

# Bayside City Council

Council Plan 2021–2025

Year 3 Review 2023-2024



Bayside  
CITY COUNCIL



## Acknowledgement of Traditional Owners

Bayside City Council proudly acknowledges the Bunurong People of the Kulin Nation as the Traditional Owners and Custodians of this land, and we pay our respects to their Elders, past, present and emerging.

Council acknowledges the Bunurong's continuing relationship to the land and waterways and respects that their connection and spiritual identity is maintained through ancient ceremonies, songlines, dance, art and living culture.

Council pays tribute to the invaluable contributions of the Bunurong and other Aboriginal and Torres Strait Island elders who have guided and

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# Message from the Council

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We are pleased to share with you the updated Council Plan for 2021-25, a roadmap for working with our residents over the four Council term to realise our longer term aspirations for the future. Our Bayside 2050 Community Vision articulates our shared goals:

*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 is focussed 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.

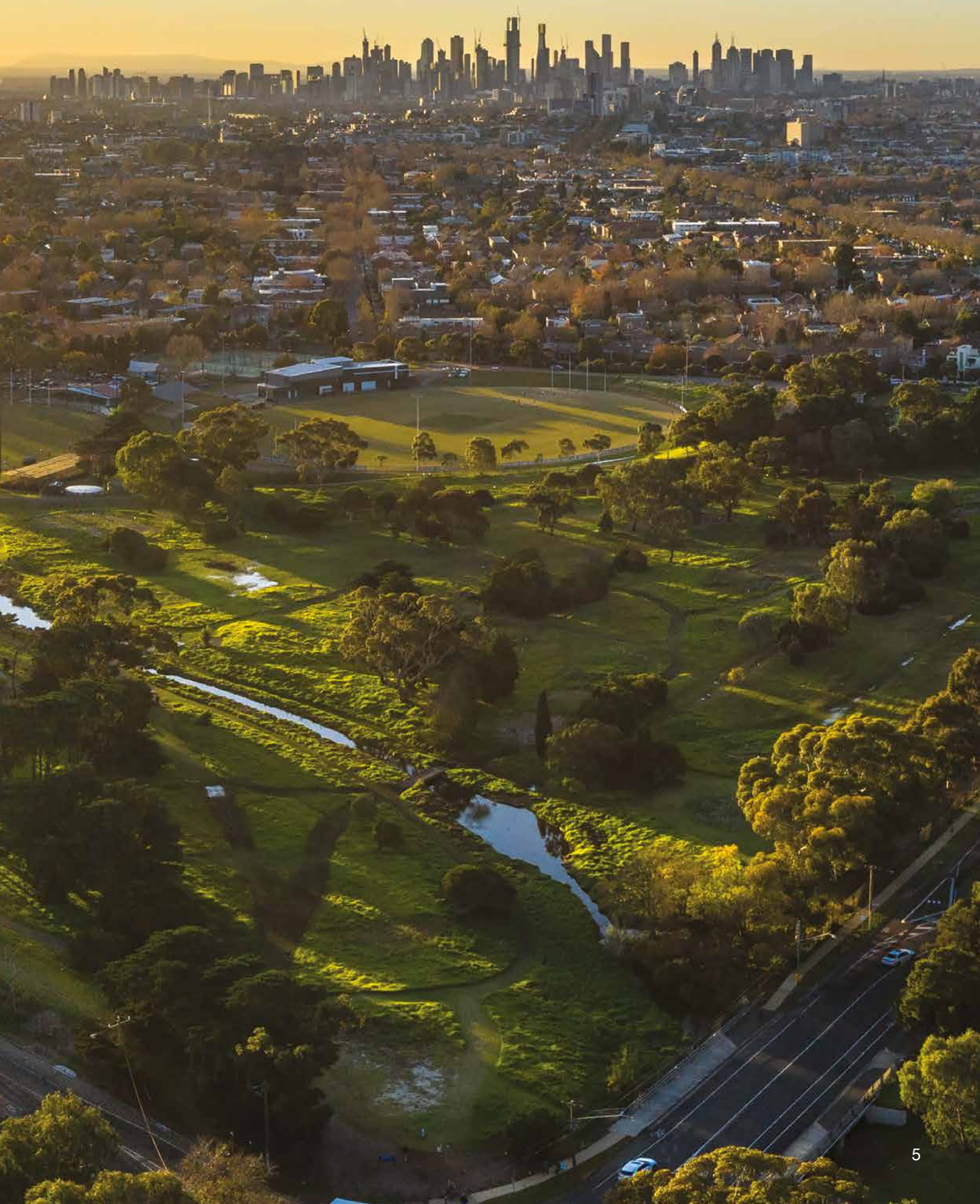
Our four year plan includes

- 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 until June 2025. We look forward to working with our wonderful Bayside community to achieve our shared vision for the future.

**Bayside Councillors**

**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 current council term.

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.

## Our Plan

delivers 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 in the medium term.

# A snapshot of the Bayside Community

## Bayside Population

### Most populous life-stages in Bayside



The predicted population for 2023 is

**102,101**



Parents and homebuilders

**35-49 years**

19.3%



Older workers and pre-retirees

**50-59 years**

15.6%



