

# Council Plan 2021-2025

## Annual Action Plan 2021/22



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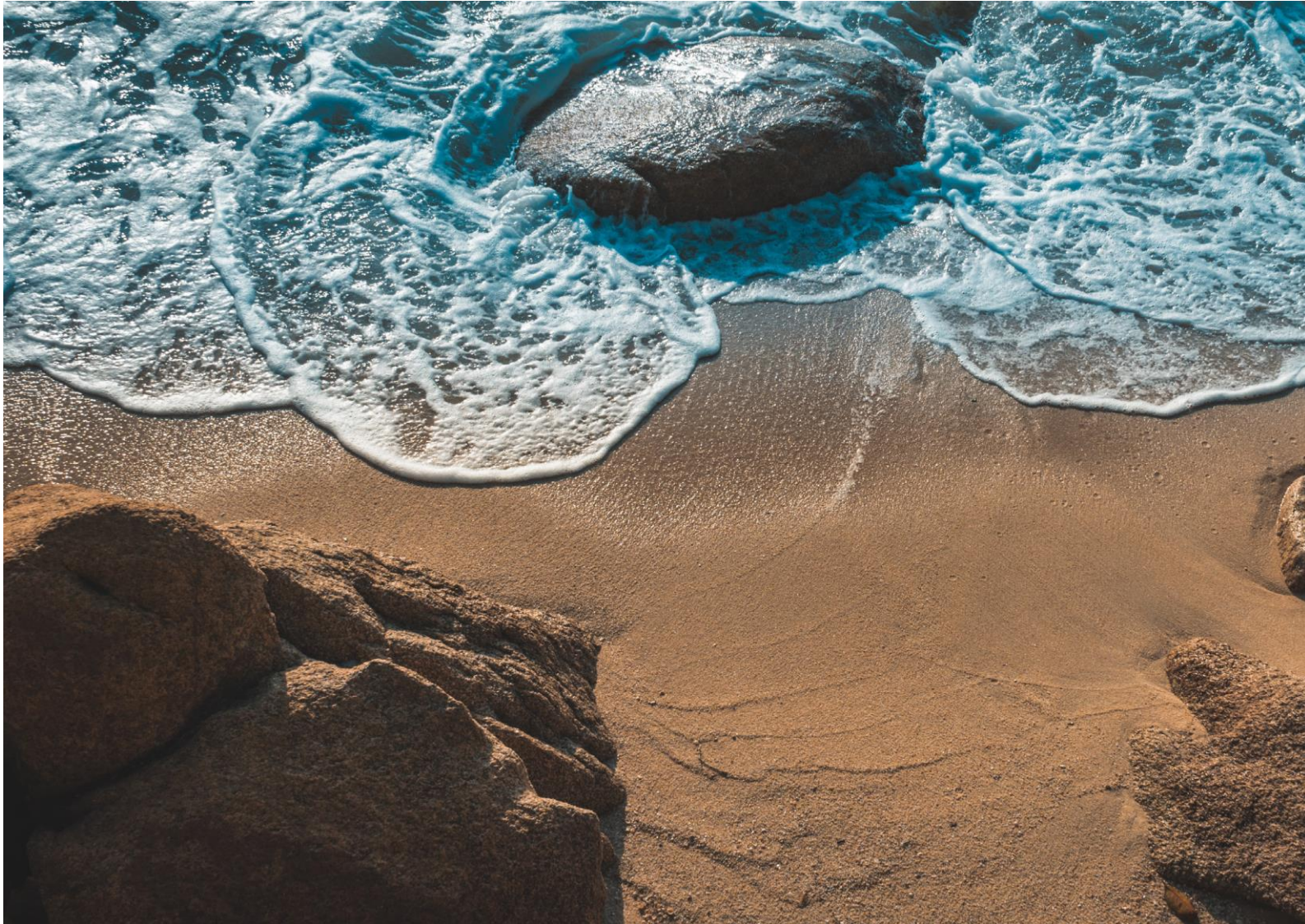
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## Goal1: Our Planet

### 1. Goal Statement

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.



