

# Council Plan 2021-2025

## Annual Action Plan 2023-24



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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 Good rating (6.5 - 7.25)
Maintain Council's status as Certified "Carbon Neutral"	Council's is certified as 'Carbon Neutral' against the Climate Active standard

Council Plan Strategies	Annual Actions	Director responsible
1.1.1. Adopt and champion innovative ways of working and evaluate policy against its climate impact to reduce harm.	Implement Climate Emergency Action Plan (CEAP) for 2023-24, with specific focus on: <ul style="list-style-type: none"> <li>• Develop a business case for suitable neighbourhood battery locations.</li> <li>• Review the Integrated Water Management Plan and implement to address climate change impacts.</li> <li>• Engage with United Energy to investigate trialling Power pole mounted EV chargers.</li> </ul>	Director, Environment, Recreation and Infrastructure Manager Climate Waste and Integrated Transport
1.1.2. Lead and foster awareness to encourage Bayside residents and visitors to think and act in ways that preserve and enhance environmental sustainability and connection to place.	Implement the Climate Emergency Community Education program for 2023-24.	Director, Environment, Recreation and Infrastructure Manager Climate Waste and Integrated Transport

## 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 Excellent rating (7.75+)
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 2023 /24

Council Plan Strategies	Annual Actions	Director responsible
1.2.1. Protect and enhance the biodiversity and health of our natural space and foreshore.	Undertake and complete a review of the Biodiversity Action Plan, including: <ul style="list-style-type: none"> <li>Surveys for flora and fauna groups where data is currently limited in conservation reserves and key wetlands and waterways and submit to the Victorian Biodiversity Atlas (VBA).</li> <li>Implement management strategy for significant/rare species</li> <li>Implement the Biodiversity Notice of Motions with a focus on delivering on ground actions.</li> </ul>	Director, Environment, Recreation and Infrastructure Manager Open Space and Recreation
	Develop an Ornamental Lake Management Plan, including the Cheltenham Golf Course reservoir.	Director, Environment, Recreation and Infrastructure Manager Open Space and Recreation
	Continue implementation of the Park Improvement and Habitat Linkage Plan.	Director, Environment, Recreation and Infrastructure Manager Open Space and Recreation
	Progress implementation of the Yalukit Willam Nature Reserve Masterplan, including the design of the Wetland and Gateway building.	Director, Environment, Recreation and Infrastructure

Council Plan Strategies	Annual Actions	Director responsible
		Manager Open Space and Recreation
	Commence implementation of the Hihett Grassy Woodland Masterplan.	Director, Environment, Recreation and Infrastructure Manager Open Space and Recreation
1.2.2. Enhance vegetation (including the tree canopy) through accelerated tree planting and tree protection on public and private land.	Implement Urban Forest Strategy (UFS) actions with specific focus on: <ul style="list-style-type: none"> <li>• Adoption of the urban forest precinct plans in 2023-24</li> <li>• Progress approval of planning scheme amendment (C186Bays) to implement UFS.</li> <li>• Investigate the opportunities to increase and protect canopy and understorey cover in private land.</li> </ul>	Director, City Planning and Amenity Manager Urban Strategy
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.	Determine long term options to manage coastal erosion at Dendy Street beach.	Director, Environment, Recreation and Infrastructure Manager Open Space and Recreation
	Commence development of a local implementation of the state Coastal and Marine Management Plan (subject to Department of Energy, Environment and Climate Action (DEECA) confirmation of the plan).	Director, Environment, Recreation and Infrastructure Manager Open Space and Recreation

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

Strategic Indicators	Target
Maintain community satisfaction with waste and recycling services: <ul style="list-style-type: none"> <li>- Rubbish</li> <li>- Recycling</li> <li>- Hard rubbish</li> <li>- Food and Green Waste</li> </ul>	Maintain or improve Excellent rating (7.75+)
	Maintain or improve Excellent rating (7.75+)
	Maintain or improve Excellent rating (7.75+)
	Maintain or improve Excellent rating (7.75+)
Diversion of waste from landfill	Target – More than 70%