Empty nesters and retirees

**60-69 years**

12.1%

### 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



**27.1%**

of people in the City of Bayside were born overseas, compared with 35.7% in Greater Melbourne.



**15.4%**

speak a language other than English at home



**0.2%**

residents are Aboriginal or Torres Strait Islander.

Bayside population declined by 2.6% over the two years 2021 and 2022 but is anticipated to recommence increasing slowly at approximately **0.48% per annum to 2041**.

### Future Population to year 2041

**10,370**

additional residents

**9,180**

additional dwellings

### Major Change

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

**4,650**

additional seniors (29% increase)

### And...

**11,390**

in people 85+

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. 112 Local Government authorities in Australia (35 of 79 in Victoria) have declared a Climate Emergency (June 2022), representing 44% 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** (2021), is that the Bayside community emits around 0.81 million tonnes of greenhouse gases. This is largely made up of electricity usage (53%), followed by gas (20%), transport (16%), and waste (5%). The electricity and gas figures cover residential, commercial and industrial sources.

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

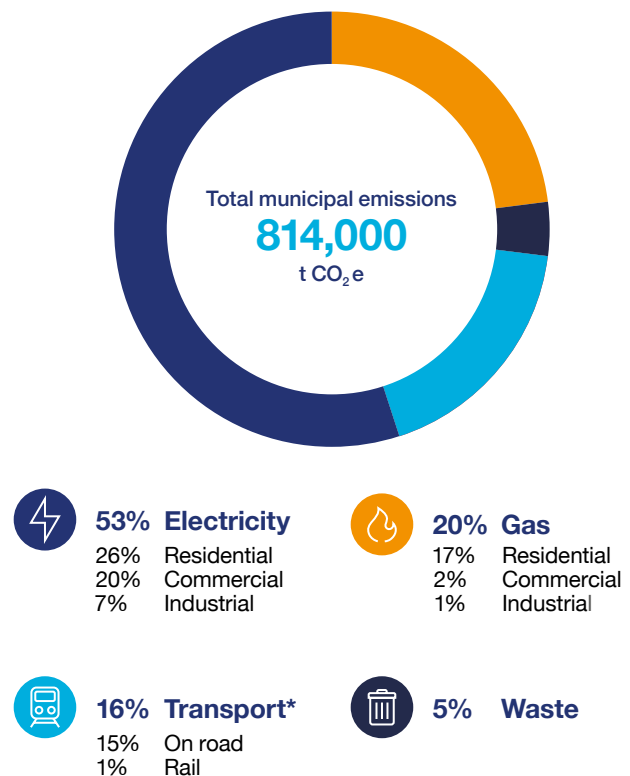
73% of Bayside's emissions are from Electricity and Gas consumption of which:

- 43% is associated with residential use
- 33% is associated with business use (commercial and industrial)

In December 2021 Council set an ambitious target to reduce Bayside's community greenhouse gas emissions by 75% below 2005 levels by 2030; and achieve net zero emissions by 2035, or earlier. Since the 2020 report, Bayside emissions have marginally reduced overall and the % related to gas and electricity has reduced (from 78% to 73%) but with the greater proportion now associated residential use rather than business use.