**1.1. Strategic objective - 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.**

Strategic Indicators	Target
Community satisfaction that Council is meeting its environmental responsibilities	Maintain or improve very good rating (7.25-7.75)
Maintain Council’s status as Certified “Carbon Neutral”	Council’s is certified as ‘Carbon Neutral’ against the Climate Active standard
Reduction in total energy used for Council operations	5% Annual Reduction

Council Plan Strategies	Annual Actions
1.1.1. Adopt and champion innovative ways of working and evaluate policy against its climate impact to reduce harm.	1.1.1.1. Implement Climate Emergency Action Plan (CEAP) including: <ul style="list-style-type: none"> <li>• Develop and deliver programs to support local business’ climate actions, through education and incentives.</li> <li>• Establish a Sustainable Community Grants program to support community initiatives that address climate change mitigation and/or adaptation.</li> <li>• Maintain ‘Carbon Neutral’ certification for council operations, to the ‘Climate Active Carbon Neutral Standard’.</li> </ul>
	1.1.1.2. Increase the number of Electric Vehicles (4) in Council’s fleet and negotiate for a commercial light vehicle with our major contractors
1.1.2. Lead and foster awareness to encourage residents, traders and visitors to think and act in ways that preserve and enhance environmental sustainability and connection to place.	1.1.2.1. Implement Climate Emergency Community Education programs including: environmental citizenship program, active transport education; waste, consumption and litter education; ‘Sustainable Schools’ program, Green Money behaviour change program.



## 1.2. Strategic objective - Protect and enhance our natural and coastal environments, biodiversity and unique ecosystems.

Strategic Indicators	Target
Community satisfaction with the appearance of the beach and foreshore, including bushland	Maintain or improve very good rating (7.25-7.75)
Community satisfaction with Council's advocacy protecting Port Phillip Bay and limiting coastal erosion	Maintain or improve good rating (6.5-7.25)
Number of trees planted on public land	More than 2,000 trees per year
Community satisfaction on the provision and maintenance of street trees	Maintain or improve good rating (6.5-7.25)
Number of formal and informal partnership agreements with government agencies to protect local green spaces, foreshore and marine environments, biodiversity, and habitat health	1 agreement in 2021/22

Council Plan Strategies	Annual Actions
1.2.1. Protect and enhance the biodiversity and health of our natural space and foreshore.	1.2.1.1. Implement the Integrated Water Management Plan including <ul style="list-style-type: none"> <li>Ongoing installation of stormwater irrigation systems at approved locations in streetscapes to protect trees.</li> </ul>
	1.2.1.2. Implement and complete annual review of the Biodiversity Action Plan: <ul style="list-style-type: none"> <li>Develop and commence implementation of a Park Improvement Plan</li> <li>Continue to support Friends Groups by providing equipment, materials and knowledge to promote and conserve biodiversity</li> <li>Increase the use of indigenous species used in street trees and nature strip plantings</li> <li>Manage over abundant indigenous plant species</li> <li>Undertake an increased annual ecological burns program and utilise cultural burns where achievable.</li> </ul>
	1.2.1.3. Implement the Elsternwick Park Nature Reserve (EPNR) Masterplan <ul style="list-style-type: none"> <li>Implement Stage 1 Construct Chain of Ponds</li> </ul>
	1.2.2.1. Council adopt and commence implementation of the Urban Forest Strategy

Council Plan Strategies	Annual Actions
1.2.2.Enhance vegetation (including the tree canopy) through accelerated planting, and tree protection on public and private land.	1.2.2.2. Implement an increased vegetation and tree planting program.
1.2.3.Partner with and influence government agencies and other entities about our shared responsibility to protect local green spaces, foreshore and marine environments, biodiversity and habitat health.	1.2.3.1. Develop options to manage coastal erosion at Dendy Street beach
	1.2.3.2. Partner with South East Water to advocate for funding for local connections to the Dingley, Sandringham, Cheltenham Recycled Water Scheme (A2 pipe).
	1.2.3.3. Commence development of Marine and Coastal Management Plan (subject to DELWP input).
	1.2.3.4. Commence investigation and engagement with Department of Environment, Land, Water and Planning (DELWP), local marine care groups and other relevant stakeholders to undertake a modest reef and seagrass restoration pilot project in the surrounding waters of the Ricketts Point Marine Sanctuary.
	1.2.3.5. Consult and investigate options for the expansion of Ricketts Point Marine Sanctuary and feasibility for heritage listing.
	1.2.3.6. Continue to partner with Melbourne Water, Kingston City Council, City of Port Phillip and Glen Eira City Council to deliver the Elster Creek Flood Management Plan

