



Draft Council Plan 2017–2021



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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 was 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 Program.

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 an eighth goal, 'Governance', to reflect the community's 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 and pathways and buildings. Our research showed that the community values infrastructure that functions seamlessly, is attractively presented and well maintained, and popular with its users, residents and visitors. The community wanted 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 wanted 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; 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.

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 the most valued environmental asset, with 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

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, 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 recognises 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 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. They 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, strengthening community engagement to inform decision making, including community participation in Council meetings.

The Better Place Strategic 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 Council strategies will be reviewed to ensure alignment with the new goals and priorities of Council.

Bayside Better Place Strategic Planning Framework



Indicators of Liveability Community Plan

10 year horizon
Review prior to election
(4 years)



Big Picture Influences

State and Federal Policy – funding, infrastructure, planning
Demographic drivers – ageing population, new communities

Technological advances – virtual world, online business
Sustainable world – finding resource solutions

Diminishing habitat – protecting land and biodiversity
Consumer expectations – experiences and social relationships

Elected Council Priorities Council Plan

Developed post election
(4 years)



4–10 year horizons
MSS & WAAA reviewed
post Council Plan

Major Council Strategies



44 Council Strategies and Plans



50 Council Policies

Councillor profiles

In October 2016, Bayside residents elected seven councillor over three wards to govern our city.

Northern Ward



Cr Alex del Porto
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Central Ward



Cr Sonia Castelli
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Southern Ward



Cr Laurence Evans
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Cr Michael Heffernan
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Cr Rob Grinter
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Cr Clarke Martin
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Cr James Long BM JP
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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.



Strategic objectives

We want a Bayside where infrastructure:
Is fit for purpose for today and into the future
Is innovative, environmentally sustainable, and reflects the local character of the area
Is safe, accessible, adaptable and is highly utilised, providing high levels of value

Strategies

Council plan strategy	Actions	Year	Strategic indicator
Provide modern library services that meet the needs of the community	Complete and implement an improvement plan for library infrastructure and services	Year 1-4	Improvement plan developed and year one actions completed (Year 1) Maintain community satisfaction with art centres and libraries (Year 1 target 74 index score)
Upgrade recreation and sporting pavilions to provide female friendly facilities, disability access and meet the identified needs of users	Continue the works program in the Sportsground Pavilion Improvement Plan to progressively upgrade all of our pavilions	Year 1-4	Upgrade pavilions (Year 1 target 2 pavilions; by Year 4 target 11 pavilions)
Provide safe and contemporary play facilities by upgrading our playgrounds	Continue the works program in the 10 year Playground Improvement Plan	Year 1-4	Upgrade playgrounds (Year 1 target 3 playgrounds; by Year 4 target 37 playgrounds)

Council plan strategy	Actions	Year	Strategic indicator
Develop upgraded and expanded facilities to meet the current and future needs of basketball and netball	<p>Review the needs assessment for netball and identify locations for additional netball facilities</p> <p>Undertake the design for additional basketball courts</p>	<p>Year 1-4</p> <p>Year 1</p>	<p>Needs assessment conducted in Year 1</p> <p>Netball courts construction commenced with targets to be confirmed by needs assessment (Year 2 target 2 indoor and 8 outdoor netball courts)</p> <p>Basketball courts construction commenced (Year 2 target 4 additional basketball courts)</p>
Meet community and visitor amenity needs in relation to the location, safety and quality of public toilets	Continue the works program in the Public Toilet Strategy to progressively improve all of our lowest performing public toilets that require major works	Year 1-4	Renew existing toilets (Year 1 target 2 toilets; by Year 4 target 10 toilets)
Provide fit for purpose, modern multi-use facilities that are effectively utilised for our children's early years	<p>Develop an Early Years Plan</p> <p>Commence implementation of Early Years Plan</p>	<p>Year 1</p> <p>Year 2-4</p>	Increased utilisation for early years facilities (Target baseline to be established in Year 1; improvement target to be set in Year 2)
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	Develop a Community Facilities and Services Strategy that identifies suitability, including Brighton Recreation Centre and other community facilities	Year 1-2	Community Facilities and Services Strategy developed (Year 1)
Establish a plan for the future renewal of the Sandringham Leisure Centre	Undertake a service needs analysis and identify potential costs and funding models for the Sandringham Leisure Centre	Year 1-2	<p>Completion of a needs assessment (Year 1)</p> <p>Development of a potential funding model and costs (Year 2)</p>

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.