In Victoria, (Victorian Greenhouse Gas Emissions Report 2019), transport is 20.6%, electricity is 50.9% and direct combustion (including gas in homes) is 16.4% of all emissions.

## Bayside emissions 2020-21



\*Transport activity data from Google Environmental Insights Explorer

## 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

### 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'

**13.2%**

reported feeling isolated and out of contact from others

**34.4%**

disagreed they play an active role in community

**27.2%**

reported they volunteer regularly

### 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

### 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'

**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

**57%**

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

### 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

### 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

**68.8%**

of the Bayside resident workers travel outside of the area to work

**28%**

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 grants programs. In the 2021-2022 year council introduced grants to encourage sustainable community, and distributed other grant funding for some major projects:

- 41 annual community grants including new initiatives (\$254,440),
- 20 events and festivals \$19,620
- 20 contingency grants and to support inclusion programs (\$28,271),
- 4 sustainable community grants (\$18,030) and
- 6 major grants (\$435,327).

# 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).

## Housing



Residents living in separate houses (60%) and medium-high density apartments (30%)



Higher percentage of housing fully owned (40%) compared with Greater Melbourne average (29%)



Social housing dwellings slightly lower (2.1%) compared with Greater Melbourne average (2.6%)



Need for affordable housing 2.8% of all households (1,076 households in Bayside)



Number of affordable housing sales (Dec 2022)  
2.8% of sales



Bayside projected housing growth 2021-2041 will see the biggest growth (in number terms) in Highett, Hampton and Cheltenham

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

## 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.

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 per annum.



# Our Promise



Based on 2022 reporting

## Governance



Number of Council and Council Committee meetings annually

**29**



Number of matters considered at Council meetings annually

**406**



Number of matters considered by Council in camera (confidential)

**2.26%**



Number of internal audits per annum

**5**



Number of Council properties (excluding bathing boxes)

**305 properties**



Number of Council properties leased to community

**242 lease/licences**

## Customer interactions

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

**43**

Number of active community engagement processes per annum

**1,657,132**

recorded customer interactions (website user sessions, front counter, phone calls, physical mail and emails to contact centre)

**1,287,030**

Number Bayside website visits per annum. Visits (19/20) representing 78% of all customer interactions

**62%**

Website satisfaction (thumb up/ thumbs down feature) averaged (2020) with a high of 75% satisfaction in July 2020.

Number of Bayside social media followers per annum

**13,275**

Facebook

**6,047**

Twitter

**8,917**

Twitter (new)

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

## Financial sustainability

Based on 2022/23 adopted budget

**9.3%**

Underlying surplus result

**185%**

Asset renewal and asset upgrade as a percentage of depreciation

**2.84**

Liquidity (current assets/current liabilities)

**71%**

Rate revenue/adjusted underlying

**2.3%**

Indebtedness (non-current liabilities as a % of own sourced revenue)

**0.12%**

Rates affordability (Rates as a % of property value)

