



Bayside City Council Council Plan 2017–2021

(2019 Review)



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Making Bayside a better place

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

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

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

The seven domains of liveability are:

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

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



What our community values



Infrastructure

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

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



Transport

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

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

Housing and neighbourhoods

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

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

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

Open space

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

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



Environment

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

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

Local economy and activity centres

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

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

Community health and participation

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

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

Governance

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

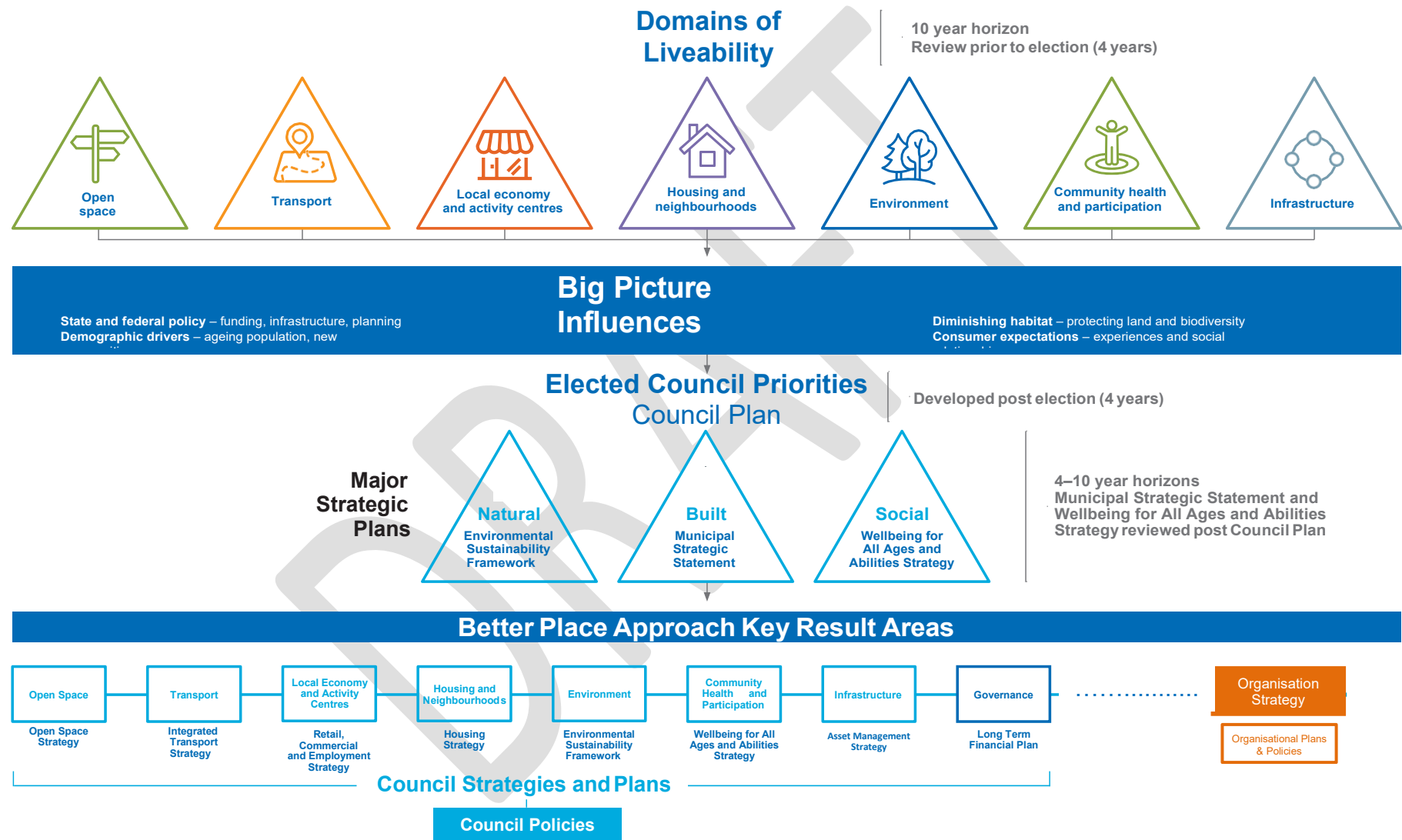


The Better Place Strategic Planning Framework

This Council Plan fits within the Better Place Strategic Planning Framework. It provides a clear line of sight between the long-term aspirations of the community, reflected in the Community Plan 2025, and the four-year priorities for the elected Council proposed in this document.