Strategic objectives

We want a Bayside:
Where public transport is safe, frequent and connected to other modes of transport, such as bike or walking trails, to reduce the reliance on cars
In which a variety of transport options meet the needs of the community
With appropriate parking facilities at train stations and shopping centres that reflect shifting demand, such as increases in public transport use, electric vehicles, and plans for the future of driverless vehicles

Strategies

Council plan strategy	Actions	Year	Strategic indicator
Facilitate transport options to meet community needs	Update and implement the Integrated Transport Strategy to reflect the new Council's priorities, including: <ul style="list-style-type: none"> • Opportunities for increased parking capacity in activity centres and 'private car park sharing' for residents • Lessening resident reliance on cars, including a trial of car share schemes, encouraging ride-sharing and proactive education • Exploring the feasibility of installing recharging facilities in Council buildings for mobility scooters and vehicles 	Year 1-4	Maintain community satisfaction with parking facilities (Year 1 target 52 index score)
		Year 1-2	Maintain community satisfaction with traffic management (Year 1 target 60 index score)

Council plan strategy	Actions	Year	Strategic indicator
Influence state government planning through advocacy for: <ul style="list-style-type: none"> • Enhanced bus routes through the Public Transport Victoria route review • Increased commuter and bicycle parking, including drop zones and options for double deck parking • Southland and Cheltenham station redevelopments that meet community needs 	Develop and implement an advocacy action plan for bus routes, commuter parking (including bicycle parking) and the Southland and Cheltenham station redevelopments	Year 1-4	Maintain community satisfaction with Council's advocacy (Year 1 target 53 index score)
Improve bicycle and pedestrian facilities to make cycling and walking more attractive options for short trips	Improve cyclist and pedestrian safety by upgrading high risks zones on the Bay Trail Implement the bicycle strategy to: <ul style="list-style-type: none"> • Provide bicycle parking in public locations where there is an identified need e.g. shops, libraries, 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 	Year 1-4 Year 1-2	Increased cycling trips on the Bay Trail (Year 1 target 4 percent increase) Reduction in high risk zones on the Bay Trail (Year 1 target 3 high risk zones removed; by Year 4 target 6 high risk zones removed) Reduction in pedestrian and cyclist casualty accidents on local roads (Year 1 target 2 percent decrease)

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.

Strategic objectives

We want a Bayside:
Where 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
Where neighbourhood character, streetscapes and heritage is respected and enhanced, and the community has a strong connection to place
With village-style activity centres, combining retail at ground floor with increased opportunities for apartment-style living above
Where development contributes to a high visual amenity, is ecologically sustainable, demonstrates high quality compliant design, and responds to the streetscape and neighbourhood context
Where a range of housing types is 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

Strategies

Council plan strategy	Actions	Year	Strategic indicator
Make discretionary planning controls stronger, by advocating for Council's planning and urban design objectives to state government	Develop an advocacy action plan to promote Council's planning and urban design objectives	Year 1	Maintain community satisfaction with Council's advocacy (Year 1 target 53 index score)
	Work with the Minister for Planning to identify and pilot new policy and process options to strengthen discretionary controls for activity centres	Year 1-2	Increased community satisfaction with Council's town planning policy (Year 1 target 54 index score) Council and delegate planning decisions upheld at VCAT (Year 1 target 50 percent; Year 2 target 55 percent; Year 3 target 60 percent; Year 4 target 60 percent)

Council plan strategy	Actions	Year	Strategic indicator
Develop and review structure plans to ensure localities are developed in line with Council's Housing Strategy	Develop a Southland Structure Plan and review the Highett Structure Plan	Year 1	Council adoption of new structure plan for Southland and Highett (Year 1)
	Implement new planning controls for the Southland and Highett Structure Plans into the Planning Scheme to manage new development	Year 3	Council adoption of new planning controls for Southland and Highett (Year 3)
	Implement the planning controls for the Martin Street and Hampton East Structure Plans into the Planning Scheme to manage new development	Year 1	Council adoption of new planning controls for Martin Street and Hampton East (Year 1)
	Implement the planning controls for Bayside's Small Neighbourhood Activity Centres into the Planning Scheme to manage development and protect the important role of local centres and convenience retailing	Year 1	Council adoption of new planning controls for Bayside's Small Neighbourhood Activity Centres (Year 1)
	Explore the feasibility of developing and implementing a suite of innovative tools to communicate what completed new suburbs will look like in 30 years	Year 2	Council report on findings of the feasibility assessment (Year 2)
Ensure new development responds to preferred neighbourhood character in activity centres	Undertake a review of Council's Housing Strategy and Neighbourhood Character and Residential Design Policy Framework to review boundaries of activity centres	Year 1-2	Council adoption of the review findings and recommendations for the Housing Strategy and Neighbourhood Character and Residential Design Policy Framework (Year 3)

