public Health & Wellbeing Plan 2021-2025	✓
	Implement the commissioning of 1 Public Art piece within the municipality	✓
	Implement Year 2 activities of the Reconciliation Action Plan	✓
	Undertake the COVID-19 response activities to support the aged and vulnerable members of our community to respond to an recover from the impacts of COVID-19	✓

7.2 Strategic Objective – We want a Bayside where the community engages in advocacy, transparent decision making and is part of the solution	
Strategic Indicators	Target
<ul style="list-style-type: none"> Maintain community satisfaction with Council's advocacy to ensure that the elderly and people with a disability continue to have access to high quality support services 	Maintain or improve target rating 7.72 (Source-CSS)

Council Plan Strategy	Actions	2020/21
7.2.1 Improve and protect the local amenity through robust local laws and policies	Commence a review of the Bayside City Council Local Law No: 2 Neighbourhood Amenity	✓
	Commence a review of the Bayside City Council Domestic Animal Management Plan (DAMP)	✓

7.3 Strategic Objective – We want a Bayside where we encourage and acknowledge community volunteering	
Strategic Indicators	Target
<ul style="list-style-type: none"> Increase in the percentage of residents who volunteer 'sometime' or 'regularly' 	37.1% - sometimes (Source-VicHealth Indicators Survey) 23.9% - regularly (Source-VicHealth Indicators Survey)

Council Plan Strategy	Actions	2020/21
7.3.1 Improve opportunities for volunteering	Recognise youth participation in volunteering through biennial Youth Awards Program	✓

7.4 Strategic Objective – We want a Bayside where there is a focus on gender equity in decision making	
Strategic Indicators	Target
<ul style="list-style-type: none"> Increase the percentage of women on Council's Special Advisory Committee 	Target 50% of Committee female (Source-Bayside Annual Report)

Council Plan Strategy	Actions	2020/21
7.4.1 Improve gender equity in decision making in the community	Implement Year 2 activities of the Women’s Charter Action Plan	✓



**We will improve
public health and
wellbeing, enhance
gender equity in
decision making
in the community,
and increase
opportunities for
volunteering**





Goal 8

Governance

Bayside will enjoy strong and effective democratic representation from its Council and responsive and financially-responsible services and facilities that meet community needs.

8.1 Strategic Objective – We want a Bayside where Council is financially sustainable	
Strategic Indicators	Target
<ul style="list-style-type: none"> Maintain the level of the adjusted underlying result as a percentage of underlying revenue 	Target - 15% (Source – LGPRF)
<ul style="list-style-type: none"> Maintain the level of indebtedness as a percentage of own source revenue 	Target - 0.70% (Source – LGPRF)

Council Plan Strategy	Actions	2020/21
8.1.1 Ensure the financial sustainability of Council overtime, in line with objectives of Council’s Long Term Financial Plan	Review and adopt Council’s Long Term Financial Plan and Annual Budget to ensure Council’s long-term financial sustainability	✓

8.2 Strategic Objective – We want a Bayside where the organisation is well managed and delivers great services	
Strategic Indicators	Target
<ul style="list-style-type: none"> Improve community perception rating that Council provides important services that meet the needs of the whole community 	Maintain or improve target rating 7.53 (Source – CSS)
<ul style="list-style-type: none"> Improve average rating for overall aspects of customer service 	Maintain or improve target rating 7.84 (Source – CSS)

Council Plan Strategy	Actions	2020/21
8.2.1 Identify and implement improvements in Council services, efficiency and outcomes for Bayside community	Deliver Year 2 activities of the Digital 24 Month Roadmap	✓
	Deliver Year 2 of the Customer and Community centricity project to improve the community's experience in dealing with Bayside	✓

8.3 Strategic Objective – We want a Bayside where decision making is open, transparent and informed by representative community views	
Strategic Indicators	Target
<ul style="list-style-type: none"> Improve the level of transparency with Council decisions made at meetings closed to the public 	Year 4 target 2.59% (Source- LGPRF)
<ul style="list-style-type: none"> Improve community satisfaction with Council's community consultation and engagement 	Maintain or improve target rating 7.19 (Source – CSS)
<ul style="list-style-type: none"> Improve community satisfaction that Council is making decisions in the best interest of the community 	Maintain or improve target rating 7.16 (Source – CSS)

Council Plan Strategy	Actions	2020/21
8.3.1 Improve community engagement to inform Council decision making	Finalise in partnership with the community, the development of a community Vision for Bayside to be presented to Council for endorsement. Following Council endorsement, integrate the future aspirations of the community, contained in the Vision, into our strategic & capital planning, and budgeting process; re-align our advocacy priorities as appropriate.	✓
8.3.2 Implement electoral arrangements and governance practices	Conduct the 2020 Election process in conjunction with the VEC	✓
	Develop and implement a comprehensive Councillor's Induction Program	✓
	Develop the 2021 – 2025 Council Plan	✓
	Implement legislative changes as a result of the new Local Government Act	✓

8.4 Strategic Objective – We want a Bayside where effective partnerships are developed to deliver improved liveability for the community	
Strategic Indicators	Target
<ul style="list-style-type: none"> Maintain or improve community satisfaction with Council's reputation, lobbying and advocacy 	Maintain or improve target rating 6.97 (Source – CSS)

Council Plan Strategy	Actions	2020/21
8.4.1 Ensure that the Bayside's community's needs and aspirations are identified and advocated to other levels of government	Implement the advocacy strategy and framework by: <ul style="list-style-type: none"> Embedding the advocacy framework and strategy into the organisation, and Delivering on Council's currently identified advocacy campaigns, such as car parking, transport and warm water pool. 	✓



We will ensure
strong and effective
democratic
representation



How we will report on our progress

Bayside City Council ensures transparency and accountability through regular reporting to Council and the community to monitor our performance.

Council will report on the progress of the annual actions contained in this four-year Council Plan on a quarterly basis, with a detailed report produced in the Annual Report. In addition, the Annual Report measures our performance against the strategic indicators in the Council Plan and the state-wide measures set in the Local Government Performance Reporting Framework.

The strategic objectives in the Council Plan are reviewed annually to ensure we are able to adapt to changing community needs and other internal and external factors.

Source of Measurement

LGPRF – Local Government Performance Reporting Framework

CSS – Community Satisfaction Survey

AR – Asset Register

ABS – Australian Bureau Statistics Census

CNAP – Carbon Neutrality Action Plan

ER – Emissions Register

VHS – VicHealth Indicators Survey

EA – Event Acceptances

NIEIR 2018 – National Institute of Economic and Industry Research

BAR – Bayside Annual Report





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