# 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 Moullem



**Bleazby Ward**  
Cr Alex del Porto



**Castlefield Ward**  
Cr Jo Samuel-King



**Ivison Ward**  
Cr Sonia Castelli



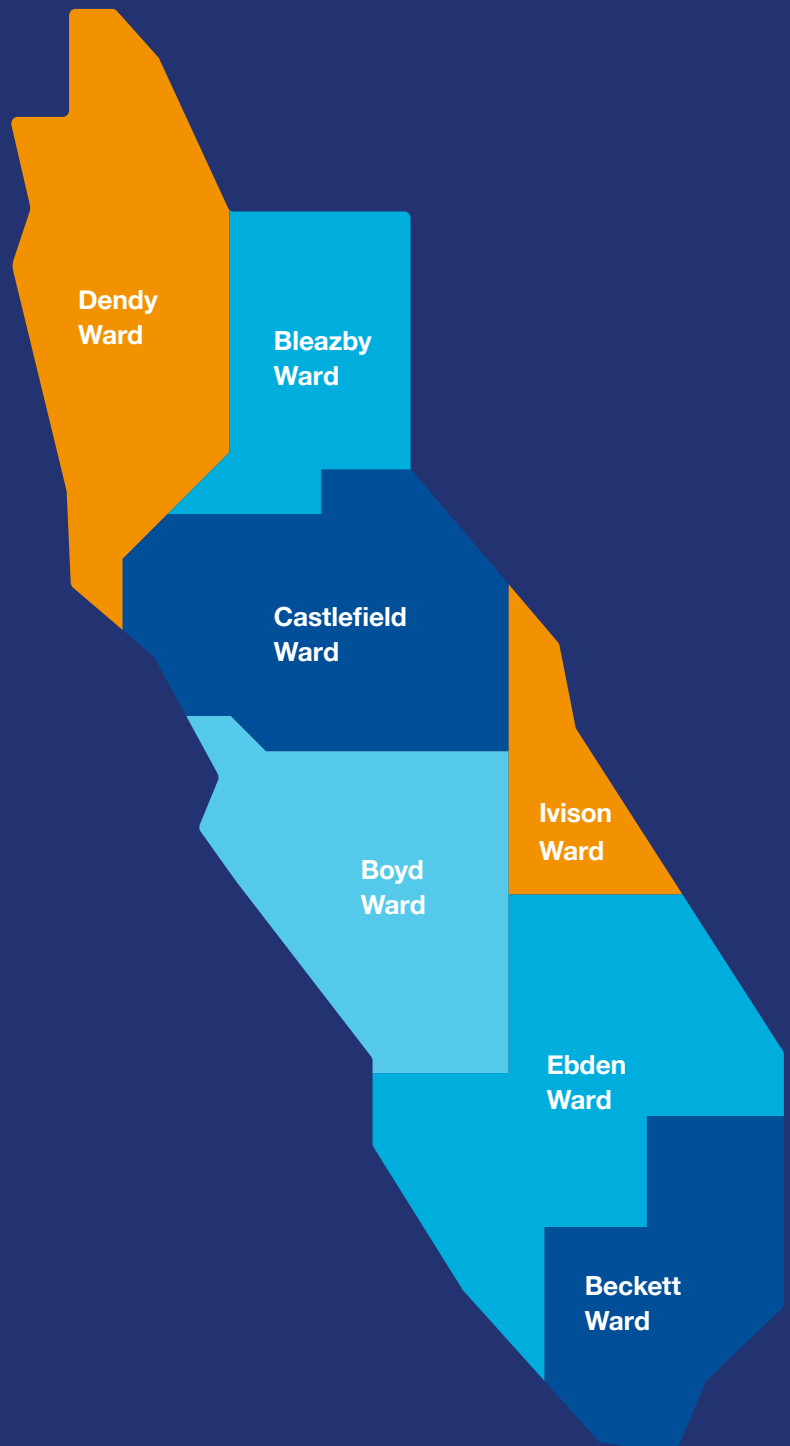
**Boyd Ward**  
Cr Fiona Stitfold



**Ebdon 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.



**Mick Cummins**  
CEO



**Matthew Cripps**  
Director City  
Planning  
and Amenities



**Kathryn Tozer**  
Acting Director  
Corporate Services



**Tilla Buden**  
Director  
Communication and  
Customer Experience



**Jill Colson**  
Director Environment,  
Recreation &  
Infrastructure



**Rachael Bragg**  
Executive Manager  
People and Strategy

# Bayside 2050 Community Vision

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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 on 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 during this council term.