Council Plan Strategies	Annual Actions	Director responsible
1.3.1.Reduce the amount of waste generated and disposed in landfill through initiatives to prevent, reduce, recycle and reuse waste.	Continue to lead the community to reduce waste generation and increase waste diversion from landfill: <ul style="list-style-type: none"> <li>• Deliver circular economy projects, including the reusable nappies program and the roving repair workshop.</li> <li>• Conduct evidence based review to evaluate the impact of Council’s change to the kerbside collection schedule.</li> <li>• Deliver projects to reduce single use plastics including education and reduction programs.</li> </ul>	Director, Environment, Recreation and Infrastructure Manager Climate Waste and Integrated Transport
	Continue the collaborative procurement process for an advanced waste processing facility in the South East of Melbourne.	Director, Environment, Recreation and Infrastructure Manager Climate Waste and Integrated Transport

## 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> </ul>	Maintain or improve Excellent rating (7.75+)
<ul style="list-style-type: none"> <li>for older people</li> </ul>	Maintain or improve Very good rating (7.25- 7.75)
<ul style="list-style-type: none"> <li>for youth</li> </ul>	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 ‘sometimes’ or ‘regularly’ (once/month or more)	Maintain or improve target - 20%
Number of formal and informal partnerships with external and/or government agencies to support resilience initiatives.	2 agreements
Community Satisfaction with library services .	Maintain or improve Excellent rating (7.75+)

Council Plan Strategies	Annual Actions	Director responsible
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.	Implement the Municipal Health and Wellbeing Plan in 2023-24: <ul style="list-style-type: none"> <li>Deliver a partnership with a community organisation to improve community understanding and attitudes to child safety.</li> <li>Increase awareness and accessibility of early intervention services to improve mental health for young people in Bayside (including eating disorders).</li> </ul>	Director Community and Customer Experience Manager Family, Youth and Wellbeing

Council Plan Strategies	Annual Actions	Director responsible
	Expand Council's aged care packages program in response to Aged Care Reform recommendations.	Director Community and Customer Experience Manager Community Care
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, creative expression and wellbeing.	Deliver diverse arts, culture and library infrastructure, services and programs in accordance with Bayside Arts, Culture and Libraries strategy.	Director Community and Customer Experience Manager Customer and Cultural Services
	Implement the Volunteer Recruitment, Retention and Recognition Plan with a focus on a centralised induction and onboarding program for Council volunteers and engagement with volunteer organisations.	Director Community and Customer Experience Manager Family, Youth 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.	Implement Innovate Reconciliation Action Plan for 2023-24 including <ul style="list-style-type: none"> <li>• develop and strengthen relationships with Aboriginal and Torres Strait Islander peoples,</li> <li>• engage staff and stakeholders in reconciliation, and</li> <li>• develop and pilot innovative strategies to empower Aboriginal and Torres Strait Islander peoples</li> </ul>	Director Community and Customer Experience Manager Family, Youth and Wellbeing



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

Strategic Indicators	Target
Community satisfaction for services provided for people with a disability	Maintain or improve Very good rating (7.25-7.75)

Council Plan Strategies	Annual Actions	Director responsible
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	Implement stage 2 of Planning scheme for Affordable Housing.	Director, City Planning and Amenity Manager Urban Strategy.
2.2.2. Build social policy and strategy to improve accessibility, diversity, equity and inclusion in our community.	Continue to embed diversity, equity and inclusion considerations in Council strategy and service delivery including: <ul style="list-style-type: none"> <li>• Undertake Equity Impact Assessments on services as required.</li> <li>• Consult with the Disability Access and Inclusion Committee regarding nominated strategies, plans, projects and priorities .</li> </ul>	Director Community and Customer Experience Manager Family, Youth and Wellbeing
	Implement the Delivery of the Disability Action Plan with an emphasis of Year 2 priority areas including physical and built environment, information and communication, employment and community participation and social support.	Director Community and Customer Experience Manager Family, Youth and Wellbeing

