

Council Plan 2026-2029

Annual Action Plan Year 2
2026/27



Bayside
CITY COUNCIL

This action plan represents the key actions to commence the first-year implementation of the new Council Plan 2025-2029.

This work is also supported by the ongoing core service delivery and other strategic plans that align to the three core goals and strategic objectives of the council plan.

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GOAL 1: Our People

Bayside is a safe, inclusive, and active community with opportunities for social connection and wellbeing.

Outcomes	Annual Actions 2025-26	Strategic indicators
Strategies to achieve outcome	What we are doing	Shows contribution/success
Outcome 1.1 A safe community - Support initiatives that improve community safety.		
1.1.1 Partner with agencies and community to promote safety and crime prevention	Improve street and public lighting in key areas.	<ul style="list-style-type: none"> • Perception of safety in public areas during the day– community rating. • Perception of safety in public areas at night – community rating.
	Adopt and implement Homelessness protocol.	<ul style="list-style-type: none"> • Number of agencies and community groups that Council partners with to address community safety.
	Implement the endorsed Community Safety Initiatives Plan.	<ul style="list-style-type: none"> • Number of events and initiatives supported by Council promoting community safety. • Percentage satisfaction by partners in Community Safety and Youth Safety sub-committees. Target 80%. Review
Outcome 1.2 Health and wellbeing for all - Ensure services support healthy and active living.		
1.2.1 Provide accessible programs and essential services for all age groups and abilities.	Implement the Health and Inclusion Plan Year 2 actions as endorsed by Council.	<ul style="list-style-type: none"> • Community satisfaction with services for Children, Youth, Older people, People with a disability. Target: Maintain or improve very good rating (7.25-7.75) or excellent (>7.75) for each. • Percentage participation in the maternal child health (MCH) service. Target >80%. • Percentage participation in MCH key 4 week age and stage visit. Target 100%. • Percentage of older residents who transfer from Council’s aged care entry services to more intense support through Council’s home care packages. Target 90%. • Number of vaccinations delivered per year by Bayside City Council.

Outcomes Strategies to achieve outcome	Annual Actions 2025-26 What we are doing	Strategic indicators Shows contribution/success
1.2.2 Work with partners to improve access to services that support community's physical and mental health and wellbeing.	Implement the Fair Access Policy and Action Plan to support, partner, and promote sports and active recreation groups or initiatives that are endeavouring to support women and girls. Advocate to state government to support and explore wrap around services for people experiencing mental health challenges	<ul style="list-style-type: none"> • Number of community partnerships developed, that support local health and wellbeing initiatives. • Participation in structured winter sport (seasonally allocated clubs) per year. • Participation in structured summer sport (seasonally allocated clubs) per year. • Female participation in structured summer and winter sport (seasonally allocated clubs) per year.
Outcome 1.3 Socially connected and resilient community - Facilitate events and spaces that foster connection.		
1.3.1 Support community-led programs, and volunteering.	Support trader led events through the Activity Centre Events and Celebration Program. Implement the Grants Policy 2025-2030	<ul style="list-style-type: none"> • Percentage of people who are active members of a community group. Target: > 25%. • Number of grants issued to support community led programs and events. • Percentage of residents who volunteer regularly Target > 16% • sometimes Target >20% • Number of organisations supported through Council's Volunteer Hub. • Number of volunteers recruited
1.3.2 Maximise use of public spaces for active and passive recreational purposes.	Deliver agreed placemaking initiatives for 2026/27 from the Economic Development, Tourism and Placemaking strategy (EDTPS) including but not limited to: <ul style="list-style-type: none"> • Delivering the Beaumaris open space rotunda • Street Tree Bud Lighting Program • Christmas activation • Martin Street Underpass Mural 	<ul style="list-style-type: none"> • Number of placemaking actions delivered. • Number of activity centre events delivered. • Number of event permits issued per year.