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 sector 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 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
<b>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.</b>	<b>1.1.1.</b> Adopt and champion innovative ways of working and evaluate policy against its climate impact to reduce harm <b>1.1.2.</b> 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
<b>1.2. Protect and enhance our natural and coastal environments, biodiversity and unique ecosystems</b>	<b>1.2.1.</b> Protect and enhance the biodiversity and health of our natural space and foreshore <b>1.2.2.</b> Enhance vegetation (including the tree canopy) through accelerated tree planting and tree protection on public and private land <b>1.2.3.</b> 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
<b>1.3. Improve environmental sustainability through a circular economy approach to waste management, recycling and energy use.</b>	<b>1.3.1.</b> Reduce the amount of waste generated and disposed in landfill through initiatives to prevent, reduce, recycle and reuse waste

## Strategic Indicators

Strategic indicators	Target
<b>Community satisfaction that Council is meeting its environmental responsibilities</b>	Maintain or improve Good rating (6.5-7.25)
<b>Maintain Council's status as Certified "Carbon Neutral"</b>	Council is certified as 'Carbon Neutral' against the Climate Active standard
<b>Community satisfaction with the appearance of the beach and foreshore, including bushland</b>	Maintain or improve Excellent rating of (7.75+)
<b>Number of trees planted on public land</b>	More than 2,000 trees per year
<b>Number of formal and informal partnership agreements with government agencies to protect local green spaces, foreshore and marine environments, biodiversity, and habitat health</b>	1 agreement per year
<b>Community satisfaction on the provision and maintenance of street trees</b>	Maintain or improve Good rating (6.5-7.25)
<b>Community satisfaction with waste and recycling services</b>	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
<b>Diversion of waste from landfill</b>	Target More than 70%

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## Major initiatives

- Climate Emergency Action Plan implementation
- Biodiversity Action Plan
- Urban Forest Strategy implementation
- Park Improvement and Habitat Linkage Plan
- Yalukit Willam Nature Reserve: Wetlands and Gateway building
- Greenhouse Gas Emissions Reduction project

## 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

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

### Strategies

**2.1.1.** 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.

**2.1.2** Facilitate opportunities for people to participate in community life, through volunteering, civic leadership, sport, artistic, cultural and social programs and events, to enable inclusion, social connection, creative expression and wellbeing.

**2.1.3.** Respect and care for our First Nation's cultural heritage to build inclusion, celebrate diversity and enhance connection to place.

**2.2 Engage with our diverse communities to improve access and inclusion in Bayside**

**2.2.1** 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.

**2.2.2** Build social policy and strategy to improve accessibility, diversity, equity and inclusion in our community.

**2.3 Foster economic vitality, facilitating innovation and investment in our local economy.**

**2.3.1** Improve the amenity, accessibility and unique sense of place to enhance community connection.

**2.3.2** Foster economic activity and local employment, within Bayside business district and major activity centres.



## Strategic Indicators

Strategic indicators	Target
<b>Community satisfaction with services provided</b>	Maintain or improve Excellent rating (7.75+)
• for children from birth to 5 years of age	
• for youth	Maintain or improve Very good rating (7.25-7.75)
• for older people	Maintain or improve Very Good rating (7.25-7.75)
• for people with a disability	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>Number of formal and informal partnership agreements with external and/or government agencies to support resilience initiatives</b>	2 agreements
<b>Community Satisfaction with library services</b>	Maintain Excellent rating (7.75+)
<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 per year
<b>Community satisfaction of the availability of parking around business and shopping strips/commercial areas.</b>	Maintain or improve Good rating (6.5-7.25)

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

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## Major initiatives

- Municipal Health and Wellbeing Plan
- Innovate Reconciliation Action Plan
- Affordable Housing Strategy
- Expansion of Aged Care services

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
- Urban place-making and design

### Environmental Health

- Public Health
- Food Safety

### Arts & Cultural Services

- Arts & Cultural Programs
- Music Concerts
- Art Gallery
- 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

**3.1 Open space is increased, and foreshore is cared for, to support diverse use and connect to community**

**3.2 Infrastructure and assets are sustainable, accessible and fit-for-purpose now and for the future**

**3.3 Land use will enhance Bayside's liveability and protect the distinctive heritage and character of our various localities**

**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.**

### Strategies

**3.1.1** Our foreshore, open space and amenities deliver enhanced functionality for a wide range of uses.

**3.1.2** Focus on increasing open space within key residential growth areas in major activity centres.

**3.1.3** Manage our open space and public places to balance the different needs of people who visit, live or work in Bayside.