### 2.3. Strategic objective: Foster economic vitality, facilitating innovation and investment in our 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 Good rating (6.5 - 7.25)
Number of community driven events supported by Council	5 events per year

Council Plan Strategies	Annual Actions	Director responsible
2.3.1. Improve the amenity, accessibility and unique sense of place of local shopping strips to enhance community connection.	Complete implementation of the Graffiti program: <ul style="list-style-type: none"> <li>initiatives identified in the joint Inner South Metropolitan Mayors Forum (ISMMF) funding grant</li> <li>Explore improvement opportunities to assist business owners to remove graffiti in a timely manner.</li> </ul>	Director, Environment, Recreation and Infrastructure Manager City Assets and Presentation
2.3.2. Foster economic activity and local employment, within Bayside.	Complete the Economic Development, Tourism and Placemaking Strategy and submit to Council for adoption.	Director, City Planning and Amenity Manager Urban Strategy

## Goal 3: Our Place

### 3. Goal Statement

Our open spaces and foreshore, our facilities and the built environment are highly valued, shared and enhanced to ensure their use, liveability, character, sustainability, 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+)
User satisfaction score for sportsgrounds and ovals	Establish benchmark

Council Plan Strategies	Annual Actions	Director responsible
3.1.1. Our foreshore, open space and amenities deliver enhanced functionality for a wide range of uses.	Implement the Playground Improvement plan including activity spaces for all ages and abilities in 2023-2024	Director, Environment, Recreation and Infrastructure Manager Open Space and Recreation
3.1.2. Focus on increasing open space within key residential growth areas in major activity centres.	Commence review of the Open Space strategy.	Director, Environment, Recreation and Infrastructure Manager Open Space and Recreation
3.1.3. Manage our open space and public places to balance the different needs of people who visit, live or work in Bayside.	Progress development of Wangara Road open space including commencing implementation of the rehabilitation plan in early 2024 (subject to EPA approval).	Director, Environment, Recreation and Infrastructure Manager Open Space and Recreation
	Develop a Destination Visitor Management Plan for Dendy Beach for Council adoption.	Director, City Planning and Amenity Manager Urban Strategy

### 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 in line with Council's resolution of 16 August 2022 regarding Sportsground Pavilion utilisation.	Number of hours of community use/ Number of hours available. Establish benchmark

Council Plan Strategies	Annual Actions	Director responsible
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.	Review Public Toilet strategy including opportunities for additional "Changing places" sites.	Director, Environment, Recreation and Infrastructure Manager City Assets and Presentation
	Implement the approved capital works program for 2023-2024, across diverse categories (major projects, capital projects, replacement and renewal).	Director, Environment, Recreation and Infrastructure Manager Project Services
	Complete the design for Gateway building at Yalukit Willam Nature Reserve (YWNR).	Director, Environment, Recreation and Infrastructure Manager Open Space and Recreation
	Review the Early Years Infrastructure Plan (2022-2028) in light of 4 year old Kinder reform and requirements to meet new standards.	Director Community and Customer Experience Manager Family, Youth and Wellbeing
	Develop a strategic management plan for the Billilla precinct and deliver a public program to activate Billilla gardens.	Director Community and Customer Experience Manager Customer and Cultural Services
	Utilise the adopted functional brief to commence the concept design for the Hampton Hub and Integrated Open Space.	Director, City Planning and Amenity Manager Urban Strategy

**3.3. Strategic objective: Land use will enhance Bayside’s liveability 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	Maintain or improve Good rating (6.5 - 7.25)
Community satisfaction with aspects of planning and housing development (averaged)	Maintain or improve Good rating (6.5 - 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 (6.5 - 7.25)

