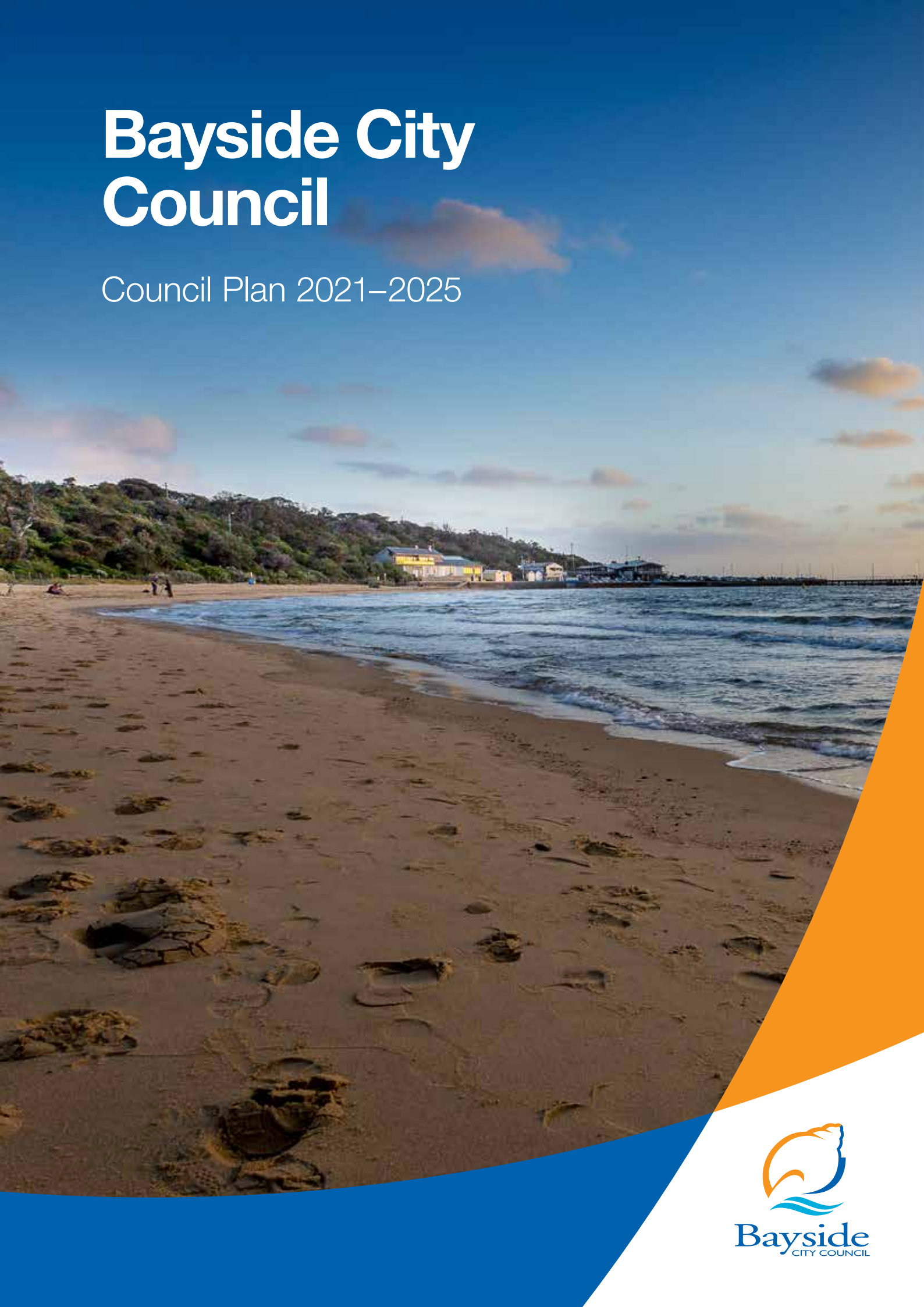


# Bayside City Council

Council Plan 2021–2025





## Acknowledgement of Traditional Owners

Bayside City Council respectfully acknowledges the traditional owners and custodians of this land, the Kulin nation, and we pay our respects to their Elders past, present and emerging.

We acknowledge that 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.

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# Message from the Mayor



I am pleased to present the draft Council Plan for 2021-25, a roadmap for how Council will work with our residents over the next four years to achieve the community’s longer term aspirations for the future. These are articulated in our Bayside 2050 Community Vision:

*Bayside in 2050 leads the way demonstrably as a diverse, healthy and liveable place. We value economic and cultural progress, environmental sustainability and protection of open space and coastline, and we nurture inclusiveness, safety, accessibility, community vibrancy, creativity and innovation.*

To reflect the Vision, this Council will focus on a range of priorities, programs and capital investment in the next four years.

The plan includes an overarching focus on our role as custodians of the “community of life” that we are part of in Bayside. This embraces acting more ambitiously on the Climate Emergency; enhancing biodiversity; and protecting the wonderful natural environment that we all enjoy in Bayside.