These priorities will drive Council's major strategies and policies that enable Council to deliver against their vision. Following the development of the Council Plan 2017–2021, the major strategies will be reviewed to ensure alignment with the new goals and priorities.

Bayside Better Place Strategic Planning Framework



Councillor profiles



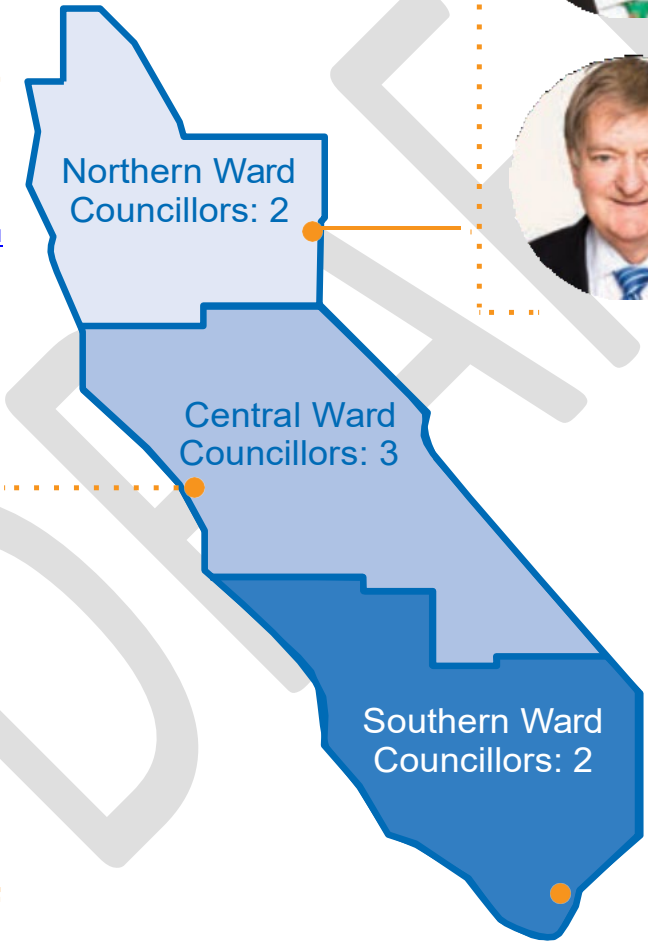
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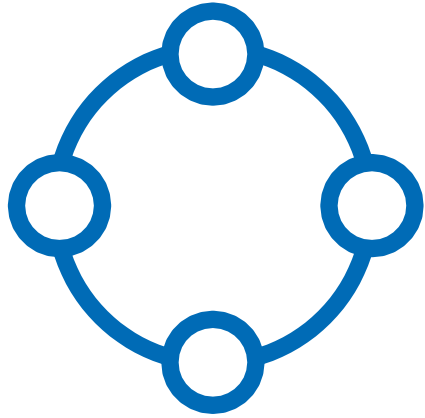


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Council vision

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





Goal 1

Infrastructure

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

1.1 Strategic Objective – We want a Bayside where infrastructure is fit for purpose for today and into the future

Strategic Indicators

- Maintain 100% of asset renewal as a percentage of depreciation
- Maintain community satisfaction with libraries
- Maintain community satisfaction with recreation facilities

Target

- Maintain 100% of asset renewal
- Maintain or improve years 3 and 4 target of 8.7 rating
- Maintain or improve years 3 and 4 target of 8.0 rating

Council Plan Strategy	Actions	2019/20	2020/21
1.1.1. Provide modern library services that meet the needs of the community	Complete the Sandringham Library Redevelopment	✓	
	Explore partnership opportunities for redevelopment of community facilities at the CSIRO site		✓
1.1.2. Develop upgraded and expanded facilities to meet the current and future needs of basketball and netball	Commence the construction of 12 outdoor Netball courts in Sandringham <i>(subject to planning approval)</i>	✓	
	Seek funding commitment from State Government and other funding partners for the construction of 4 additional basketball courts at the Sandringham Family Leisure Centre	✓	

Council Plan Strategy	Actions	2019/20	2020/21
1.1.3. Provide fit for purpose, modern multi-use facilities that are effectively utilised for our children's early years	Develop detailed construction plans for the Fern Street Integrated Children's Centre	✓	
	Complete the refurbishment works at the Hurlingham Park Kindergarten	✓	
	Construct and complete the Fern Street Integrated Children's Centre		✓
	Complete and implement the recommendations of the Brighton North Children's Centre Feasibility Study		✓
1.1.4. Plan for the future of recreation centres, senior centres, U3A and similar community facilities to ensure the assets meet future service needs and deliver strategies for renewal	Complete a business feasibility study and detailed site analysis for future hydrotherapy and/or warm water facilities	✓	
	Complete the design phase for the Sandringham Masonic Hall redevelopment (<i>subject to Heritage and Planning</i>)	✓	
	Undertaken the refurbishment of the Sandringham Masonic Hall for fit for purpose community use		✓
1.1.5. Establish a plan for the future of the Sandringham Leisure Centre	Explore options for the future redevelopment of the Sandringham Family Leisure Centre	✓	