**1.3. Strategic objective - Improve environmental sustainability through a circular economy approach to waste management, recycling and energy use.**

Strategic Indicators	Target
Community satisfaction with waste and recycling services	Maintain or improve excellent rating (7.75+) for Rubbish
	Maintain or improve excellent rating (7.75+) for Recycling
	Maintain or improve excellent rating (7.75+) for Hard rubbish
	Maintain or improve excellent rating (7.75+) for Green waste
Diversion of waste from landfill	Target – More than 60%

Council Plan Strategies	Annual Actions
1.3.1.Reduce the amount of waste generated and disposed in landfill through initiatives to prevent, reduce, recycle and reuse waste	1.3.1.1. Conduct a Multi-Unit Development (MUD) trial to support diversion of food and green waste and source separation in these sites.
	1.3.1.2. Ensure all Waste Management Plans (WMP) for new developments address how the development will treat organic waste, to divert this from landfill.
	1.3.1.3. Develop a plan and implement actions to transition Council’s waste services to align with the State Government Recycling Victoria Policy <ul style="list-style-type: none"> <li>• Undertake consultation on changing kerbside collection schedules.</li> </ul>
	1.3.1.4. Continue the collaborative procurement process for an advanced waste processing facility in the South East of Melbourne, facilitated by Metropolitan Waste and Resource Recovery Group (MWRRG).
1.3.2.Continue to promote and explore waste to energy projects and alternative energy sources and use.	1.3.2.1. Implement the Climate Emergency Action Plan action to upgrade streetlights to LED to reduce energy use.

## Goal 2: Our People

### 2. Goal Statement

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.





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

Strategic Indicators	Target
Community satisfaction with services provided <ul style="list-style-type: none"> <li>• for children from birth to 5 years of age</li> <li>• for youth</li> <li>• for older people</li> <li>• for people with a disability</li> </ul>	Maintain or improve excellent rating (7.75+)
	Maintain or improve good rating (6.5-7.25)
	Maintain or improve very good rating (7.25-7.75)
	Maintain or improve very good rating (7.25-7.75)
Percentage of children enrolled who participate in the maternal child health service	Maintain or improve target – 80%
Percentage of Aboriginal children enrolled who participate in the maternal child health service	Maintain or improve target – 80%
Percentage of residents who volunteer ‘regularly’ (once/month or more)	Maintain or improve target - 20%
Number of formal and informal partnership agreements with external and/or government agencies to support resilience initiatives	2 agreements in 2021/22

Council Plan Strategies	Annual Actions
2.1.1. Partner with community, agencies and other levels of government to deliver fit-for purpose services and facilities so all people in Bayside can feel safe and live healthy, resilient, active lives at all ages and stages of their life.	2.1.1.1. Council adoption of the Municipal Health and Wellbeing Plan.
	2.1.1.2. Implement Child Safe Standards 2020-2022.
	2.1.1.3. Develop a functional brief and governance model to inform the concept design for Hampton Hub and integrated open space.
2.1.2. Facilitate opportunities for people to participate in community life, through volunteering, civic leadership, sport, artistic, cultural and social programs, to enable inclusion, social connection and wellbeing.	2.1.2.1. Complete the review of the Strategic Arts and Cultural plan for 2022/23.
	2.1.2.2. Administer the COVID-19 community recovery package.
2.1.3. Respect and care for our First Nation’s cultural heritage to build inclusion, celebrate diversity and enhance connection to place.	2.1.3.1. Review and evaluate the Reflect Reconciliation Action Plan (RAP) and develop a new Innovate Reconciliation Action Plan.