**3.2.1** Plan for and implement effective stewardship of all Council assets to ensure our infrastructure is safe, activated, accessible, adaptable, cleaner, fit-for-purpose and environmentally sustainable.

**3.3.1** Strategic planning and controls protect and reflect the diverse environmental and heritage values of Bayside.

**3.3.2** Encourage the planning of well-designed new development that is appropriately located and consistent with the preferred neighbourhood character and residential amenity.

**3.4.1** 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
Community satisfaction with the provision and maintenance of parks, reserves	Maintain or improve Excellent rating (7.75+)
Community satisfaction score for sportsgrounds and ovals	Maintain or improve Excellent rating (7.75+)
User satisfaction score for sportsgrounds and ovals	Benchmark to be established
Maintain 100% of asset renewal as a percentage of depreciation	Maintain 100% of asset renewal
Increase activation of Council pavilions during non-sport allocated hours	Number of hours of community use/ Number of hours available.
Community satisfaction with public toilets	Maintain or improve Good rating (6.5-7.25)
Maintain community satisfaction with maintenance and repair of assets and facilities	Maintain or improve Good rating (6.5-7.25)
• Sealed roads	Maintain or improve Good rating (6.5-7.25)
• Drains	
• Footpaths	Maintain or improve Good rating (6.5-7.25)
Increase Council and delegate planning decisions upheld at VCAT	Target 60%
Community satisfaction with appearance and quality of new developments in their area	Maintain or improve Good rating 6.5-7.25)
Community satisfaction with aspects of planning and housing development (averaged)	Maintain or improve Good rating (6.0-7.25)
Planning applications decided within 60 days	Target 70%
Average time taken to decide planning applications	Target 65 days
Community satisfaction with protection of local heritage	Maintain or improve Good rating 6.0-7.25
Community satisfaction with on and off-road bike paths (including shared paths)	Maintain or improve Very Good rating (7.25-7.75)
Community satisfaction on the availability of parking on residents' streets in the local area	Maintain or improve Good rating (6.5-7.25)

# Goal 3 Our Place

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## Major initiatives

- Dendy Street Beach Pavilion
- Beaumaris Arts Centre
- Warm Water Pool
- Wangara Road Park Masterplan
- Tulip Street Basketball
- Billilla Mansion and precinct restoration

The built environment includes residential and commercial properties, roads and transport infrastructure.

## 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 Strategic Planning

- Urban Strategy
- Strategic Planning
- General Planning Scheme Amendments
- General Strategic Urban Projects
- Planning Scheme Review

### Emergency Management

- Municipal Emergency Planning

### Asset Protection

### Building Surveying

- Statutory Building services

### • Building and Infrastructure Maintenance

- Road Maintenance
- Drainage Maintenance
- Infrastructure Maintenance
- Commercial Facilities Buildings
- Vendor Sites and Foreshore Facilities
- Community Buildings
- Corporate Centre
- Maintenance Services
- Library Buildings
- Municipal Buildings
- Public Amenities Buildings
- Social Services Buildings
- Sporting Facilities Buildings







## 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
<b>4.1. Identify an agreed program of advocacy to secure funding and policy reform to be a leading voice for change</b>	<b>4.1.1.</b> Identify an agreed program of advocacy, build relationships with government and partner with others to optimise our effort.
<b>4.2. Ensure flexible and transparent decision making through open and accountable governance</b>	<b>4.2.1</b> Engage with our community, consider all views and make transparent, evidence based decisions to build trust in our leadership.
<b>4.3. Provide customer-focused and effective service delivery and value in all we do.</b>	<b>4.3.1.</b> Ensure integrated planning and sound financial management while allocating resources to meet community needs. <b>4.3.2.</b> Provide enhanced services to our community, placing the customer at the centre of everything we do.