Outcomes Strategies to achieve outcome	Annual Actions 2025-26 What we are doing	Strategic indicators Shows contribution/success
1.3.3 Maximise use of public spaces for arts and culture.	Implement the Arts, Culture and Libraries strategy (2023-27).	<ul style="list-style-type: none"> Percentage of people who report a greater connection to their community through participation in arts and cultural events. Target > 70%.
	Develop a new Arts, Culture and Libraries Strategy 2027-31.	<ul style="list-style-type: none"> Number of participants in library programs. Number Library visits per population. Target >3.5 visits.
	Deliver a Greek cultural festival.	<ul style="list-style-type: none"> Percentage of the municipal population who are registered library members. Target > 27%.
	Host the Melbourne Sculpture Biennale Event	<ul style="list-style-type: none"> Community satisfaction with the local library. Target: Maintain excellent rating (>7.75). Number of visits to Bayside Gallery and Arts and Culture public programs. Target 10,000.
Outcome 1.4 Thriving retail, tourist and business precincts - Make places attractive to visit and to operate local businesses.		
1.4.1 Enhance and maintain activity centres* to support retail, tourist and business activity.	Implement the adopted activity centre renewal interventions and activations.	<ul style="list-style-type: none"> Community satisfaction with maintenance and cleaning of shopping strip areas. Target: Maintain or improve good rating (6.5- 7.25). Traders Associations' satisfaction with presentation in Major Activity Centres (annual survey).
	Deliver the grant fund to support Bayside retailers to improve access for people with disability.	<ul style="list-style-type: none"> Number of visitors to Dendy Beach per year. Gross revenue generated by the tourism sector in Bayside per year Percentage of successful Business Access grant applications.
1.4.2 Provide seamless support, advice and networking opportunities to enable new and established businesses to flourish.	Conduct an annual Traders forum.	<ul style="list-style-type: none"> Satisfaction of members and participants at BBN events. Target > 85% satisfaction. Number of business mentoring service sessions offered.

Outcomes Strategies to achieve outcome	Annual Actions 2025-26 What we are doing	Strategic indicators Shows contribution/success
	Assist Bayside traders through support to the respective Traders' Associations.	<ul style="list-style-type: none"> • Vacancy rates in Major Activity Centres (annual review).
1.4.3 Explore opportunities to reduce burden and cost of doing business in Bayside.	Implement the Local Laws review and the Footpath Trading Policy.	<ul style="list-style-type: none"> • Time taken for end-to-end approval processing for new business. Establish benchmark.
	Continue to seek opportunities with State Government to support small businesses.	

*activity centres is a planning term encompassing retail precincts and their surrounds as well as Bayside Business District and commercial activity areas.

GOAL 2: Our Place

Bayside remains a desirable, well-planned community with valued open spaces, neighborhood character, and sustainable growth for current and future generations.

Outcomes Strategies to achieve outcome	Annual Actions 2025-26 What we are doing	Strategic indicators Shows contribution to strategic outcome/success
Outcome 2.1 Balanced growth and development - Ensure urban development respects and preserves Bayside's character while meeting future needs.		
2.1.1 Advocate and pursue practical community and council driven urban design and development	<p>Continue to advocate Council's position in response to State Government Planning reforms, Activity Centres Program and the Suburban Rail Loop (NOM 347).</p> <p>Develop and advocate for council's position in response to the LXRP to maximise urban design outcomes.</p> <p>Prepare an urban design framework for Hampton for Council adoption.</p>	<ul style="list-style-type: none"> • Number of community engagement opportunities, forums and information campaigns per year. • Community satisfaction on the availability of parking on residential streets in the local area. Target: Maintain or improve solid rating (6.0-6.5). • Community satisfaction on the availability of parking in shopping strips. Target: Maintain or improve solid rating (6.0-6.5). • Community satisfaction with appearance and quality of new developments in their area. Target: Improve good rating (6.5-7.0). • Customer satisfaction with the transaction experience in planning. Benchmark to be established.
2.1.2 Maintain responsive, efficient and transparent planning processes.	<p>Review and implement a construction management plan process to minimise the impact of development on the community.</p> <p>Prepare for and implement the reformed process to collect and manage the Infrastructure Contribution Plan (ICP) for Bayside, as required by the State Government as part of their introduction of an ICP Framework for Victoria.</p>	<ul style="list-style-type: none"> • Percentage of planning applications approved within target timeframe. Target: 90%. • Percentage of Report and Consent Building decisions within 15 days. Target: 80%.

Outcomes Strategies to achieve outcome	Annual Actions 2025-26 What we are doing	Strategic indicators Shows contribution to strategic outcome/success
Outcome 2.2 Well-maintained and future-proofed infrastructure - Ensure our assets are fit for purpose, and the utilisation by the community is maximised		
2.2.1 Invest in and maintain Council-managed local roads, footpaths, drainage, and activity centres.	<p>Implement the Integrated Transport Strategy including Stage 2 of the Bay Trail and investigating the cost and design of widening the trail opposite 108 Esplanade, Brighton to accommodate bus parking.</p> <hr/> <p>Complete and Implement Road and Drainage Asset Management Plans.</p>	<ul style="list-style-type: none"> • Percentage of sealed local roads maintained to condition standards. Target: 97%. • Number of drainage requests per quarter. • Percentage of drainage requests resolved within time per quarter. Target: 85%. • Community satisfaction with maintenance and repair of sealed local roads (managed by Council), drains and footpaths. Target: Maintain or improve good rating (6.5-7.25) for each). • Community satisfaction with on and off road bike paths. Target: maintain or improve very good rating (7.25-7.75). • Compliance with the Road Management Plan (RMP): <ul style="list-style-type: none"> • # of requests/year • % of closure on time • COM-R6 Active travel infrastructure length of pedestrian footpaths and bicycle paths per head of population
2.2.2 Ensure new infrastructure delivers long-term community value.	<p>Commence implementation of the endorsed Bayside Aquatics Strategy.</p> <hr/> <p>Deliver the approved Capital Works program</p> <hr/> <p>Establish a baseline for the utilisation of bookable facilities and set measurable targets to increase usage.</p> <hr/> <p>Progress Council’s strategic approach to Asset Management</p>	<ul style="list-style-type: none"> • Percentage of capital works projects completed on budget. Target: 90% • Percentage of capital works projects completed on time. Target 90 % • Asset renewal and upgrade as a percentage of depreciation. Target: 100%.