**2.2. Strategic objective: Engage with our diverse communities to improve access and inclusion in Bayside.**

Strategic Indicators	Target
Community satisfaction with Council’s advocacy for increasing the supply of social and affordable housing in Bayside	Maintain or improve good rating (6.5-7.25)
Number of formal and informal partnership agreements with external and/or government agencies pertaining to sustainable and affordable housing including social housing	1 agreement in 2021/22

Council Plan Strategies	Annual Actions
2.2.1. In partnership with others, facilitate an appropriate mix of inclusive, sustainable and affordable housing, including social housing, to meet the changing needs of people of Bayside.	2.2.1.1. Commence implementation of the Affordable Housing Strategy.
2.2.2. Build social policy and strategy to improve equity, inclusion and diversity in our community.	2.2.2.1. Develop Community Resilience Plan 2021/22.
	2.2.2.2. Review the Disability Access and Inclusion Advisory committee with view to transition into a broader Access and Inclusion committee.
	2.2.2.3. Develop and implement a Gender Equality Action Plan 2021-2025 in accordance with the requirements of the <i>Gender Equality Act 2020</i> .

### 2.3. Strategic objective: Foster economic vitality and creativity in the local economy.

Strategic Indicators	Target
High level of satisfaction from members and participants at BBN (Bayside Business Network) events	85%+
Community satisfaction of the availability of parking around business and shopping strips/commercial areas.	Maintain or improve solid rating (6.0-6.5)
Number of community driven events supported by Council	5 events per year

Council Plan Strategies	Annual Actions
2.3.1. Improve the amenity, accessibility and unique sense of place of local shopping strips and streetscapes.	2.3.1.1. Council adoption of the revised of the Footpath Trading guidelines.
	2.3.1.2. Implement the Graffiti initiatives identified in the joint Inner South Metropolitan Mayors Forum (ISMMF) funding grant.
2.3.2. Foster economic activity and local employment, within Bayside business district (BBD) and major activity centres.	2.3.2.1. Deliver Bayside Business Network event and activities.
	2.3.2.2. Respond to the impact of COVID 19 on the levels of vacancies and changes to the type of use in activity centres and bayside business district.
2.3.3. Support delivery of events that promote community connectedness and attract economic benefits.	2.3.3.1. In partnership with the traders, facilitate feasibility and delivery of events and programs to support and promote the local economy.
	2.3.3.2. Conduct the Built Environment Awards to promote excellence in design incorporating principles of environmental sustainability.



## Goal 3: Our Place

### 3. Goal Statement

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.



**3.1. Strategic objective: Open space is increased, and the foreshore is cared for, to support diverse use and connect to community.**

Strategic Indicators	Target
Community satisfaction with the provision and maintenance of parks, reserves	Maintain or improve excellent rating (7.75+)
Community satisfaction score for sports grounds and ovals	Maintain or improve excellent rating (7.75+)

Council Plan Strategies	Annual Actions
3.1.1. Our foreshore, open space and amenities deliver enhanced functionality for a wide range of uses.	3.1.1.1. Implement the Playground Improvement plan including activity spaces for all ages and abilities at approved sites. Sites to be delivered in 2021/2022 include <ul style="list-style-type: none"> <li>• RG Chisolm Reserve, Sandringham</li> <li>• Train Street Reserve. Highett</li> <li>• Hanby Street Reserve Playground, Brighton</li> <li>• Whyte Street, Brighton</li> <li>• Donald McDonald Reserve, Beaumaris</li> </ul> Older Adults Equipment: <ul style="list-style-type: none"> <li>• Illaroo Reserve, Beaumaris</li> <li>• Tibrockney Reserve, Highett</li> <li>• Wilson Recreation Reserve, Brighton</li> </ul>
	3.1.1.2. Develop the Highett Grassy Woodland Masterplan (CSIRO site).
	3.1.1.3. Commence the development of the Wangara Road Masterplan (driving range), subject to EPA outcomes.
	3.1.1.4. Facilitate discussions between MESAC and Beaumaris Yacht Club to encourage shared use of facilities.
	3.1.1.5. Partner with Association of Bayside Municipalities to engage with DELWP/Parks Victoria to provide certainty for all foreshore lessees.
3.1.2. Focus on increasing open space within key residential growth areas in major activity centres	3.1.2.1. Develop a framework to audit and identify open space opportunities within major activity centres.
	3.1.3.1. Council adoption of 4-year Domestic Animal Management Plan (DAMP).