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

Strategic Indicators

- Increase in the number of new and retrofitted Council buildings to achieve Council sustainable Infrastructure Policy requirements in design and documentation
- Improve community satisfaction with public toilets

Target

Minimum of 3 buildings to achieve sustainable design principles

Maintain or improve years 3 and 4 target from 7.04 to 7.25 rating

Council Plan Strategy	Actions	2019/20	2020/21
1.2.1 Meet community and visitor amenity needs in relation to the location, safety and quality of public toilets	Construction of the three public toilets at the following locations – <ul style="list-style-type: none">• Thomas Street Reserve,• Table Rock (replacement),	✓	
	Construction of three public toilets at the following locations as identified within the Public Toilet Strategy – <ul style="list-style-type: none">• Green Point (new)• Beaumaris Concourse (minor improvements)• Well Street Car Park (minor improvements)		✓

1.3 Strategic Objective – We want a Bayside where infrastructure is safe, accessible, adaptable and is highly utilised, providing high levels of value

Strategic Indicators

- Maintain community satisfaction score with Recreation and aquatic facilities, Art Centres and Local Libraries

Target

Maintain or improve years 3 and 4 target for recreation and aquatic facilities 8.09 rating

Maintain or improve years 3 and 4 target for art centres 8.00 rating

Maintain or improve years 3 and 4 target for Libraries 8.78 rating

Maintain or improve years 3 and 4 target for sports grounds & ovals 8.2 rating

Council Plan Strategy	Actions	2019/20	2020/21
1.3.1 Upgrade recreation and sporting pavilions to provide female-friendly facilities and disability access, and to meet the identified needs of users	Complete the pavilion redevelopment at the following reserves: <ul style="list-style-type: none">Chisolm Reserve pavilionWilliam Street ReserveElsternwick Park Oval 2Destructor ReserveAW Oliver Reserve	✓	
	Complete the design phase of the following pavilions: <ul style="list-style-type: none">Donald McDonald ReserveSillitoe ReserveElsternwick Park Oval 4	✓	

Council Plan Strategy	Actions	2019/20	2020/21
1.3.2 Provide safe and contemporary play facilities by upgrading playgrounds	Complete playground renewal as identified within the Playground Improvement Plan for 2019/20: <ul style="list-style-type: none"> • Redevelopment of Thomas Street Reserve Regional Accessible Playground 	✓	
	<ul style="list-style-type: none"> • Complete the Children's Sensory Garden and Adult fitness space at Fern Street Integrated Children's Service Centre 		✓
	Complete consultation and design phase for 8 playgrounds as identified within the Playground Improvement Plan for 2019/20: <ul style="list-style-type: none"> • Thomas Street Reserve Regional Accessible playground • Banksia Reserve playground • Ashwood Reserve playground • Old Dairy Reserve playground • Royal Avenue Reserve playground • Tjilajirrin Reserve playground • Landcox Park playground • Sandringham Gardens playground 	✓	



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



Goal 2

Transport

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

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

Strategic Indicators

- Increase community satisfaction with on and off-road bike paths
- Increased number of people travelling to work by bike

Target

Maintain or improve years 3 and 4 target from 7.49 to 7.75 rating

Year 4 – 840 Cyclists – ABS Census

Council Plan Strategy	Actions	2019/20	2020/21
2.1.1 Facilitate transport options to meet community needs	Complete the following activities as identified within the Integrated Transport Strategy: <ul style="list-style-type: none"> • Provision of Zebra crossings at roundabouts within Bay Street and Church Street Major Activity Centres • Commence the development of a municipal wide Parking Strategy • Explore the feasibility of installing recharging facilities in council buildings for mobility scooters and vehicles 	✓	
	Implement the Church Street Shopping Centre Parking sensors	✓	

2.2 Strategic Objective – We want a Bayside where transport options meet the needs of the community

Strategic Indicators

- Maintain community satisfaction with Council’s advocacy for better bus routes, sufficient commuter parking, and developments around stations.