Outcomes Strategies to achieve outcome	Annual Actions 2025-26 What we are doing	Strategic indicators Shows contribution to strategic outcome/success
2.2.3 Proactively seek to reduce heat island impacts and flooding risks in vulnerable areas	Implement the tree planting program Review the Street Tree Policy. Implement the Drainage Strategy to address flood modelling.	<ul style="list-style-type: none"> • Number of public trees planted through annual tree planting program. Target: 1400/year. • Percentage of survival of trees planted in the previous planting season (calendar year). Target: 90%. • Community satisfaction with provision and maintenance of street trees (mean rating). Target: Maintain or improve good rating (6.5-7.25).
2.3.1 Expand and improve open space, including exploring opportunities for new pocket parks, to support population growth.	Implement the Open Space Strategy actions for 2026-27, including: <ul style="list-style-type: none"> • Identify under-utilised parks for potential upgrades • Proactively plan for climate impacts on open space and associated assets. Implement the updated Bayside Recreation Strategy with high priority actions. Implement the Playground Improvement plan giving activity spaces for all ages and abilities, within the appropriate play space. Projects in 2026/27 include Pennydale Park, and design for Castlefield Reserve and Boss James Reserve. Develop a plan to evaluate, invest and action open space and property acquisition as opportunities arise.	<ul style="list-style-type: none"> • Community satisfaction with provision and maintenance of parks, gardens and reserves Target: Maintain excellent rating (>7.75). • Community satisfaction with sports grounds and ovals. Target: Maintain excellent rating (>7.75). • Community satisfaction with playgrounds Target: to be established.
Outcome 2.3 Protected and enhanced open space - Ensure parks, reserves, and foreshore are accessible and preserved.		
2.3.2 Implement measures to protect natural areas.	Implement the Coastal and Marine Management Plan including consideration of <ul style="list-style-type: none"> • Areas of the foreshore at risk of erosion. • Review beach cleaning standards and best practice guidelines. 	<ul style="list-style-type: none"> • Community satisfaction with appearance of the beach, foreshore and bushland. Target: Maintain or improve very good rating (7.25- 7.75).

Outcomes Strategies to achieve outcome	Annual Actions 2025-26 What we are doing	Strategic indicators Shows contribution to strategic outcome/success
Outcome 2.4 Natural environment protection - Care for natural open space, manage avoidable impacts and enhance sustainability for future generations.		
2.4.1 Improve sustainability of Council operations and minimise adverse impacts on the natural environment, community assets and well-being.	<p>Implement the Integrated Water Management Plan including Balcombe Park irrigation including recycled water connection.</p> <hr/> <p>Implement the Native Vegetation Works Program to strengthen the protection and management of Bayside's natural environment by:</p> <ul style="list-style-type: none"> • enhancing the quality of biodiversity practices, • deepening collaboration with existing volunteer groups, and <p>refining sustainable land and foreshore management to deliver better ecological outcomes.</p>	<ul style="list-style-type: none"> • Community satisfaction that the Council is meeting its environmental responsibilities. Target Maintain or improve good rating (6.5 -7.25). • Potable water use by segment (open space, buildings, sporting pavillions, public amenities). • Water usage (total units of metered water purchased by Council per head of population) • Electricity usage (total units of metered electricity purchased by Council per head of population). (• Gas usage (total units of metered gas purchased by Council per head of population). • Reduction in the presence and spread of priority weeds through targeted management programs.
2.4.2 Manage waste well, maximise reuse and recycling opportunities and support the circular economy.	<p>Promote the soft plastics recycling option.</p> <hr/> <p>Commence development of the new Recycling and Waste Management Strategy.</p> <hr/> <p>Continue to participate in and support the South East Metropolitan Advanced Waste processing project.</p>	<ul style="list-style-type: none"> • Kerbside collection waste to landfill per serviced property (amount of waste collected from kerbside waste collection services that is sent to landfill per serviced property) • Community satisfaction with waste and recycling collection services. Target Maintain excellent rating (>7.75) for waste, recycling, food and green waste, hard rubbish.