Council Plan Strategies	Annual Actions
3.1.3. Manage our open space and public places to balance the different needs of people who visit, live or work in Bayside.	3.1.3.2. Develop Wishart Reserve concept design including options for improving dogs off leash opportunities.
	3.1.3.3. Commence development of a Landscape Plan for Elsternwick Park South.
	3.1.3.4. Implement new Local Law and provisions to enhance amenity including the expanded Foreshore Smoking ban – subject to Council adoption of changes in the Local Law review (2020/21).



### 3.2. Strategic objective: Infrastructure and assets are sustainable, accessible and fit for purpose now and for the future

Strategic Indicators	Target
Maintain 100% of asset renewal as a percentage of depreciation	Maintain 100% of asset renewal
Community satisfaction with public toilets	Maintain or improve good rating (6.5-7.25)
Community satisfaction with maintenance and repair of assets and facilities:	Maintain or improve good rating (6.5-7.25)
<ul style="list-style-type: none"> <li>Sealed local roads</li> </ul>	Maintain or improve good rating (6.5-7.25)
<ul style="list-style-type: none"> <li>Drains</li> </ul>	Maintain or improve good rating (6.5-7.25)
<ul style="list-style-type: none"> <li>Footpaths</li> </ul>	Maintain or improve good rating (6.5-7.25)
Increase activation of Council pavilions during non-sport allocated hours.	5 pavilions with community opening hours for year 1 (COVID dependent)

Council Plan Strategies	Annual Actions
3.2.1. Plan for and implement effective stewardship of all Council assets to ensure our infrastructure is safe, activated, accessible, adaptable and environmentally sustainable.	3.2.1.1. Develop an Asset Plan in accordance with <i>Local Government Act 2020</i> .
	3.2.1.2. Determine location and complete the design for development of a warm water pool
	3.2.1.3. Implement the approved capital works program including <ul style="list-style-type: none"> <li>Dendy Street Beach Pavilion</li> <li>Bayside Netball Centre</li> <li>Donald McDonald Reserve Pavilion</li> <li>Beaumaris Reserve Pavilion</li> <li>Green Point and Royal Avenue Reserve Public Toilets</li> <li>Fern Street Early Years Integrated Children’s Centre</li> <li>Brighton Recreation Centre</li> </ul>
	3.2.1.4. Complete the feasibility and community engagement for the Cheltenham Station Building (pending Council approval).

**3.3. Strategic objective: Land use will enhance Bayside’s liveability for the community of life and protect the distinctive heritage and character of our various localities**

<b>Strategic Indicators</b>	<b>Target</b>
Increase Council and delegate planning decisions upheld at VCAT	Target 60%
Community satisfaction with appearance and quality of new developments in their area	Improve poor rating (5.5-6.0)
Community satisfaction with planning with population growth	Improve poor rating (5.5-6.0)
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	Improve poor rating (5.5-6.0)

<b>Council Plan Strategies</b>	<b>Annual Actions</b>
3.3.1.Strategic planning and controls protect and reflect the diverse environmental and heritage values of Bayside.	3.3.1.1. Work with State Government to develop an Environmentally Sustainable Development (ESD) policy and tools.
	3.3.1.2. Implement the Heritage Action Plan (Year 2) including exhibition of mid-century modern planning scheme amendments.
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.	3.3.2.1. Review and implement the Neighbourhood Character Policy.