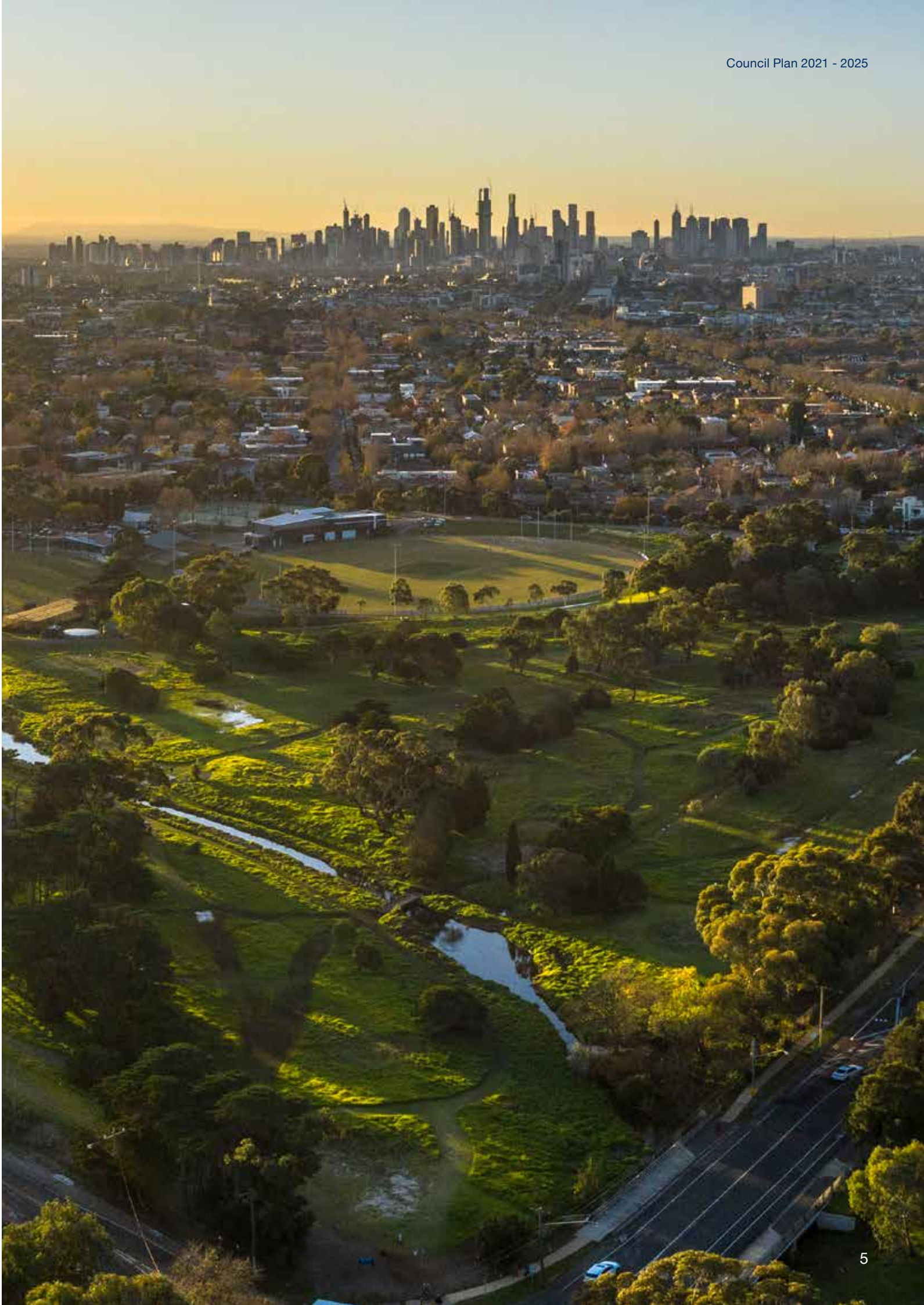
Our four year plan includes

- protecting our open space and reserves, foreshore, natural habitats and species including increasing access to green spaces across Bayside
- conserving our unique places and heritage
- managing sustainable population growth and fostering a vibrant local economy with strong transport connectivity
- ensuring all who live and work here are able to live life to their fullest
- building a strong relationship of trust and partnership between community and Council to address the challenges of the future together.

This Council Plan will guide the direction and delivery of Council’s priorities over the next four years. My fellow Councillors and I look forward to putting it into action.

**Cr Laurence Evans OAM**  
Mayor

Bayside in 2050 leads the way demonstrably as a diverse, healthy and liveable place.





# Welcome to Bayside City Council Plan 2021-2025

## Our Vision

Bayside City Council’s vision is to:

Partner with our community to protect and care for the community of life in Bayside making an inclusive, active, healthy, connected and creative experience for all.

This vision forms Council’s response to our community’s expectations and our shared priorities for the next four years.

It also represents our strongly held belief that we represent a highly engaged and forward-thinking community; a community that expects us to lead and influence change on the big issues that affect all of us in Bayside and the broader global system.

We will deliver this through a focus on:



### Our Planet

Lead better, smarter and sustainable futures



### Our People

Nurture all people and thriving healthy communities



### Our Place

Foster Bayside’s liveability, open space and exceptional places



### Our Promise

We promise open and accountable civic leadership

Working with you – the people of Bayside – this plan provides the strategic focus for Council over the next four years.

# A snapshot of the Bayside Community

## Bayside Population

Most populous life-stages in Bayside



The predicted population for 2021 is

**109,376**



Parents and homebuilders

**35-49 years**  
21.3%



Older workers and pre-retirees

**50-59 years**  
14.9%



Empty nesters and retirees

**60-69 years**  
11.5%

## Compared to Greater Melbourne, Bayside has an aging population



Fewer young adults aged

**25-34 years**



More residents aged in their

**50s, 60s and 70s**



More residents aged

**85 years and over**

## Cultural Diversity



**25.3%**

of people in the City of Bayside were born overseas, compared with 33.8% in Greater Melbourne.



**19.2%**

speak a language other than English at home



**0.2%**

residents are Aboriginal or Torres Strait Islander.

Our population is anticipated to grow slowly at approximately **1% per annum**.

## Future Population to year 2031

**11,493**

additional residents (2020-2031)

### Major Change

Growth in seniors aged **70-84 years**

**5,633**

additional dwellings

**3,275**

additional seniors (29% increase)

### And...

Growth in empty nesters and retirees (aged 60 to 69 years)

# Our Planet



## Climate emergency

Climate Change has the potential to impact every element of life in Bayside. The impacts include increased maximum and minimum temperatures, more intense rainfall events/inundation, rising sea levels, more hot days and heat waves, less rainfall in winter and spring and harsher and longer fire seasons.

Climate change data shows the planet is already 1.1% warmer than pre-industrial times. Bayside City Council commits to action to contribute to limiting this increase to 1.5% and mitigate the effects.

Local councils have a collective responsibility for over \$380 billion in assets and land. 102 Local Government authorities in Australia (34 in Victoria) have declared a Climate Emergency (June 2021), representing 36% of Australia's population.

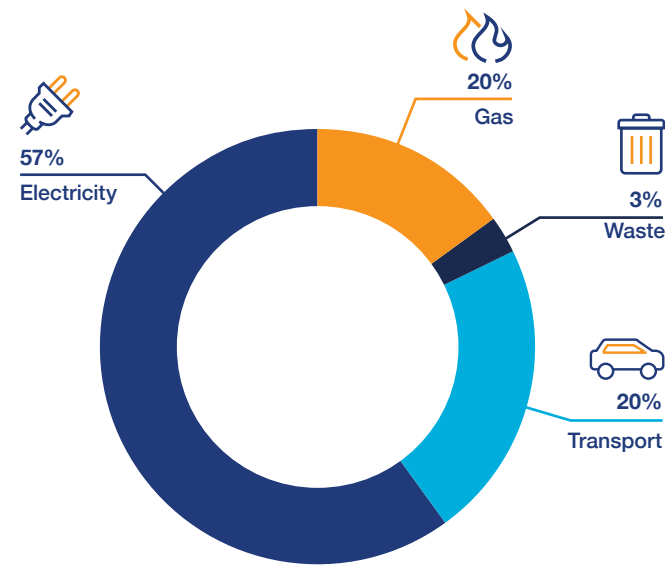
The Monash Sustainability Development Institute indicates that:

- 37% of local governments (representing 21% of the Australian population) commit to zero community emissions by 2050.
- 37% have target to reach net zero emissions by or before 2050 for all, or the majority, of their community emissions
- 58% have a target to reach net zero by 2050 for their operational emissions
- all are taking steps to reduce their operational or community emissions.

**Bayside's emissions profile** (2019), is that the Bayside community emits around 1.04 million tonnes of greenhouse gases. This is largely made up of electricity usage (57%), followed by transport (20%), gas (20%), and waste (3%). The electricity and gas figures cover residential, commercial and industrial sources.

(<https://snapshotclimate.com.au/locality/australia/victoria/bayside/2019>)

### Bayside emissions 2019



In Victoria, (Victorian Greenhouse Gas Emissions Report 2019, State Government of Victoria)

- transport accounts for 20.6% of all emissions, with cars accounting for over half of these emissions (50.3%)
- electricity generation accounts for 50.9% of all emissions and direct combustion (which includes the burning of gas in homes) accounts for 16.4%.

### Our natural open space

Our natural open space and foreshore can help mitigate the effect of climate change, support biodiversity and the local ecology.