*activity centres is a planning term encompassing retail precincts and their surrounds as well as Bayside Business District and commercial activity areas.

GOAL 3: Our Promise

Bayside delivers transparent governance, sound financial management, and excellent customer service.

Outcomes Strategies to achieve outcome	Annual Actions 2025-26 What we are doing	Strategic indicators Shows contribution/success
Outcome 3.1 Financially sustainable and efficient — Maximise value from council resources and assets.		
3.1.1 Identify new revenue sources to reduce reliance on rates.		<ul style="list-style-type: none"> Rates concentration – Rates compared to adjusted underlying revenue. Target: <63%
3.1.2 Advocate to state and federal government for funding and support to advance council and community priorities.	Collaborate with other Councils on alternative to kerbside glass collection bin.	<ul style="list-style-type: none"> Community satisfaction with Council's lobbying and advocacy on behalf of the community. Target: maintain or improve good rating (6.5 -7.25). Number of grants secured. Recurrent grants per head of population.
	Undertake advocacy regarding cost shifting from state government to local government, particularly on Planning reforms.	
	Deliver the strategic advocacy program to support council priorities.	
3.1.3 Improve financial efficiency in service delivery.	Develop a plan to identify opportunities for operational efficiency	<ul style="list-style-type: none"> Expenditure level – Expenses per property assessments. Target: \$3,666 per assessment. Rates and charges debt (unpaid rates and charges as a percentage of all rates and charges)
3.1.4 Maximise use of community assets to improve financial and community return.	Develop the framework to categorise Council's community assets and agreed indicators to assess.	<ul style="list-style-type: none"> Indicator TBC
	Procure and implement a Leasing Portfolio management system.	

Outcomes Strategies to achieve outcome	Annual Actions 2025-26 What we are doing	Strategic indicators Shows contribution/success
Outcome 3.2 Transparent and accountable leadership —Strengthen governance and accountability.		
3.2.1 Ensure decision-making is open and evidence-based.	Report Council Plan progress and performance to the community (Quarterly and Annual Report)	<ul style="list-style-type: none"> Percentage of Council decisions made at Council meetings open to the public. Target: >95%. Percentage of Councillor attendance at Council meetings. Target: >90%. Community satisfaction with Council’s overall performance. Target: Maintain or improve good rating (6.5-7.25). Community satisfaction with making decisions in the interests of the community. Target: Maintain or improve good rating (6.5-7.25).
	Clarify and implement requirements of the <i>Statewide Treaty Act 2025</i> .	
3.2.2 Ensure meaningful engagement with the community	Conduct the annual Community Satisfaction Survey and report back to Council and community.	<ul style="list-style-type: none"> Community satisfaction with community consultation and engagement overall. Target: Maintain or improve good rating (6.5-7.25). Satisfaction with the opportunities offered by council to be consulted on or engaged in Council decisions. Community satisfaction with In-person and online engagement services. Target: Maintain or improve very good rating (7.25–7.75). Percentage of information provided to participate in community engagement is easy to find/understand. Target 85%.
Outcome 3.3 High quality customer experience — Make Council interactions easy, efficient, and responsive.		
3.3.1 Improve systems, information, services and communication for ease of use and accessibility.	Continue to invest and expand the customer transaction types to improve 24/7 online experience.	<ul style="list-style-type: none"> Maintain website accessibility score of 84 and align to WCAG 2.0 AA. Number of hard copy publications distributed to the community. Target 47,000. Number of customer interactions by channel.
	Enable access and provide training to support and build capability to utilise AI to improve service and efficiency.	

Outcomes Strategies to achieve outcome	Annual Actions 2025-26 What we are doing	Strategic indicators Shows contribution/success
		<ul style="list-style-type: none"> • Council social media reach, including impressions and engagements. • Number of digital subscribers to Council media.
<p>3.3.2 Resolve customer inquiries quickly and effectively with updates on resolution.</p>	<p>Implement the transition to the new call provider for business hours overflow and outside of hours call handling.</p>	<ul style="list-style-type: none"> • Percentage of service requests resolved within target timeframes. Target: 90%. • Voice of Customer survey: Percentage of satisfaction with the outcome of the enquiry. Target: Maintain or improve 85%. • Voice of Customer survey: % Satisfaction with the overall customer experience provided by Council. Target: Maintain or improve 78% • Overall satisfaction with Outside of Business Hours call service. Target: Maintain or improve 80%.

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