Target

Maintain or improve years 3 and 4 target over 6.37 rating

Council Plan Strategy	Actions	2019/20	2020/21
2.2.1 Influence state government planning through advocacy for: <ul style="list-style-type: none">• enhances bus routes through the Public Transport Victoria route review• increased commuter and bicycle parking including drop zones• Cheltenham Station redevelopment that meets community need.	Implement an advocacy action plan for bus routes, commuter parking (including bicycle parking), and the Cheltenham station redevelopment	✓	✓
	Advocate to VicRoads to provide connectivity of the bike path along Nepean Highway to connect to Southland	✓	

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

Strategic Indicators

- Increase community satisfaction with availability of parking on residential streets
- Increase community satisfaction with the availability of parking around shopping strips

Target

Maintain or improve years 3 and 4 target over 6.04 rating

Maintain or improve years 3 and 4 target from 5.69 to over 6.0 rating

Council Plan Strategy	Actions	2019/20	2020/21
2.3.1 Improve bicycle and pedestrian facilities to make cycling and walking more attractive options for short trips	Improve cyclist and pedestrian safety by upgrading high-risk zones on the Bay Trail Implement the bicycle strategy to:	✓	✓
	•Provide bicycle parking in public locations where there is an identified need, such as shops, libraries and sports clubs	✓	✓
	•Develop a network of well-connected bicycle routes	✓	✓
	•Enforce the state provision in the planning scheme to ensure the specified number of bicycle parking stations in new developments are delivered	✓	✓
	Deliver the 2019/20 Active Transport Facility Improvement Program	✓	



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



Goal 3

Housing and neighbourhoods

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

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

Strategic Indicators

- Maintain community satisfaction with Council’s advocacy for a planning system that provides certainty for Bayside’s residents
- Increase Council and delegate planning decisions upheld at VCAT

Target

Maintain or improve years 3 and 4 target over 6.10 rating

Years 3 Target 60%

Years 4 Target 65%

Council Plan Strategy	Actions	2019/20	2020/21
3.1.1 Make discretionary planning controls for Council’s planning and urban design objectives to state government	Continue to advocate for Council’s planning and urban design objectives, including for stronger planning tools to provide certainty regarding height and building form in activity centres	✓	✓

3.2 Strategic Objective – We want a Bayside where housing and neighbourhood character, streetscapes and heritage, is respected and enhanced, and the community has a strong connection to place

Strategic Indicators	Target
<ul style="list-style-type: none"> Maintain community satisfaction with appearance and quality of new developments in their area Increase community satisfaction with the guidance available from Council policies and controls 	<p>Maintain or improve years 3 and 4 target from 5.64 to over 6.0 rating</p> <p>Maintain or improve Years 2 to 4 target from 5.80 to 6.0 solid rating</p>

Council Plan Strategy	Actions	2019/20	2020/21
3.2.1 Ensure new development responds to preferred neighbourhood character in activity centres	Review and update the Housing Strategy	✓	
	Review of the Neighbourhood Character and Residential Design Policy Framework	✓	
	Implementation of the Housing Strategy through Planning Scheme Amendments		✓
	Council adoption of the Neighborhood Character and Residential Design Policy framework		✓

3.3 Strategic Objective – We want a Bayside where housing and neighbourhoods are complemented with village-style activity centres, combining retail at ground floor with increased opportunities for apartment-style living above

Strategic Indicators

- Increase community satisfaction with planning with population growth

Target

Maintain or improve years 3 and 4 target from 6.04 rating

Council Plan Strategy	Actions	2019/20	2020/21
3.3.1 Develop and review structure plans to ensure localities are developed in line with Council’s Housing Strategy	Translate the recommendation of the Pennydale and Highett Structure Plans into Planning Scheme Policy to be exhibited and tested through a Planning Scheme Amendment process	✓	

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

Strategic Indicators

- Increase community satisfaction with the guidance available from Council Policies and controls
- Planning applications decided within 60 days
- Average time taken to decide planning applications

Target

Maintain or improve years 3 and 4 target from 5.80 to over 6.00 solid rating
 Years 3 target – 70%
 Years 4 target – 70%
 Years 3 target 65 days
 Years 4 target 60 days

Council Plan Strategy	Actions	2019/20	2020/21
3.4.1. Implement improvements to the service, quality, efficiency and communication of Council’s planning permit assessment service to enable prompt assessment of applications that comply with development controls	Complete the implementation of an effective and efficient development application process that facilitates greater certainty for applicants and objectors and encourages compliance with development controls	✓	✓