**3.4. Strategic objective: Transport planning and infrastructure facilitates a well-connected, accessible, safe and convenient transport system that contributes to a zero carbon future and wellbeing.**

Strategic Indicators	Target
Community satisfaction with on and off-road bike paths (including shared paths)	Maintain or improve very good rating (7.25 - 7.75)
Community satisfaction with Council’s advocacy for better bus routes, sufficient commuter parking, and developments around stations.	Improve poor rating (5.5-6.0)
Community satisfaction on the availability of parking on residents’ streets in the local area	Improve poor rating (5.5-6.0)

Council Plan Strategies	Annual Actions
3.4.1. Integrate our transport planning and traffic management, and employ smart solutions to address changing demand, transport trends and community needs.	3.4.1.1. Implement actions from Council’s Integrated Transport Strategy: <ul style="list-style-type: none"> <li>• Dendy Street and New Street roundabouts pedestrian refuge islands upgrade.</li> <li>• Identify strategic locations for bicycle parking spaces in activity centres</li> <li>• Progress the Neighbourhood seating program</li> </ul>
	3.4.1.2. Implement improvements to bicycle infrastructures, safety and connectivity on local road networks: <ul style="list-style-type: none"> <li>• Normanby to Brighton Street beach</li> <li>• Small Street – Orlando Street</li> </ul>
	3.4.1.3. Review the parking technology in Church Street to assess feasibility for other Major Activity Centres (MACs).
	3.4.1.4. Expand the network of public electric vehicle charging stations.
	3.4.1.5. Develop a new Bayside Parking Strategy.



## Goal 4: Our Promise

### 4. Goal Statement

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



**4.1. Strategic objective: Identify an agreed program of advocacy to secure funding and policy reform to be a leading voice for change**

Strategic Indicators	Target
Community satisfaction with Council’s reputation, lobbying and advocacy	Maintain or improve solid rating (6.0-6.5)

Council Plan Strategies	Annual Actions
4.1.1. Identify an agreed program of advocacy, build relationships with government and partner with others to optimise our effort.	4.1.1.1. Develop and deliver the advocacy program on that focuses on Council priorities <ul style="list-style-type: none"> <li>• Addressing Climate Emergency</li> <li>• A connected sustainable city</li> <li>• Inclusion and accessibility for all</li> </ul>

**4.2. Strategic objective: Ensure flexible and transparent decision making through open and accountable governance.**

Strategic Indicators	Target
Community satisfaction with Council <ul style="list-style-type: none"> <li>• Consultation and engagement</li> <li>• Responsiveness to community needs</li> <li>• Maintaining trust and confidence of local community</li> </ul>	Maintain or improve solid rating (6.0-6.5)
	Maintain or improve solid rating (6.0-6.5)
	Maintain or improve solid rating (6.0-6.5)

Council Plan Strategies	Annual Actions
4.2.1. Engage with our community, consider all views and report openly enabling people to be informed about and involved in key decisions, policies and projects that affect them.	4.2.1.1. Develop and implement Annual Council Plan Action Plan and Annual Budget
	4.2.1.2. Develop Annual Report on delivery of major plans, strategies and performance and progress against Council Plan and Budget.
4.2.2. Model ethical standards and practices and make evidence based decisions to build trust in our leadership.	4.2.2.1. Implement the revised Governance Rules.
	4.2.2.2. Establish a framework for Gender Equality Impact Assessments for Council services and policies.

**4.3. Strategic objective: Provide customer focussed and effective service delivery and value in all we do.**

Strategic Indicators	Target
Improve percentage of Council's facilities with current tenancy agreements	Target 92%
Community perception rating that Council provides important services that meet the needs of the whole community	Maintain or improve high rating of importance (7.75+)
Community perception averaged rating for overall aspects of customer service	Maintain or improve very good rating (7.25-7.75)

Council Plan Strategies	Annual Actions
4.3.1. Ensure integrated planning and sound financial management while allocating resources to meet community needs.	4.3.1.1. Adopt the 10-Year Financial Plan.
	4.3.1.2. Review the Property Strategy.
4.3.2. Provide enhanced online services to our community, placing the customer at the centre of everything we do.	4.3.2.1. Update Council's website to continue to enhance customer experience and accessibility.
	4.3.2.2. Review efficacy of Better Approvals Planning Program.