**Bayside land area:**  
3,719 hectares (37 km<sup>2</sup>)



**Public open space:**  
416 hectares



**Foreshore**  
100 hectares represents 23% of open space (17 km long)



**Conservation and heathland reserves**  
75 hectares represents 18% of Bayside's open space portfolio.

# Our People



## Community resilience and health

### Health and Lifestyle



**61.4%** engage in physical activity for or more days a week. This is higher than the Victorian average of **41.3%**

**42.3%** of residents are considered overweight (pre-obese or obese). Males more likely than females to be considered overweight or obese

### Vulnerable Populations



**9% (estimated 7,500)** of Bayside residents live in poverty 'not having enough available income to afford life's necessities such as food clothing or healthcare'

**57%** Of these 57% of women comprise the majority of Bayside adults living in poverty

**2.9%** live in public housing

**13,923** people have a disability and 4213 people need assistance in their day to day lives and an aging population with a high percentage of frail aged people

### Mental Wellbeing



**83.2%** The majority of residents rate their mental health as very good or excellent.

**16.6%** rate it as good or fair

**0.3%** rate is as poor

### Community Safety



**66.7%** feel safe walking in the local area during the night

**96.1%** feel safe walking in the local area during the day

### Social Connectedness



Bayside residents rated their satisfaction with their community connections at 6.91 out of 10, a level of best satisfaction categorised as 'good'

**34.4%** disagreed they play an active role in community

**13.2%** reported feeling isolated and out of contact from others

**27.2%** reported they volunteer regularly

### Local Economy and Social Capital

Bayside's largest employment sectors are Health Care, Education and Retail, including our vibrant shopping strips and village style activity centres.

In 2021 Bayside has

**13,763** local businesses (including a high proportion of home-based businesses)

**35,538** local jobs

Of people living in Bayside

**71%** of the Bayside resident workers travel outside of the area to work

**26%** live and work in Bayside

Bayside's social capital is supported through volunteering, community and sporting clubs, social enterprise and community grants and events. In 2020/21 Bayside has registered on the community directory

- 28 friends of and other environment groups
- 28 service clubs
- 26 arts and culture groups
- 65 other activity and advocacy groups
- 141 sporting clubs
- 432 registered volunteers with 27.2% volunteering regularly
- 4 regular farmers markets.

Council supports community development, local economy and social capital through (2021)

- 45 annual community grants (\$208,500)
- 34 contingency grants (\$61,283), and
- 53 Covid reactivation grants (\$92,700).

# Our Place



## Active open space

-  **Bayside land area:**  
3,719 hectares (37 km<sup>2</sup>)
-  **Public open space:**  
416 hectares
-  **Public golf courses**  
119 hectares (part of the 416ha open space)
-  **Private golf courses**  
120 hectares (not included)
-  **Number classed as open space**  
147

The remaining open space is made up of large regional parks (such as Dendy Park, Cheltenham Park and Elsternwick Park Nature Reserve) and smaller parks distributed across the municipality (such as Bamfield Park, Hanby Street Reserve and Illaroo Reserve), including over 40 sportsgrounds (with varied uses during summer and winter).






## Community facilities


Community facilities that support community recreation and participation include

-  4 libraries
-  6 community centres
-  3 senior citizen centres
-  18 scout halls
-  3 community halls

and other public venues and active open space facilities.

## Housing

-  Residents living in separate houses (61%) and medium-high density apartments (38%)
-  Higher percentage of housing fully owned (39%) compared with Greater Melbourne average (29%)
-  Social housing dwellings slightly lower (2.5%) compared with Greater Melbourne average (2.6%)
-  Need for affordable housing 2.8% of all households (1,028 households in Bayside)
-  Number of affordable housing sales (Dec 2020)  
2.4% of sales

 Bayside projected housing growth 2020-2025 will see the biggest growth (in number terms) in Highett, Hampton and Cheltenham





The CSIRO site at Highett is the major focus for proposed new community facilities and housing.



There are 416 hectares of open space, including 75 hectares of conservation and heathland reserves and 100 hectares of foreshore reserve. Council currently plants approximately 1,400 trees pre annum.

# Our Promise



## Governance

-  Number of Council and Council Committee meetings annually  
**38**
-  Number of matters considered at Council meetings annually  
**396**
-  Number of matters considered by Council in camera (confidential)  
**3.28%**
-  Number of internal audits per annum  
**5**

-  Number of Council properties (excluding bathing boxes)  
**300 properties**
-  Number of Council properties leased to community  
**249 lease/licences**

## Financial sustainability

Based on 2021/22 adopted budget

- 9.8%**  
Underlying surplus result
- 138%**  
Asset renewal and asset upgrade as a percentage of depreciation
- 3.25**  
Liquidity (current assets/current liabilities)
- 75%**  
Rate revenue/adjusted underlying
- 1.6%**  
Indebtedness (non-current liabilities as a % of own sourced revenue)
- 0.15%**  
Rates affordability (Rates as a % of property value)

## Customer interactions

We engage, communicate and interact with Bayside residents and customers in numerous ways

- 51**  
Number of active community engagement processes per annum
- 1,632,804**  
recorded customer interactions (website user sessions, front counter, phone calls, physical mail and emails to contact centre)
- 1,224,147**  
Number Bayside website visits per annum. Visits (19/20) representing 75% of all customer interactions
- 62%**  
Website satisfaction (thumb up/thumbs down feature) averaged (2020) with a high of 75% satisfaction in July 2020.
- 8810**  
Facebook
- 5923**  
Twitter
- 2397**  
Twitter (new)

There are many other customer interaction points outside of these 1.63M interactions such as Libraries, Galleries, MCH visits, immunisations, youth services, planning inspections and so on that are not included in the above figures.

# Our Councillors and Wards

This Council was sworn in on 18 November 2020. The Councillors have been elected for a period of 4 years and were elected based on 7 single members wards.