3.5 Strategic Objective – We want a Bayside where housing types are provided to accommodate the changing needs of the community, enabling people to age in place and providing opportunities for young adults and families to live and remain in the municipality

Strategic Indicators

- Increase community satisfaction with Council’s advocacy for increasing the supply of social and affordable housing in Bayside

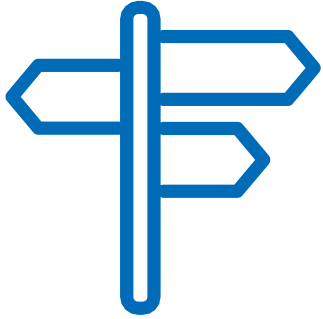
Target

Maintain or improve years 3 and 4 target from 5.76 to over 6.00 solid rating

Council Plan Strategy	Actions	2019/20	2020/21
3.5.1 Improve housing affordability (including social housing) and diversity of housing to meet the needs of various life stages through advocacy	Implement the advocacy action plan to improve housing affordability and social housing options	✓	✓



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



Goal 4

Open space

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

4.1 Strategic Objective – We want a Bayside where Open Space is protected, beaches are clean and accessible and competing interests are balanced

Strategic Indicators	Target
<ul style="list-style-type: none"> Maintain community satisfaction with the appearance of the beach and foreshore, including bushland 	Maintain or improve years 3 and 4 target from 7.90 rating

Council Plan Strategy	Actions	2019/20	2020/21
4.1.1 Protect and ensure the quality of our open space, including beaches and foreshore	Develop a masterplan for the Elsternwick Park Nature Reserve	✓	✓
	Continue the implementation of the identified actions within the adopted foreshore masterplans: <ul style="list-style-type: none"> Brighton Beach to Ferdinando Gardens Sandringham Beach and Gardens Royal Avenue Municipal Reserve 	✓	✓
	Complete the reconstruction at Sillitoe Reserve	✓	
	Complete the sportsground reconstruction at Donald MacDonald Reserve	✓	

4.2 Strategic Objective – We want a Bayside where Open Space has a mix of quality formal and informal recreation space and bushland that is well used, connected and distributed across the municipality

Strategic Indicators

- Maintain community satisfaction with the provision and maintenance of parks, reserves

Target

Maintain or improve years 3 and 4 target from 8.13 rating

Council Plan Strategy	Actions	2019/20	2020/21
4.2.1 Gain access to increased quality open space to meet the needs of Highett and the wider community	Secure 4 hectares of open space at the CSIRO site	✓	
	Develop a master plan that articulates the future layout and management of the Council owned/managed component of the CSIRO site in Highett (subject to the formal transfer of land being completed)	✓	
	Undertake site investigations and implementation of short term management measures for the protection of the Highett Grassy Woodland (<i>subject to site access</i>)	✓	
4.2.2 Encourage the planting of local indigenous vegetation	Undertake data research to support development of an Urban Forest Strategy	✓	
	Develop an Urban Forest Strategy to identify actions for retention of significant vegetation and improvements to current vegetation controls		✓



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





Goal 5

Environment

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

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

Strategic Indicators

- Maintain community satisfaction with Council’s advocacy protecting Port Phillip Bay and limiting coastal erosion

Target

Maintain or improve years 3 and 4 target from 7.10 rating

Council Plan Strategy	Actions	2019/20	2020/21
5.1.1 Influence state and federal governments for improved responses to climate change, aimed at reducing impacts such as foreshore erosion, beach replenishment and bay health	Actively participate in the Association of Bayside Municipalities, and advocate to DELWP to encourage projects and funding to improve the health of the Bay	✓	✓

5.2 Strategic Objective – We want a Bayside where our environmental impact is decreased through reduced community waste and efficient water and energy usage in Council operations

Strategic Indicators	Target
<ul style="list-style-type: none"> Maintain community satisfaction with waste and recycling services 	<p>Maintain or improve years 3 and 4 target for Rubbish 8.8 rating</p> <p>Maintain or improve years 3 and 4 target for Recycling 8.6 rating</p>
<ul style="list-style-type: none"> Increase the amount of energy from renewable sources for Council operations 	<p>Target 30% increase from 2012/13 by 2030</p>

Council Plan Strategy	Actions	2019/20	2020/21
5.2.1 Reduce the Bayside’s community’s volume of percentage of waste that goes to landfill	Progress the establishment of an alternative waste processing facility in Melbourne’s south east in collaboration with the Melbourne Metropolitan Waste and Resource Recovery Group and other councils in the region	✓	✓
	Implement Food and Green Waste service for those properties in receipt of a garden organic’s bin and educate the community and encourage others to opt in to this service prior to 30 June 2020	✓	
5.2.2. Reduce energy and water consumption in Council’s operations and improve the management of stormwater and water quality	Develop stormwater quality improvement opportunities when developing the Elsternwick Park Nature Reserve Masterplan	✓	