Council plan strategy	Actions	Year	Strategic indicator
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	Create an effective and efficient process that facilitates certainty for applicants and objectors and encourages compliance with development controls	Year 1	<p>Planning applications decided within 60 days (Year 1 target 60 percent; Year 2 target 70 percent; Year 3 target 75 percent; Year 4 target 80 percent)</p> <p>Average time taken to decide planning applications (Year 1 target 75 days; Year 2 target 70 days; Year 3 target 65 days; Year 4 target 60 days)</p>
Improve housing affordability (including social housing) and housing needs of various life stages through advocacy	<p>Develop an advocacy action plan in year 1 to improve housing affordability and social housing options</p> <p>Review the Housing Strategy to identify opportunities to improve housing affordability (including social housing) and housing needs of various life stages</p>	<p>Year 1</p> <p>Year 2-3</p>	<p>Maintain community satisfaction with Council's advocacy (Year 1 target 53 index score)</p> <p>Council adoption of the Housing Strategy review findings and recommendations (Year 3)</p> <p>Increase in 18-35 year old age bracket (ABS trend indicator – no target)</p> <p>Reduction in mortgage stress (Percentage of household income spent on housing costs) (ABS trend Indicator – no target)</p>

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.

Strategic objectives

We want a Bayside where:
The foreshore is protected, beaches are clean and accessible and competing interests are balanced
We have a mix of quality formal and informal recreation space and bushland that is well used, connected and distributed across the municipality

Strategies

Council plan strategy	Actions	Year	Strategic indicators
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	Year 1	Net increase in area of open space in Bayside (Year 2 Target 1.3 percent)
	Develop a masterplan for the Council owned component of the CSIRO site	Year 2-3	Council adoption of CSIRO site masterplan in Year 3
Protect and ensure the quality of our open space including beaches and foreshore	Improve collaboration with community groups and government agencies by developing an action plan to foster existing relationships and explore opportunities for new relationships	Year 1-4	Increase in community satisfaction with the appearance of public areas (Year 1 target 75 index score)
Prioritise the allocation of the development open space contributions to optimise provision and community access to open space	Develop a decision making framework for the allocation of funds to open space projects from the Resort and Recreation Levy	Year 1	Decision making framework developed and implemented (Year 1)
	Allocate the funds from the Resort and Recreation Levy to enhance open space	Year 2	Spend 70 percent of annual levy income per year (Year 2-4)
Encourage the planting of local indigenous vegetation	Promote community awareness and visitation to the community nursery	Year 1-2	The number of indigenous plants sold from the Community Nursery (Year 1-2 target more than 71,000 plants)

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.

Strategic objectives

We want a Bayside where:
Erosion is minimised and managed on our foreshore cliffs and beaches
Our environmental impact is decreased through reduced community waste and efficient water and energy usage in Council operations
Council and the Bayside community leads the way in environmental citizenship
We protect and enhance Bayside's tree canopy and vegetation on public and private land

Strategies

Council plan strategy	Actions	Year	Strategic indicator
Protect the unique ecological and environmental value of Ricketts Point	Develop a master plan to guide infrastructure at Ricketts Point to ensure it meets community standards and protects the environment	Year 1	Masterplan developed and endorsed by Council (Year 1)
Influence state and federal governments for improved response to climate change, aimed at reducing impacts such as foreshore erosion, beach replenishment and bay health	Develop and implement an advocacy action plan for beach erosion and bay health	Year 1-4	Maintain community satisfaction with Council's advocacy (Year 1 target 53 index score) Maintain high water quality at key beach sites resulting in no additional days of beach closure (Year 1-4 target no more than 1 day)
Achieve carbon neutrality by 2020	Install solar systems on Council buildings identified in the energy efficiency audit Install energy efficient hot water units in Council buildings identified in the energy efficiency audit	Year 1-4	Reduction of total Council greenhouse gas emissions (Year 1-4 target 5% annual reduction)