## Councillors 2020-2024



**Dendy Ward**  
Cr Hanna El Mouallem



**Bleazby Ward**  
Cr Alex del Porto



**Castlefield Ward**  
Cr Jo Samuel-King



**Ivison Ward**  
Cr Sonia Castelli



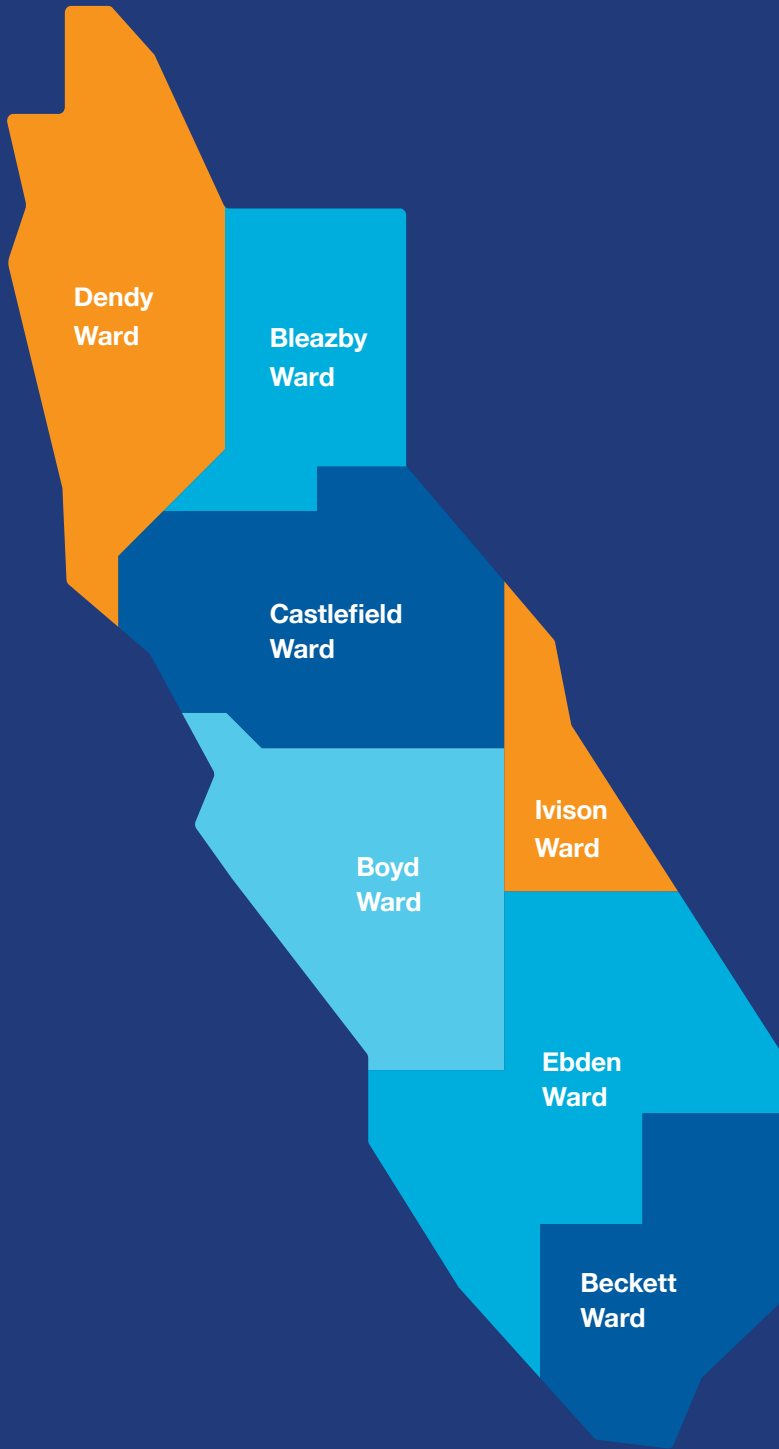
**Boyd Ward**  
Cr Fiona Stitfold



**Ebden Ward**  
Cr Laurence Evans OAM



**Beckett Ward**  
Cr Clarke Martin



## Councillor role

Councillors are democratically elected to represent the community and advocate on your behalf.

We have a responsibility to represent all people who live, participate and invest within the municipality, and to make decisions that will benefit and be in the best long term interest of the whole community.

As Councillors, we determine Council policies and set the strategic direction of the Council through the Council Plan and Financial Plan, have a key advocacy and leadership role and we appoint, manage and support the Chief Executive Officer of the organisation to deliver the strategic objectives of the Council.

## Councillor values and behaviours

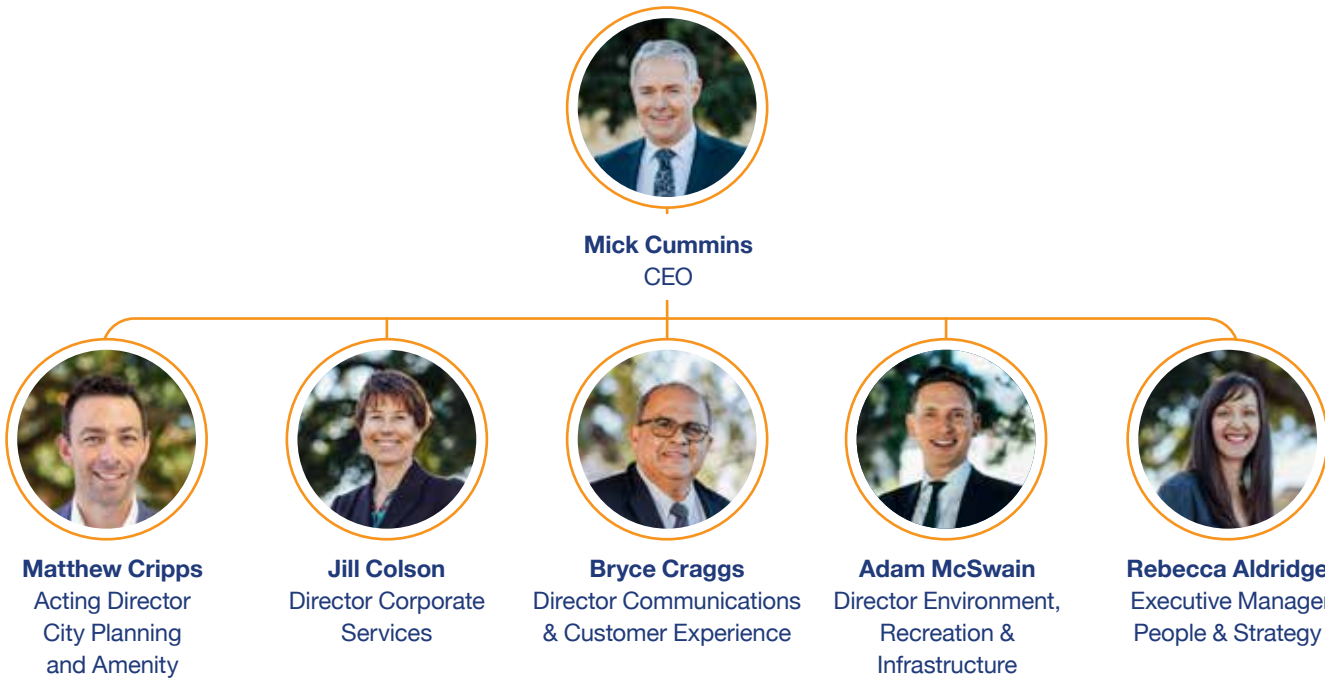
While we are all elected by our respective communities, sometimes on slightly different issues important to those communities, we are united by the common purpose to lead with honesty and integrity, examine issues on their merits and make decisions that best meet the needs of all in our community.

In our Councillor Code of Conduct, we commit to demonstrate the following values

- Working together constructively
- Treating all people with courtesy, respect and professionalism
- Appreciating our differences and diversity
- Always acting with integrity and honesty.

## Our organisation

The Chief Executive Officer (CEO) leads Council staff to meet the statutory obligations and is accountable to the Mayor and Councillors for delivering Council's strategies and services. The CEO is responsible for the operations of the Council, to provide professional, relevant and timely information and support to the Council.





# Bayside 2050 Community Vision

Council has a legislated responsibility to work with our community to develop a vision for the future of our municipality. This vision is a guiding framework that Council and the community can use to shape our decision making so it moves us closer to our desired collective future.

In early 2020 we undertook wide consultation and asked a community panel - a representative group of residents - to develop a vision for Bayside's future. The new Council formally adopted the 2050 Community Vision in 16 February 2021.

The vision prioritises the key ingredients our community sees as fundamental to Bayside in 2050. It emphasises leading the way in taking action to address the climate emergency while safeguarding our greater community of life and much loved and iconic natural environment.

It focuses on creating an inclusive and liveable place, where all residents can contribute, live rewarding, healthy and connected lives and benefit from the vibrant, creative and engaged community. This includes mobilising our community and building connection, capacity and resilience to address the challenges we face together.

The Community Vision report outlines 10 themes. Within each theme is a series of community priorities, which over the 30-year period of the Community Vision, Council will address these through the development of ongoing 4-year Council Plans.

The Council Plan is our plan, to bring the vision to life as we implement it over the next four years.

We work with our community – both individuals and groups – and other levels of government, to deliver the first four years in the path to 2050.



## Theme 1 The living environment/ natural environment

Bayside will mitigate coastal erosion and protect and enhance indigenous biodiversity from the effects of climate change in the natural environment.



## Theme 2 Increase & enhance open space

Bayside will ensure open space and its protection and amenity is a priority for 2050.



## Theme 3 Transport, Walkability and Rideability

Bayside will support provision of effective, sustainable and inclusive transport services and infrastructure.



## Theme 4 Community Feel and Direction.

Bayside will be a city that is greener and has more open space and creates a community that is inclusive, respectful and accessible.



## Theme 5 Nurturing creativity.

Bayside will nurture creativity.



## Theme 6 Promoting innovation

Bayside will nurture innovation to encourage a thriving and vibrant community.



## Theme 7 Council Operations and Accountability

Council Operations and Accountability.