5.3 Strategic Objective – We want a Bayside community that leads the way in environmental citizenship

Strategic Indicators

- Maintain community satisfaction that Council is meeting its environmental responsibilities
- Reduction of total Council greenhouse gas emissions

Target

Maintain or improve years 3 and 4 target from 7.30 rating

Years 3 – 4 Target – 5% Annual Reduction

Council Plan Strategy	Actions	2019/20	2020/21
5.3.1 Achieve carbon neutrality by 2020	Install energy efficient and renewable energy initiatives at 4 Council buildings each year	✓	✓
	Participate in a power purchase agreement for renewable electricity for contestable public lighting and relevant Council buildings	✓	✓

5.4 Strategic Objective – We want a Bayside where we protect and enhance Bayside’s tree canopy and vegetation on public and private land

Strategic Indicators

- Maintain community satisfaction on the provision and maintenance of street trees
- Increased attendance

Target

Maintain or improve years 3 and 4 target over 8.74 rating

Council Plan Strategy	Actions	2019/20	2020/21
5.4.1 Protect the unique ecological and environmental value of Ricketts point	Deliver the Summer by the Bay series to encourage ecological awareness	✓	✓
	Continue advocating on behalf of Marine Environment Science & Community Centre Inc for the development of an Educational Centre at Beaumaris Yacht Club	✓	✓



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



Goal 6

Local economy and activity centres

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

6.1 Strategic Objective – We want a Bayside where shopping villages are vibrant, attractive and interesting places where the community comes together, providing a variety of innovative, dynamic and convenient services

Strategic Indicators

- Maintain community satisfaction on the cleaning of strip shopping centres

Target

Maintain or improve years 3 and 4 target over 8.68 rating

Council Plan Strategy	Actions	2019/20	2020/21
6.1.1 Provide engaging and attractive public places in shopping streetscapes	Implement the Beaumaris Concourse Masterplan	✓	
	Complete the detail design phase for the Sandringham Village Masterplan	✓	
	Implement the Sandringham Village Master plans		✓
	Facilitate the installation of Street Art in Sandringham Village and Church Street shopping centres	✓	✓

6.2 Strategic Objective – We want a Bayside where shoppers and visitors feel safe in local shopping strips both day and night

Strategic Indicators

- Maintain community safety by the % of residents who feel safe or very safe walking alone in their local area at night
- Maintain community safety by the % of residents who feel safe or very safe walking alone in their local area during the day

Target

Years 3 – 4 - 68%

Years 3 – 4 - 68%

Council Plan Strategy	Actions	2019/20	2020/21
6.2.1 Manage and promote public safety amenity	Implement initiatives within the Graffiti Management Plan 2018	✓	

6.3 Strategic Objective – We want a Bayside where local opportunities for business and employment are protected and enhanced, and opportunities for economic innovation are embraced

Strategic Indicators

- Increase in the number of business and economic development related events conducted by Council annually
- Increase in the number of local jobs within Bayside
- Increase in the number of Bayside residents employed within Bayside

Target

Years 3 – 4 - 20 events and more than 1,500 attendees

Years 3 – 4 more than 35,500 jobs

Years 3 – 4 more than 54,500 jobs

Council Plan Strategy	Actions	2019/20	2020/21
6.3.1 Supporting the Bayside Business District and activity centres to become hubs for innovation and technology development.	Review and adoption of the Economic Development Strategy and Tourism Strategy	✓	
	Implementation of the actions of the Economic Development Strategy and Tourism Strategy		✓

6.4 Strategic Objective – We want a Bayside where access to transport options is convenient and parking encourages local shopping

Strategic Indicators

- Improve community satisfaction on the availability of parking on residents streets in the local area
- Improve community satisfaction of the availability of parking around business and shopping strips/commercial areas.