## Strategic Indicators

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

## Major initiatives

- Annual Budget
- Annual Action Plan

## Services we provide to our community

### Chief Executive and Executive Team

### Communications and Engagement

- Community Engagement
- Communications
- Advocacy
- Planning and Research

### Customer Experience

- Customer Experience/ Service Desk
- External Contact Centre Services
- Digital Strategy

### Enterprise Project Management

### Financial Services

- Corporate Finance

### Governance

- Audit Management
- Council Support
- Mayoral Functions
- Australia Day
- Citizenship
- Corporate Reporting
- Corporate Planning

### Information Services

- Information Management Systems
- IT Corporate Equipment
- Corporate Records Management

### Strategy and Performance

- Strategy & Improvement
- Continuous Improvement
- Service Planning & Review

### People and Capability

- People & Capability
- Learning and Development
- Payroll

### Accounting Services

### Rates and Revenue

- Rates and Revenue Administration
- Fire Services Property Levy
- Valuation Services

### Fleet Management

### Property and Lease Management

- Discontinuance and Sales
- Commercial Services
- Corporate Insurance
- Property and Lease Management
- Car Parks
- Community Facilities
- Council Depot

- Education Facilities
- Foreshore Cafes
- Golf Courses
- Leisure Centres
- Mobile Vendors
- Sporting Facilities
- Telecommunication and Utilities
- Commercial Facilities

### Risk and Claims Management

### Procurement

### Workplace Health and Safety

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

Arts, Culture and Libraries Strategy 2023-2027

Asset Plan 2023-2032

Bay Street Centre Structure Plan 2016

Beaumaris Concourse Structure Plan 2005

Bicycle Action Plan 2019-2026

Biodiversity Action Plan 2018-2027

Black Rock Village Neighbourhood Activity Centre Plan 2009

Buildings Asset Management Plan 2016-2026

Church Street Centre Structure Plan 2016

Climate Emergency Action Plan 2020-2025

Coastal Management Plan 2014-2024

Community Resilience Plan 2021-25

Council Plan 2021-2025

Council Vision 2050

Digital Transformation Strategy 2018-2021

Domestic Animal Management Plan 2017-2021

Drainage Service Driven Asset Management Plan 2015-2025

Early Years Action Plan 2017-2021

Early Years Infrastructure Plan 2018-2028

Economic Development, Tourism and Placemaking Strategy 2023

Environmental Sustainability Framework 2016-2025

Financial Plan 2022/2032

Graffiti Management Plan 2019

Hampton East (Moorabbin) Structure Plan 2016

Hampton Street Centre Structure Plan 2016

Healthy Ageing Action Plan 2017-2021

Healthy Community Action Plan 2017-2021

Highett Structure Plan 2018

Housing Strategy 2019-2036

Improving Housing Affordability & Social Housing Options 2018

Innovate Reconciliation Action Plan 2022

Integrated Transport Strategy 2018-2028

Integrated Water Management Plan 2019-2034

Library Services Strategic Plan 2018-2022

Martin Street Structure Plan 2016

Municipal Emergency Management Plan

Municipal Health and Wellbeing Plan 2021-2025

Municipal Strategic Statement

Neighbourhood Amenity Local Law 2021

Open Space Strategy 2012-2032 (Bayside)