## Theme 8 Access and Inclusion

Bayside values all individuals. Bayside wishes to demonstrate that they value the lived experiences of all cultures and that they want to be inclusive of people of all abilities in the community.



## Theme 9 Built Environment

The built environment includes residential and commercial properties, roads and transport infrastructure and all aspects that a council would 'build'/'rate' as a part of the overall environment across bayside .



## Theme 10 Tourism, Commercial and Economic Opportunities

Encouraging a vibrant commercial actor of environmentally compatible industries including tourism, high-tech and commercial activities to underpin the economy of the city.



# Integrated Strategic Planning Framework

This Council Plan is a key element of our medium and long term planning and delivery of services to our Community, represented in our Integrated Strategic Planning Framework.

This Council Plan is informed by the Community Vision Bayside 2050, and will be supported by ongoing community engagement. It is also informed by other key strategic plans, a range of other long term strategies and policies, and a 10 year Financial Plan which describes the financial resources required to deliver the Council plan and other strategic plans.

The Financial Plan also shows how the viability and financial sustainability of Council will be achieved and maintained over the 10-year period. It helps set the boundaries for available resourcing and funding activity. The focus is on providing stability, predictability and effective management of strategic financial risk.



# Context and Structure of the Council Plan

## Our Council Plan 2021-2025 is divided into four goals

Each goal has its own set of strategic objectives and strategies, that are intended to achieve the long term Community Vision; but also be sufficiently agile to adapt to the evolving needs of our community over the next four years.

The strategic objectives identify the outcomes to be achieved under each commitment, while the strategies specify the broad areas of activity Council will take to achieve these objectives, over four years.

The Council Plan will be supported by an annual Action Plan which details the specific actions we commit to deliver to achieve the strategic objectives in the short and medium term across the four years.

## Development of the Council Plan

Councillors arrive at this Plan for the next four years, through consideration of

- Our Community Vision for the future expressed in Bayside 2050
- Input from interest groups and other stakeholders through Have Your Say
- Feedback and input from an independent and representative community panel specifically deliberating on the priorities for this four years plan
- Councillors' aspirations and ongoing consultations with their respective constituents.

The Councillors were also guided by reflecting on principles expressed in the Earth Charter, we must think and act boldly and attend to all of the elements that will affect a sustainable future for the community of life.

The Council Plan will be supported by an annual Action Plan which is resourced by the Annual Budget. The annual Action Plan provides greater insight into the planned activities to progress the commitments in our plan.

## How will we report on progress and performance?

An important feature of the integrated strategic planning framework and Council Plan is the mechanism to

- Communicate progress and "close the loop" by reporting back to the community and
- Continually refreshing and adjusting our annual Action Plans to adapt to changing community needs based on the feedback and other information.

As part of our commitment to open and transparent governance, we report back to the community in Quarterly report on Council performance and in the Annual report.



# Goal 1 Our Planet

As custodians, we will lead, act and advocate on the critical issues of environmental sustainability and Climate Emergency, and on our shared responsibility to care for and protect Earth's vitality, diversity, beauty and the community of life.

## What the community said in their Vision for 2050



### Theme 1 The living environment/natural environment

Bayside will mitigate coastal erosion, protect and enhance indigenous biodiversity from the effects of climate change in the natural environment.

This underpins the whole fabric of our vibrant and enjoyable Bayside amenity.



### Theme 2 Increase & enhance open space

Bayside will ensure open space, its protection and amenity is a priority for 2050.

This provides an increased sense of community, places for our community to meet and engage; and improves mental and physical health.



### Theme 6 Promoting innovation

Bayside will nurture innovation to encourage a thriving and vibrant community.

We seek to encourage creativity and thinking outside the box to improve problem solving and the opportunity to have a competitive advantage.

We lead our community and influence change to address the climate emergency, and significantly contribute to reducing its impact on the health of our community, environment and the planet.



# Goal 1 Our Planet

## Council’s strategic focus for the next four years

Strategic objectives	Strategies
1.1. Lead and influence change to address the Climate Emergency and strive to reduce its impact on the health of our community, environment and the planet.	1.1.1. Adopt and champion innovative ways of working and evaluate policy against its climate impact to reduce harm 1.1.2. Lead and foster awareness to encourage Bayside residents and visitors to think and act in ways that preserve and enhance environmental sustainability and connection to place
1.2. Protect and enhance our natural and coastal environments, biodiversity and unique ecosystems	1.2.1. Protect and enhance the biodiversity and health of our natural space and foreshore 1.2.2. Enhance vegetation (including the tree canopy) through accelerated tree planting and tree protection on public and private land 1.2.3. Partner with and influence government agencies and other entities about our shared responsibility to protect local green space, foreshore and marine environments, biodiversity and habitat health
1.3. Improve environmental sustainability through a circular economy approach to waste management, recycling and energy use.	1.3.1. Reduce the amount of waste generated and disposed in landfill through initiatives to prevent, reduce, recycle and reuse waste 1.3.2. Continue to promote and explore waste to energy projects and alternative energy sources and use.

## Strategic Indicators

Strategic indicators	Target
Community satisfaction that Council is meeting its environmental responsibilities	Maintain or improve Very Good rating (7.25-7.75)
Maintain Council’s status as Certified “Carbon Neutral”	Council is certified as ‘Carbon Neutral’ against the Climate Active standard
Reduction in total energy used for Council operations	5% Annual Reduction
Community satisfaction with the appearance of the beach and foreshore, including bushland	Maintain or improve Very Good rating (7.25-7.75)
Number of trees planted on public land	More than 2,000 trees per year
Number of formal and informal partnership agreements with government agencies to protect local green spaces, foreshore and marine environments, biodiversity, and habitat health	1 agreement in 2021/22
Community satisfaction with Council’s advocacy protecting Port Phillip Bay and limiting coastal erosion	Maintain or improve Good rating (6.5-7.25)
Community satisfaction on the provision and maintenance of street trees	Maintain or improve Good rating (6.5-7.25)
Community satisfaction with waste and recycling services	Maintain or improve Excellent rating (7.75+) for Rubbish Maintain or improve Excellent rating (7.75+) for Recycling Maintain or improve Excellent rating (7.75+) for Hard rubbish rating Maintain or improve Excellent rating (7.75+) for Food and Green waste
Diversion of waste from landfill	Target More than 60%

## Major initiatives

- Implement Council’s Climate Emergency Action Plan
- Adopt and implement the Urban Forest Strategy
- Develop and implement Council’s Park Improvement and Habitat Linkage Plan
- Elsternwick Park Nature Reserve (Stage 1: Chain of Ponds; Stage 3: Wetlands)

## Services we provide to our community

### Environmental Sustainability

- ES programs and management

### Open Space Management

- Beach Cleaning
- Plant Nursery
- Tree Amenity Improvements
- Street Tree Management
- Open Space General Maintenance

### Recycling and Waste Management

- Waste Management
- Hard Waste Collection
- Green Waste
- Garbage Collection
- Kerbside Recycling
- Municipal Cleaning
- Education Programs
- Litter Collection





## Goal 2 Our People

We will plan and advocate for a Bayside where our diverse communities and people can thrive, live healthy and active lives, fostering inclusion and participation through holistic, innovative approaches to economic and social wellbeing.

## What the community said in their Vision for 2050



### Theme 4 Community feel and direction

Bayside will be a city that is greener and has more open space, and creates a community that is inclusive, respectful and accessible.

Bayside wants to encourage all residents to participate and feel part of the local community. This leads to social cohesion and hence less crime, cost savings, increased standard of living and achieving community goals.