Target

Increase Years 3 – 4 target good rating over 6.04

Increase Years 3 – 4 target good rating from 5.69 to 6.00 rating

Council Plan Strategy	Actions	2019/20	2020/21
6.4.1 Improve tourism access to Dendy Beach to strengthen economic, social and environmental returns from the foreshore	Develop a plan for the Brighton Beach Station precinct that improves visitor access to Dendy Beach	✓	✓
	Commence the Dendy Street Beach Master plan improvements, including the new lifesaving pavilion (Subject to VCAT approval)	✓	✓



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



Goal 7

Community health and participation

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

7.1 Strategic Objective – We want a Bayside where the community is healthy, active and feels safe

Strategic Indicators

- Maintain satisfaction with personal wellbeing
- Percentage of children enrolled who participate in the maternal child health service
- Maintain community satisfaction with services provided for children from birth to 5 years of age
- Percentage of Aboriginal children enrolled who participate in the maternal child health service

Target

- Target 78.4%
- Years 2 – 4 – 82%
- Maintain or improve years 3 and 4 target of 8.2 rating
- Years 2 – 4 – 80%

Council Plan Strategy	Actions	2019/20	2020/21
7.1.1 Improve public health and wellbeing in the area of; <ul style="list-style-type: none"> An engaged and supportive community A healthy active community And safe and healthy environment where people can live, work and play 	Implement the Wellbeing Plan (The Wellbeing for All Ages and Abilities Plan) to ensure that it includes increasingly rigorous indicators of community health and wellbeing and measureable and actionable activities for: Early Years, Youth, Healthy Ageing and Healthy Community, with particular focus on the following activities: <ul style="list-style-type: none"> Deliver mental health first aid training sessions to schools, parents and community groups. Identify an accredited research partner to implement a survey to measure the resilience level of older adults. 	✓	✓
	Implement Year 1 activities of the Reconciliation Action Plan	✓	

Council Plan Strategy	Actions	2019/20	2020/21
	Undertake a feasibility study and masterplan for the Willis Street precinct	✓	✓
	Complete actions within the Domestic Animal Management Plan with specific focus on developing a feasibility study for additional Dog off leash park	✓	
	Implement the commissioning of 1 Public Art piece within the municipality	✓	✓

7.2 Strategic Objective – We want a Bayside where the community engages in advocacy, transparent decision making and is part of the solution

Strategic Indicators

Target

- Maintain community satisfaction with Council’s advocacy to ensure that the elderly and people with a disability continue to have access to high quality support services
- Maintain Years 3 – 4 target, good rating over 7.23

Council Plan Strategy	Actions	2019/20	2020/21
7.2.1 Prepare for the aged care and national Disability Insurance Scheme reforms	Determine Council’s future role in supporting older people in service delivery given the reform agenda in aged care	✓	
	Complete the transition of all eligible clients from Council services to the National Disability Insurance Scheme	✓	

7.3 Strategic Objective – We want a Bayside where we encourage and acknowledge community volunteering

Strategic Indicators

- Increase in the percentage of residents who volunteer ‘sometime’ or ‘regularly’

Target

37.1% - sometimes
23.9% - regularly

Council Plan Strategy	Actions	2019/20	2020/21
7.3.1 Improve opportunities for volunteering	Develop and implement a development and learning program for environmental Friend’s groups	✓	
	Celebrate volunteers’ week and acknowledge long serving volunteers across the spectrum of community organisations	✓	
	Recognise youth participation in volunteering through biennial Youth Awards Program		✓

7.4 Strategic Objective – We want a Bayside where there is a focus on gender equity in decision making

Strategic Indicators

- Increase the percentage of women on Council’s Special Advisory Committee

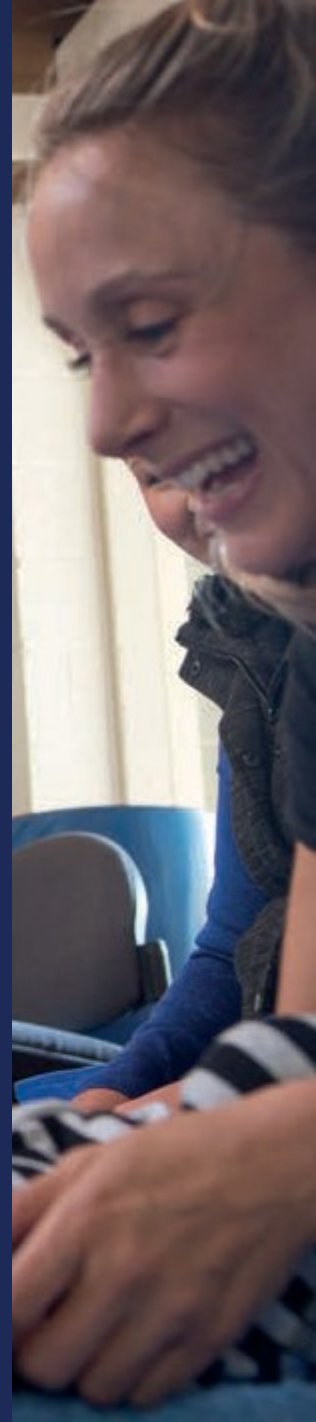
Target

Target 50%

Council Plan Strategy	Actions	2019/20	2020/21
7.4.1 Improve gender equity in decision making in the community	Re-affirm the Women’s charter and develop a two year action plan	✓	✓