Council plan strategy	Actions	Year	Strategic indicator
Reduce the Bayside community's volume and percentage of waste that goes to landfill	Implement recommendations from the Recycling and Waste Management Service Review	Year 1	Increased community satisfaction with waste and recycling services (Year 1 target 77 index score)
	Develop a new Recycling and Waste Management Strategy focusing on education	Year 1	Diversion of waste from landfill (Year 1 target more than 50 percent)
Reduce water consumption in Council's operations and improve the management of stormwater and water quality	Implement Corporate Centre energy efficiency audit recommendations	Year 1-4	Consumption of potable water for irrigation purposes (Year 1-4 target less than 220,000 kilolitres)
	Deliver Dendy Park Water Harvesting Project	Year 1	Development of a plan to address stormwater outlets to the bay (Year 1)
	Identify priority stormwater outlets for improvement or relocation and include within the four-year Capital Works Strategy	Year 1	

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.

Strategic objectives

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
Small activity centres contribute to the village feel and provide neighbourhood convenience and employment opportunities
Shoppers and visitors feel safe in local shopping strips, both day and night
Local opportunities for business and employment are protected and enhanced, and opportunities for economic innovation are embraced
Access to transport options is convenient and parking encourages local shopping
The foreshore generates optimum economic, social and environmental return

Strategies

Council plan strategy	Actions	Year	Strategic indicator
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	Year 1-2	Council adoption of the Brighton Beach Plan (Year 2)
	Deliver the Dendy Street Beach Masterplan improvements, including the new lifesaving pavilion	Year 1-2	Increased visitor numbers to Dendy Beach using public transport (Target baseline to be established in Year 2; improvement target to be set in Year 3) Utilisation of community meeting room at the Dendy Street Lifesaving Pavilion (Target baseline to be established in Year 3; improvement target to be set in Year 4)

Council plan strategy	Actions	Year	Strategic indicator
Provide engaging and attractive public places in shopping streetscapes	<p>Implement the Sandringham Village and Beaumaris Concourse Masterplans</p> <p>Installation of activity centre Christmas decorations to support trading in local centres and community connection during the festive season, including at agreed significant Small Activity Centres</p>	<p>Year 1-2</p> <p>Year 1-4</p>	<p>Completion and launch of streetscape works at Sandringham Village and Beaumaris Concourse (Year 2)</p> <p>Increased community satisfaction with appearance of public areas (Year 1 target 74 index score)</p> <p>Increased community satisfaction with business/community development (Year 1 target 63 index score)</p>
Identify options to encourage the night time economy for entertainment and hospitality	Undertake a review of the Economic Development Strategy, with a specific focus on the night time economy	Year 2	Increase in percentage of local businesses open after 6 pm (Target baseline to be established in Year 2; improvement target to be set in Year 3)
Manage development and protect the important role of local centres and convenience retailing	Incorporate the planning controls for Bayside's Small Neighbourhood Activity Centres into the Planning Scheme	Year 1	Increased community satisfaction with Town Planning Policy in the Local Government Community Satisfaction Survey (Year 1 target 52 index score)
Reposition the Bayside Business District into an innovation, office and skilled technology hub	Develop and implement an Advocacy and Promotion Strategy to attract a major drawcard tenant (health/education/advanced technology)	Year 2-3	A firm commitment is achieved from a drawcard tenant to establish within the Bayside Business District (Year 3)

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.

Strategic objectives

We want a Bayside:
Where we are a strong and supportive community and people of all ages are engaged, know their neighbours and shopkeepers and are connected to them
Where the community is healthy, active and feels safe
Where the community engages in advocacy, transparent decision making and is part of the solution
With thriving local non-profits delivering contemporary, client-centric services locally
Where we encourage and acknowledge community volunteering
Where health issues are identified and addressed at root cause
With a focus on gender equity in decision making

Strategies

Council plan strategy	Actions	Year	Strategic indicator
Improve public health and wellbeing in the areas of: an engaged and supportive community; a healthy active community; and a safe and healthy environment where people can live, work and play	Review and implement the Wellbeing for All Ages and Abilities Strategy to ensure it supports measurable approaches to improved wellbeing	Year 1-4	<p>Council adoption of the Wellbeing for All Ages and Abilities Strategy (Year 1)</p> <p>Delivery of the Wellbeing for All Ages and Abilities Annual Action Plan (Year 1-4 target 90 percent delivered on schedule)</p> <p>Percentage of children enrolled who participate in the maternal child health service (Year 1 target 82 percent)</p> <p>Percentage of Aboriginal children enrolled who participate in the maternal child health service (Year 1 target 80 percent)</p>