### Theme 5 Nurturing creativity

Bayside will nurture creativity.  
We celebrate Bayside's leadership in creativity in the arts.



### Theme 8 Access and inclusion

Bayside will be inclusive and accessible for all.

Bayside values all individuals. Bayside wishes to demonstrate that they value the lived experiences of all cultures and that they want to be inclusive of people of all abilities in the community



### Theme 10 Tourism, commercial and economic opportunities

Bayside encourages a vibrant commercial sector of environmentally compatible industries including tourism, high-tech and commercial activities to underpin the economy of the city.

Bayside will be a city that is greener and has more open space, and creates a community that is inclusive, respectful and accessible.



# Goal 2 Our People

## Council’s strategic focus for the next four years

Strategic objectives	Strategies
<b>2.1 Nurture healthy people and resilient communities ensuring services and programs are adaptable to meet diverse and changing needs</b>	<b>2.1.1.</b> Partner with community, agencies and other levels of government to deliver fit-for-purpose services so all people in Bayside can feel safe and live healthy, resilient, active lives at all ages and stages of their life. <b>2.1.2</b> Facilitate opportunities for people to participate in community life, through volunteering, civic leadership, sport, artistic, cultural and social programs, to enable inclusion, social connection, creative expression and wellbeing. <b>2.1.3.</b> Respect and care for our First Nation’s cultural heritage to build inclusion, celebrate diversity and enhance connection to place.
<b>2.2 Engage with our diverse communities to improve access and inclusion in Bayside</b>	<b>2.2.1</b> In partnership with others, we facilitate an appropriate mix of inclusive, sustainable and affordable housing, including social housing, to meet the changing needs of people of Bayside. <b>2.2.2</b> Build social policy and strategy to improve equity, inclusion and diversity in our community.
<b>2.3 Foster economic vitality, facilitating innovation and investment in our local economy.</b>	<b>2.3.1</b> Improve the amenity, accessibility and unique sense of place of local shopping strips and streetscapes. <b>2.3.2</b> Foster economic activity and local employment, within Bayside business district and major activity centres. <b>2.3.3</b> Support delivery of events that promote community connectedness and attract economic benefits.



## Strategic Indicators

Strategic indicators	Target
<b>Community satisfaction with services provided</b> <ul style="list-style-type: none"><li>• <b>for children from birth to 5 years of age</b></li><li>• <b>for youth</b></li><li>• <b>for older people</b></li><li>• <b>for people with a disability</b></li></ul>	Maintain or improve Excellent rating (7.75+) Maintain or improve Good rating (6.5-7.25) Maintain or improve Very Good rating (7.25-7.75) Maintain or improve Very Good rating (7.25-7.75)
<b>Percentage of children enrolled who participate in the Maternal Child Health service</b>	Maintain or improve Target 80%
<b>Percentage of Aboriginal children enrolled who participate in the Maternal Child Health service</b>	Maintain or improve Target 80%
<b>Percentage of residents who volunteer ‘regularly’ (once/month or more)</b>	Maintain or improve Target 20%
<b>Community satisfaction with Council’s advocacy for increasing the supply of social and affordable housing in Bayside</b>	Maintain or improve Good rating (6.5-7.25)
<b>Number of formal and informal partnership agreements with external and/or government agencies to support resilience initiatives</b>	2 agreements in 2021/22
<b>High level of satisfaction from members and participants at BBN events</b>	85%+
<b>Number of community driven events supported by Council</b>	5 events in 2021/22
<b>Community satisfaction of the availability of parking around business and shopping strips/commercial areas.</b>	Maintain or improve Solid rating (6.0-6.5)

Bayside wants to encourage all residents to participate and feel part of the local community. This leads to social cohesion and hence less crime, cost savings, increased standard of living and achieving community goals.

# Goal 2 Our People

## Major initiatives

- Municipal Health and Wellbeing Plan
- Innovate Reconciliation Action Plan
- Affordable Housing Strategy

Bayside values all individuals. Bayside wishes to demonstrate that they value the lived experiences of all cultures and that they want to be inclusive of people of all abilities in the community

## Services we provide to our community

### Aged & Disability Services

- Assessment & Review
- Delivered Meals
- Home Care
- Domestic Care
- Personal Care
- Respite
- Support for Carers
- Social Support
- Community Buses
- Home Maintenance Service
- Home Modification
- Senior Citizens Centres
- Veterans Home Care

### Family Services

- Childrens' Services
- Maternal & Child Health
- Immunisation Services
- Central Enrolment – Kinder

### School Crossings

### Youth Services

- Youth Programs & Events
- Youth Centres

### Economic Development and Tourism

- Bayside Business Network
- Tourism
- Business Development

### Environmental Health

- Public Health
- Food Safety

### Arts & Cultural Services

- Arts & Cultural Programs
- Music Concerts
- Art Gallery
- Black Rock House
- Artist in Residence Program
- Bayside Acquisitive Art Prize

### Libraries

- Library Services
- Library IT Classes
- Library Events & Promotions

### Community Wellbeing Services

- Wellbeing & Health Planning
- Inclusion & Access
- Community Partnerships
- Volunteer Program

### Recreation and Events

- Community Events
- Leisure and Recreation
- Recreation Facility & Halls Administration
- Event Management





## Goal 3 Our Place

Our open space and foreshore, our facilities and the built environment are highly valued, shared and enhanced to ensure their sustainability, use, liveability, character, and amenity for current and future generations.

## What the community said in their Vision for 2050



### Theme 2 Increase & enhance open space

Bayside will ensure open space, its protection and amenity is a priority for 2050.

Increased sense of community provides places for our community to meet and engage; improves mental and physical health.



### Theme 3 Transport walkability & rideability

Bayside will support provision of effective, sustainable and inclusive transport services and infrastructure.

As population grows, a good integrated transport system will reduce congestion, decrease the need for parking and be better for the environment, enabling residents and visitors to move freely within the community.



### Theme 9 The built environment

The built environment includes residential and commercial properties, roads and transport infrastructure and all aspects that a Council would 'build'/'rate' as part of the overall environment across Bayside.

Caters for multiple and varying views on how to best develop the built environment across the city to allow for future accommodation increases and protection of the liveability of Bayside.

We will plan for and implement effective stewardship of all Council assets to ensure our infrastructure is safe, accessible, adaptable and environmentally sustainable to provide high levels of value to our community.



# Goal 3 Our Place

## Council’s strategic focus for the next four years

Strategic objectives	Strategies
<b>3.1 Open space is increased, and foreshore is cared for, to support diverse use and connect to community</b>	<b>3.1.1</b> Our foreshore, open space and amenities deliver enhanced functionality for a wide range of uses.
	<b>3.1.2</b> Focus on increasing open space within key residential growth areas in major activity centres.
	<b>3.1.3</b> Manage our open space and public places to balance the different needs of people who visit, live or work in Bayside.
<b>3.2 Infrastructure and assets are sustainable, accessible and fit-for-purpose now and for the future</b>	<b>3.2.1</b> Plan for and implement effective stewardship of all Council assets to ensure our infrastructure is safe, activated, accessible, adaptable and environmentally sustainable.
<b>3.3 Land use will enhance Bayside’s liveability and protect the distinctive heritage and character of our various localities</b>	<b>3.3.1</b> Strategic planning and controls protect and reflect the diverse environmental and heritage values of Bayside.
	<b>3.3.2</b> Encourage the planning of well-designed new development that is appropriately located and consistent with the preferred neighbourhood character and residential amenity.
<b>3.4 Transport planning and infrastructure facilitates a well-connected, accessible, safe and convenient transport system that contributes to a zero-carbon future and Wellbeing.</b>	<b>3.4.1</b> Integrate our transport planning and traffic management, and employ smart solutions to address changing demand, transport trends and community needs.