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





Goal 8

Governance

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

8.1 Strategic Objective – We want a Bayside where Council is financially sustainable

Strategic Indicators

- Maintain the level of the adjusted underlying result as a percentage of underlying revenue
- Maintain the level of indebtedness as a percentage of own source revenue

Target

Target - 15%

Target - 0.70%

Council Plan Strategy	Actions	2019/20	2020/21
8.1.1 Ensure the financial sustainability of Council overtime, in line with objectives of Council’s Long Term Financial Plan	Review and adopt Council’s Long Term Financial Plan and Annual Budget to ensure Council’s long-term financial sustainability	✓	✓

8.2 Strategic Objective – We want a Bayside where the organisation is well managed and delivers great services

Strategic Indicators

- Improve community perception rating that Council provides important services that meet the needs of the whole community
- Improve average rating for overall aspects of customer service

Target

Improve Years 3 – 4 target from 7.25 to 7.75 rating

Improve Years 3 – 4 target from 7.67 to 7.75 rating

Council Plan Strategy	Actions	2019/20	2020/21
8.2.1 Identify and implement improvements in Council services, efficiency and outcomes for Bayside community	Implement digital improvements to enhance customer service in Building and Planning services	✓	
	Deliver Year 1 activities of the Customer Experience and Digital Transformation Action Plan	✓	✓
	Develop and establish a set of “Customer Centric” principles and procedures to guide the way we engage with, and deliver services to, the Bayside community and customers	✓	✓

8.3 Strategic Objective – We want a Bayside where decision making is open, transparent and informed by representative community views

Strategic Indicators

- Improve the level of transparency with Council decisions made at meetings closed to the public
- Improve community satisfaction with Council’s community consultation and engagement
- Improve community satisfaction that Council is making decisions in the best interest of the community

Target

- Target 2.59%
- Increase Years 3 – 4 target from 6.81 to 7.25 very good rating
- Maintain Years 3 – 4 target over 6.59 good rating

Council Plan Strategy	Actions	2019/20	2020/21
8.3.1 Improve community engagement to inform Council decision making	Develop, in partnership with the community, a long term Vision and Community Plan for Bayside	✓	
8.3.2 Review Council’s electoral representation boundaries and municipal boundaries	Prepare and lodge a submission on Council’s preferred model for electoral representation	✓	
	Complete the statutory process to realign the municipal boundaries between Kingston City Council and Bayside City Council along the railway between Charman Road and Park Road <i>(subject to satisfactory agreement being reached and Local Government Victoria’s approval)</i>	✓	

8.4 Strategic Objective – We want a Bayside where effective partnerships are developed to deliver improved liveability for the community

Strategic Indicators

- Maintain or improve community satisfaction with Council’s reputation, lobbying and advocacy

Target

Maintain Years 3 – 4 target, over 6.56 - good rating

Council Plan Strategy	Actions	2019/20	2020/21
8.4.1 Ensure that the Bayside’s community’s needs and aspirations are identified and advocated to other levels of government	<p>Develop and implement an advocacy strategy that includes:</p> <ul style="list-style-type: none">• An agreed framework for identifying , selecting, planning and delivering strategic advocacy campaigns• An agreed list of short, medium and long term areas for strategic advocacy campaigns• Delivery on Councils currently identified advocacy campaigns, including Elsternwick Park Nature Reserve, commuter car parking, affordable housing, Integrated Transport, improved netball facilities, basketball facilities and Hydrotherapy pool.	✓	✓

8.5 Strategic Objective – We want a Bayside where Council has various models for ownership and governance of Council facilities

Strategic Indicators

- Improve percentage of Council's facilities with current tenancy agreements

Target

Target 92%

Council Plan Strategy	Actions	2019/20	2020/21
8.5.1 Review Council's property portfolio to provide clarity on tenant responsibilities, maximize community benefit, and ensure financial sustainability	Continue the disposal and sale of Council owned laneways program	✓	
	Develop and promote facility booking options to increase community utilisation of Council's sporting pavilions with multi-purpose spaces	✓	



We will ensure
strong and effective
democratic
representation



How we will report on our progress

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

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

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





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