Council plan strategy	Actions	Year	Strategic indicator
Prepare for the aged care and National Disability Insurance Scheme reforms	<p>Determine Council's future involvement in service delivery given the reform agenda</p> <p>Support local organisations through education and advocacy to assist them to take a coordinated approach to respond to the reform agenda</p>	<p>Year 1</p> <p>Year 1-3</p>	<p>Report on review prepared for Council consideration (Year 1)</p> <p>Education and advocacy campaign developed (Year 1)</p> <p>Education and advocacy approach delivered (Year 2-3)</p> <p>Maintain community satisfaction with Council's advocacy (Year 1 target 53 index score)</p>
Improve gender equity in decision making in the community	<p>Review Council's community support policies and programs for gender inclusiveness</p> <p>Develop an advocacy approach for community clubs that outlines the benefits of gender diversity on committees</p> <p>Develop a Women's Charter to promote gender equity, diversity and women's participation in active citizenship</p>	<p>Year 1</p> <p>Year 1</p> <p>Year 1</p>	<p>Develop an approach to promote gender diversity in committees for community clubs (Year 1)</p> <p>Improved gender diversity in community club committees (Target baseline to be established in Year 1; improvement target to be set (Year 2)</p> <p>Council adoption of the Women's Charter (Year 1)</p>
Improve opportunities for volunteering	Develop and implement an approach to encourage community volunteering, including opportunities to reward and recognise community leaders and volunteers	Year 1-4	Increase in the number of residents who volunteer (Year 2 target 38 percent)

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.

Strategic objectives

We want an organisation:
That is financially sustainable
That is well managed and delivers great services
In which decision making is open, transparent and informed by representative community views
In which effective partnerships are developed to deliver improved liveability for the community
That has relevant models for ownership and governance of Council facilities

Strategies

Council plan strategy	Actions	Year	Strategic indicators
Ensure the financial sustainability of Council over time, in line with the objectives of Council's Long Term Financial Plan	Prepare Long Term Financial Plans and Annual Budgets	Year 1-4	Operating surplus as percentage of total revenue (Year 1 target 13.3 percent)
Improve community engagement to inform Council decision making	Implement and evaluate the engagement activities identified in project plans (e.g. Capital Works Plan) to identify opportunities for improvement in community engagement	Year 1-4	Improved community satisfaction with community consultation and engagement (Year 1 target 58 index score)
	Develop a strategy to build internal capability to undertake effective engagement	Year 3	Improved gender diversity in community engagement (Target baseline to be established in Year 1; improvement target to be set in Year 2) Improved demographic diversity in community engagement (Target baseline to be established in Year 1; improvement target to be set in Year 2)
Ensure that the Bayside community's needs and aspirations are identified and advocated to other levels of government	Ensure all Council strategies and policies consider Council's role in advocacy and include effective influencing initiatives	Year 1-4	Maintain community satisfaction with Council's advocacy (Year 1 target 53 index score)

Council plan strategy	Actions	Year	Strategic indicators
Review Council's property portfolio to provide clarity on tenant responsibilities, maximise community benefit, and ensure financial sustainability	<p>Develop a transparent decision making framework for co-contributions to infrastructure investment</p> <p>Review Council's Leasing Policy to identify opportunities to increase revenue or incorporate specific performance objectives in leases to maximise public value and utilisation</p> <p>Review Council's Property Strategy</p>	<p>Year 1</p> <p>Year 1-2</p> <p>Year 1-2</p>	Increased percentage of revenue from property assets as percentage of total property operating costs (Year 1 target 2.61 percent; Year 2 target 2.7 percent; Year 3 target 2.8 percent; Year 4 target 3 percent)
Identify and implement improvements in Council's services, efficiency and outcomes for the Bayside community	<p>Undertake strategic service reviews of four priority Council services each year</p> <p>Develop and implement a Digital Transformation Strategy</p>	<p>Year 1-4</p> <p>Year 1</p>	Improved customer service satisfaction rating (Year 1 target 72 index score)
Increase the opportunities for participation in Council meetings	<p>Review the approach to Council meetings to improve the accessibility of meetings</p> <p>Conduct a trial to shift one meeting a year to an alternative venue</p>	<p>Year 2</p> <p>Year 1</p>	<p>Increased participation via livestreaming of Council meetings (Year 2 target 850 annual views)</p> <p>Increased views of archived Council meetings (Year 2 target 950 annual views)</p>

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.