## Strategic Indicators

Strategic indicators	Target
<b>Community satisfaction with the provision and maintenance of parks, reserves</b>	Maintain or improve Excellent rating (7.75+)
<b>Community satisfaction score for sportsgrounds and ovals</b>	Maintain or improve Excellent rating (7.75+)
<b>Maintain 100% of asset renewal as a percentage of depreciation</b>	Maintain 100% of asset renewal
<b>Increase activation of Council pavilions during non-sport allocated hours</b>	5 pavilions with community opening hours for year 1 (COVID dependent)
<b>Community satisfaction with public toilets</b>	Maintain or improve Good rating (6.5-7.25)
<b>Maintain community satisfaction with maintenance and repair of assets and facilities</b> <ul style="list-style-type: none"><li>• <b>Sealed roads</b></li><li>• <b>Drains</b></li><li>• <b>Footpaths</b></li></ul>	Maintain or improve Good rating (6.5-7.25)
	Maintain or improve Good rating (6.5-7.25)
	Maintain or improve Good rating (6.5-7.25)
<b>Increase Council and delegate planning decisions upheld at VCAT</b>	Target 60%
<b>Community satisfaction with appearance and quality of new developments in their area</b>	Improve Poor rating (5.5-6.0)
<b>Community satisfaction with planning for population growth</b>	Improve Poor rating (5.5-6.0)
<b>Planning applications decided within 60 days</b>	Target 70%
<b>Average time taken to decide planning applications</b>	Target 65 days
<b>Community satisfaction with protection of local heritage</b>	Improve Poor rating (5.5-6.0)
<b>Community satisfaction with on and off-road bike paths (including shared paths)</b>	Maintain or improve Very Good rating (7.25-7.75)
<b>Community satisfaction with Council’s advocacy for better bus routes, sufficient commuter parking, and developments around stations.</b>	Improve Poor rating (5.5-6.0)
<b>Community satisfaction on the availability of parking on residents’ streets in the local area</b>	Improve Poor rating (5.5-6.0)



# Goal 3 Our Place

## Major initiatives

- Netball Centre
  - Dendy Street Beach Pavilion
  - Beaumaris Arts Centre
- Warm Water Pool
  - Wangara Road Park Masterplan
  - Heritage Review

The built environment includes residential and commercial properties, roads and transport infrastructure and all aspects that a Council would ‘build’/‘rate’ as part of the overall environment across Bayside.

## Services we provide to our community

- Animal Management**

**Asset Management**

  - Asset Management Systems & Support
  - Utilities

**Capital Projects**

  - Project Management
  - Project Services

**Investigations**

**Local Laws (inc. Parking and Appeals)**

**Statutory Planning Services**

**Traffic and Transport**

  - Traffic Management
  - Transport Planning
- Urban Places Design & Advice**

  - Library Buildings
  - Municipal Buildings
  - Public Amenities Buildings
  - Social Services Buildings
  - Sporting Facilities Buildings

**Urban Strategic Planning**

  - Urban Strategy
  - Strategic Planning
  - General Planning Scheme Amendments
  - General Strategic Urban Projects
  - Planning Scheme Review
- Building and Infrastructure Maintenance**

  - Road Maintenance
  - Drainage Maintenance
  - Infrastructure Maintenance
  - Commercial Facilities Buildings
  - Vendor Sites and Foreshore Facilities
  - Community Buildings
  - Corporate Centre
  - Maintenance Services

**Emergency Management**

  - Municipal Emergency Planning

**Asset Protection**

**Building Surveying**

  - Statutory Building services







## Goal 4 Our Promise

We will engage with and represent for all in our community, and provide ethical, open and accountable stewardship of the Bayside municipality and deliver sustainable services that meet the vision and needs of the current and future generations of Bayside.

## What the community said in their Vision for 2050



### Theme 7 Council operations and accountability

Bayside City Council serves the needs of its communities, engaging with them, reflecting their desires and aspirations in its activities, including, where appropriate, encouragement for community members to drive the vision.



### Theme 6 Promoting Innovation

Bayside will nurture innovation to encourage a thriving and vibrant community.

Creativity and thinking outside the box improve problem-solving and the opportunities to have a competitive advantage.

Engage with our community, consider all views and report openly enabling people to be informed about and involved in key decisions policies and projects that affect them.



# Goal 4 Our Promise

## Council’s strategic focus for the next four years

Strategic objectives	Strategies
4.1. Identify an agreed program of advocacy to secure funding and policy reform to be a leading voice for change	4.1.1. Identify an agreed program of advocacy, build relationships with government and partner with others to optimise our effort.
4.2. Ensure flexible and transparent decision making through open and accountable governance	4.2.1 Engage with our community, consider all views and report openly enabling people to be informed about and involved in key decisions policies and projects that affect them.  4.2.2 Model ethical standards and practices and make evidence-based decisions to build trust in our leadership.
4.3. Provide customer-focused and effective service delivery and value in all we do.	4.3.1. Ensure integrated planning and sound financial management while allocating resources to meet community needs.  4.3.2. Provide enhanced online services to our community, placing the customer at the centre of everything we do.

## Strategic Indicators

Strategic indicators	Target
Community satisfaction with Council’s reputation, lobbying and advocacy	Maintain or improve Solid rating (6.0-6.5)
Community satisfaction with Council	Maintain or improve Solid rating (6.0-6.5)
• Consultation and engagement	
• Responsiveness to community needs	Maintain or improve Solid rating (6.0-6.5)
• Maintaining trust and confidence of local community	Maintain or improve Solid rating (6.0-6.5)
Improve percentage of Council’s facilities with current tenancy agreements	Target 92%
Community perception rating that Council provides important services that meet the needs of the whole community	Maintain or improve High rating of Importance (7.75+)
Community perception averaged rating for overall aspects of customer service	Maintain or improve Very Good rating (7.25-7.75)

## Major initiatives

- Annual Budget
- Annual Action Plan

## Services we provide to our community

<b>Chief Executive and Executive Team</b>	<b>Governance</b> <ul style="list-style-type: none"><li>• Audit Management</li><li>• Council Support</li><li>• Mayoral Functions</li></ul>	<b>People and Capability</b> <ul style="list-style-type: none"><li>• People &amp; Capability</li><li>• Learning and Development</li><li>• Payroll</li></ul>	<ul style="list-style-type: none"><li>• Education Facilities</li><li>• Foreshore Cafes</li><li>• Golf Courses</li><li>• Leisure Centres</li><li>• Mobile Vendors</li><li>• Sporting Facilities</li><li>• Telecommunication and Utilities</li><li>• Commercial Facilities</li></ul>
<b>Communications and Engagement</b> <ul style="list-style-type: none"><li>• Community Engagement</li><li>• Communications</li><li>• Advocacy</li><li>• Planning and Research</li></ul>	<ul style="list-style-type: none"><li>• Australia Day</li><li>• Citizenship</li><li>• Corporate Reporting</li><li>• Corporate Planning</li></ul>	<b>Accounting Services</b>	
<b>Customer Experience</b> <ul style="list-style-type: none"><li>• Customer Experience/ Service Desk</li><li>• External Contact Centre Services</li><li>• Digital Strategy</li></ul>	<b>Information Services</b> <ul style="list-style-type: none"><li>• Information Management Systems</li><li>• IT Corporate Equipment</li><li>• Corporate Records Management</li></ul>	<b>Rates and Revenue</b> <ul style="list-style-type: none"><li>• Rates and Revenue Administration</li><li>• Fire Services Property Levy</li><li>• Valuation Services</li></ul>	<b>Risk and Claims Management</b>
<b>Enterprise Project Management</b>	<b>Strategy and Performance</b> <ul style="list-style-type: none"><li>• Strategy &amp; Improvement</li><li>• Continuous Improvement</li><li>• Service Planning &amp; Review</li></ul>	<b>Fleet Management</b>	<b>Procurement</b>
<b>Financial Services</b> <ul style="list-style-type: none"><li>• Corporate Finance</li></ul>		<b>Property and Lease Management</b> <ul style="list-style-type: none"><li>• Discontinuance and Sales</li><li>• Commercial Services</li><li>• Corporate Insurance</li><li>• Property and Lease Management</li><li>• Car Parks</li><li>• Community Facilities</li><li>• Council Depot</li></ul>	<b>Workplace Health and Safety</b>

Bayside will nurture innovation to encourage a thriving and vibrant community.