<b>Council Plan Strategies</b>	<b>Annual Actions</b>	<b>Director responsible</b>
3.3.1.Strategic planning and controls protect and reflect the diverse environmental and heritage values of Bayside.	Implement both local and state level planning scheme amendments that apply the Environmentally Sustainable Development (ESD) policy.	Director, City Planning and Amenity Manager Urban Strategy
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.	Explore approaches to implement the Neighbourhood Character Review into the Bayside Planning Scheme.	Director, City Planning and Amenity Manager Urban Strategy

**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 on the availability of parking on residents' streets in the local area	Maintain or improve Good rating (6.5 - 7.25)

Council Plan Strategies	Annual Actions	Director responsible
3.4.1. Integrate our transport planning and traffic management, and employ smart solutions to address changing demand, transport trends and community needs	Implement actions from Council's Integrated Transport Strategy: <ul style="list-style-type: none"> <li>• Progress the Footpath Connectivity Program to address missing links in the footpath network.</li> <li>• Continue the rollout of parking technology to optimise the use of parking spaces in Sandringham.</li> <li>• Progress the delivery of the East/West bicycle connection between Sandringham and Cheltenham Stage 1 (Subject to Council resolution).</li> </ul>	Director, Environment, Recreation and Infrastructure Manager Climate Waste and Integrated Transport
	Actively participate and represent Bayside residents in the Suburban Rail Loop and LXR (Highett and Wickham Road) projects to ensure quality outcomes for Bayside residents are achieved.	Director, City Planning and Amenity Manager Urban Strategy
	Implement the Bayside Parking Strategy (subject to Council endorsement of Strategy) including review and improve disabled parking provision across the municipality.	Director, Environment, Recreation and Infrastructure Manager Climate Waste and Integrated Transport

## 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 representation, lobbying and advocacy	Maintain or improve Good rating 6.5-7.25

Council Plan Strategies	Annual Actions	Director responsible
4.1.1. Identify an agreed program of advocacy, build relationships with government and partner with others to optimise our effort.	Deliver the advocacy program that focuses on Council priorities aligned to our goals: <ul style="list-style-type: none"> <li>• Our Planet</li> <li>• Our Promise</li> <li>• Our People</li> <li>• Our Place</li> </ul>	Director Community and Customer Experience Manager Communications, Engagement and Customer Experience

**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 Good rating (6.5 - 7.25)
	Maintain or improve Good rating (6.5 - 7.25)
	Maintain or improve Good rating (6.5 - 7.25)
% Council decisions made at meetings closed to the public	> 5% (average rating for similar Councils)

Council Plan Strategies	Annual Actions	Director responsible
4.2.1. Engage with our community, consider all views and make transparent, evidence based decisions, to build trust in our leadership .	Conduct annual Council Plan review and develop the Annual Action Plan 2024-25	Director Corporate Services Governance
	Develop Annual Report on delivery of major plans, strategies and performance and progress against Council Plan and Budget.	Director Corporate Services Governance



**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 satisfaction that Council provides important services that meet the needs of the whole community	Maintain or improve Very good rating (7.25 - 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	Dept responsible
4.3.1.Ensure integrated planning and sound financial management while allocating resources to meet community needs.	Review and adopt the 10-Year Financial Plan and Annual Budget.	Director Corporate Services Manager Finance
4.3.2.Provide enhanced services to our community, placing the customer at the centre of everything we do.	Deliver a program of work including regular post interaction customer surveying to understand and improve customer experience at every interaction. Leverage the data and insights to: <ul style="list-style-type: none"> <li>• improve both digital and traditional solutions for customers to interact with us via their channel of choice.</li> <li>• improve internal complaints handling procedure to drive clarification and timely resolution for our customers.</li> </ul>	Director Community and Customer Experience Manager Communications, Engagement and Customer Experience