Open Space Sustainable Water Management Strategy 2011

Property Strategy 2018-2021

Public Toilet Strategy 2019-2023

Public Transport Advocacy Statement 2016

Recreation and Open Space Asset Management Plan 2013

Recreation Strategy 'Active by the Bay' 2013-2022

Recycling and Waste Management Strategy 2018 -2027

Reflect Reconciliation Action Plan 2019-2020

Retail, Commercial & Employment Strategy 2016-2030

Revenue and Rating Plan 2021-2025

Road Asset Management Plan 2011

Road Management Plan 2017-2021

Road Safety Strategy 2019-2024

Sandringham Village Structure Plan 2016

Small Activity Centre Strategy 2014

Sportsground Pavilion Improvement Plan 2019-2023

Strategic Resource Plan 2018-2022

Tennis Strategy 2019-2028

Tree Strategy (Bayside) 2011

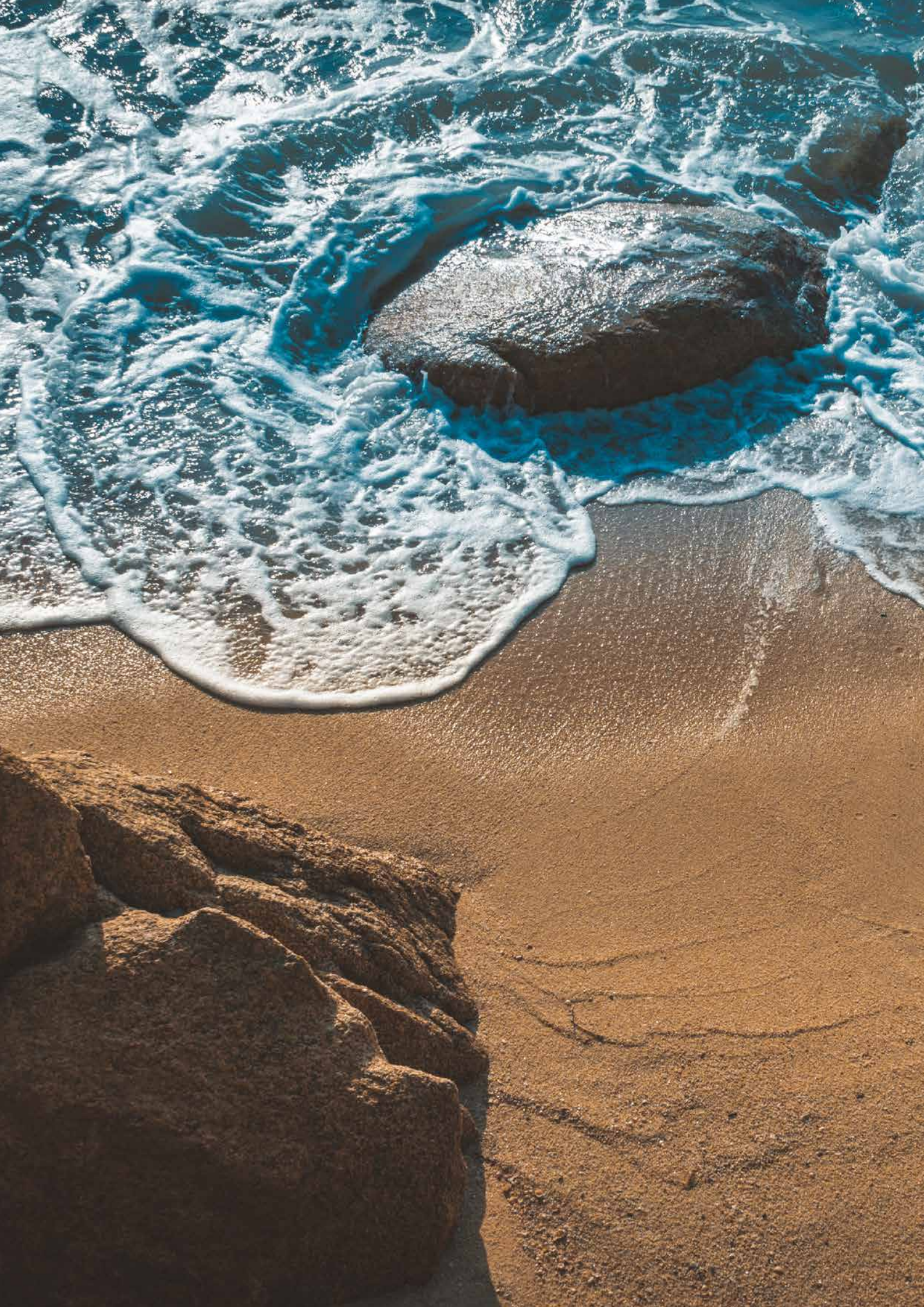
Urban Forest Strategy 2022-40

Volunteer Recruitment Retention and Recognition Plan 2022-26

Walking Strategy 2015-2025

Youth Action Plan 2017-2021







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