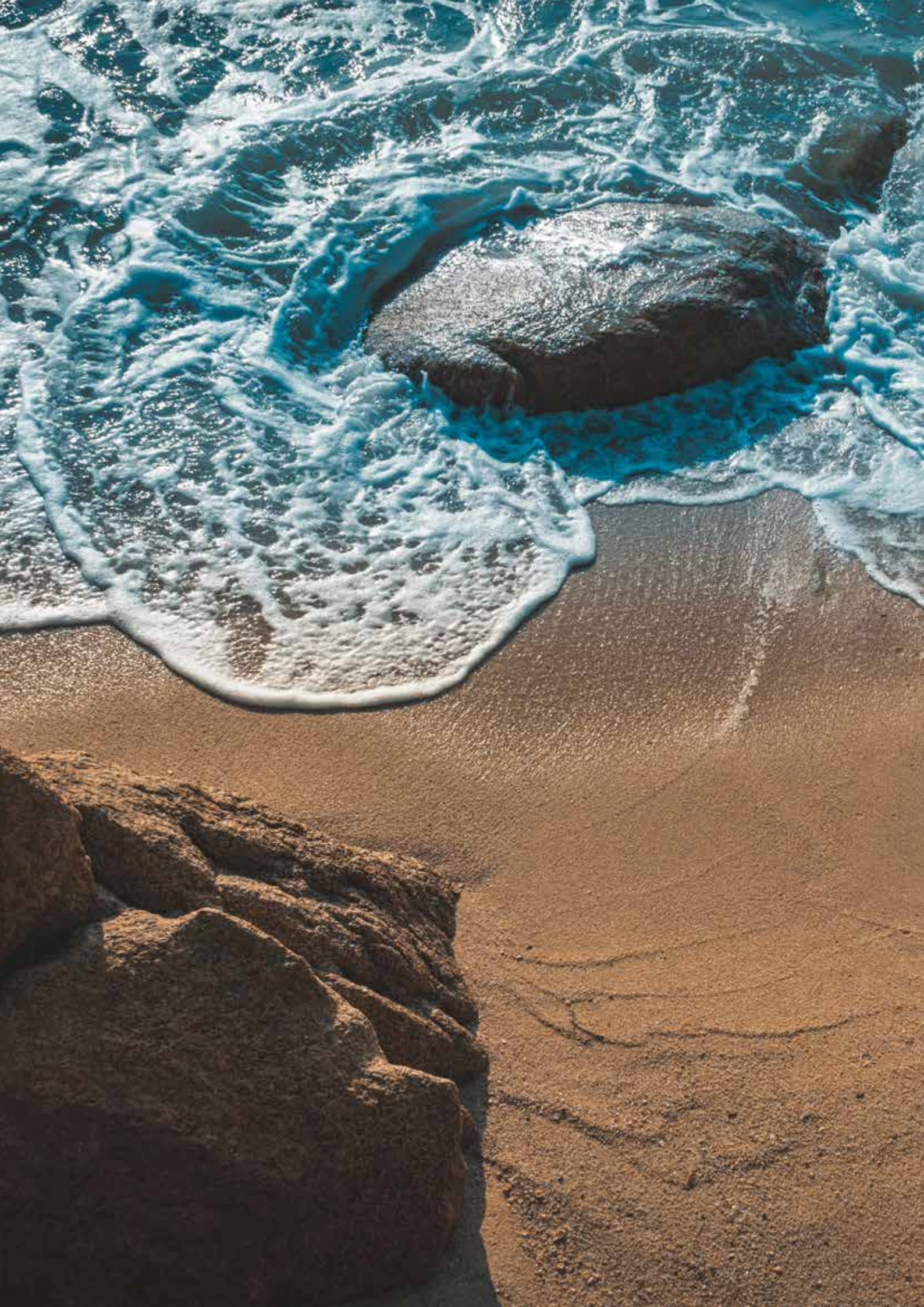


# Overall supporting strategies and plans

This Council Plan is supported by a range of Council Strategies as outlined below:

## Council Strategies

Affordable Housing Strategy 2021	Integrated Water Management Plan 2019-2034
Arts Strategic Plan 2018-2022	Library Services Strategic Plan 2018-2022
Asset Plan 2021-2031	Martin Street Structure Plan 2016
Bay Street Centre Structure Plan 2016	Municipal Emergency Management Plan
Beaumaris Concourse Structure Plan 2005	Municipal Strategic Statement
Bicycle Action Plan 2019-2026	Open Space Strategy 2012-2032 (Bayside)
Biodiversity Action Plan 2018-2027	Open Space Sustainable Water Management Strategy 2011
Black Rock Village Neighbourhood Activity Centre Plan 2009	Property Strategy 2018-2021
Buildings Asset Management Plan 2016-2026	Public Toilet Strategy 2019-2023
Church Street Centre Structure Plan 2016	Public Transport Advocacy Statement 2016
Climate Emergency Action Plan 2020-2025	Recreation and Open Space Asset Management Plan 2013
Coastal Management Plan 2014-2024	Recreation Strategy 'Active by the Bay' 2013-2022
Council Plan 2021-2025	Recycling and Waste Management Strategy 2018 -2027
Council Vision 2050	Reflect Reconciliation Action Plan 2019-2020
Digital Transformation Strategy 2018-2021	Retail, Commercial & Employment Strategy 2016-2030
Domestic Animal Management Plan 2017-2021	Revenue and Rating Plan 2021-2025 TBD
Drainage Service Driven Asset Management Plan 2015-2025	Road Asset Management Plan 2011
Early Years Action Plan 2017-2021	Road Management Plan 2017-2021
Early Years Infrastructure Plan 2018-2028	Road Safety Strategy 2019-2024
Economic Development Strategy 2014-2019	Sandringham Village Structure Plan 2016
Environmental Sustainability Framework 2016-2025	Small Activity Centre Strategy 2014
Financial Plan 2021/2031	Sportsground Pavilion Improvement Plan 2019-2023
Graffiti Management Plan 2019	Strategic Resource Plan 2018-2022
Hampton East (Moorabbin) Structure Plan 2016	Tennis Strategy 2019-2028
Hampton Street Centre Structure Plan 2016	Tourism Strategy 2013-2018 (Bayside)
Healthy Ageing Action Plan 2017-2021	Tree Strategy (Bayside) 2011
Healthy Community Action Plan 2017-2021	Urban Forest Strategy 2021
Highett Structure Plan 2018	Walking Strategy 2015-2025
Housing Strategy 2019-2036	Wellbeing for All Ages & Abilities 2071-2021
Improving Housing Affordability & Social Housing Options 2018	Women's Charter Action Plan 2018-2020
Integrated Transport Strategy 2018-2028	Youth Action Plan 2017-2021





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