

Council Plan 2025-2029

Annual Action Plan Year 1
2025/26



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.

Contents

GOAL 1: Our People.....	3
Outcome 1.1 A safe community - Support initiatives that improve community safety.....	3
Outcome 1.2 Health and wellbeing for all - Ensure services support healthy and active living.	3
Outcome 1.3 Socially connected and resilient community - Facilitate events and spaces that foster connection.	4
Outcome 1.4 Thriving retail, tourist and business precincts - Make places attractive to visit and to operate local businesses.	5
GOAL 2: Our Place.....	7
Outcome 2.1 Balanced growth and development - Ensure urban development respects and preserves Bayside’s character while meeting future needs.	7
Outcome 2.2 Well-maintained and future-proofed infrastructure - Ensure our assets are fit for purpose, and the utilisation by the community is maximised ...	8
Outcome 2.3 Protected and enhanced open space - Ensure parks, reserves, and foreshore are accessible and preserved.....	9
Outcome 2.4 Natural environment protection - Care for natural open space, manage avoidable impacts and enhance sustainability for future generations.	10
GOAL 3: Our Promise.....	11
Outcome 3.1 Financially sustainable and efficient — Maximise value from council resources and assets.	11
Outcome 3.2 Transparent and accountable leadership —Strengthen governance and accountability.	11
Outcome 3.3 High quality customer experience — Make Council interactions easy, efficient, and responsive.	12

GOAL 1: Our People

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

Outcomes Strategies to achieve outcome	Annual Actions 2025-26 What we are doing	Department Leads the work	Strategic indicators 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 (subject to funding in budget).	City Assets and Presentation	• Perception of safety in public areas during the day–community rating. • Perception of safety in public areas at night –community rating. • Number of agencies and community groups that Council partners with to address community safety. • 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%.
	Work with community groups to promote community safety messages.	Community Care	
	Develop and adopt a Visual Surveillance Devices Policy.	Amenity Protection (lead)	
	Develop a Community Safety Plan.	Community Care	
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.	Adopt and commence implementation of the Municipal Health and Wellbeing Plan including addressing Disability.	Family, Youth and Wellbeing	• 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 98%.

Outcomes Strategies to achieve outcome	Annual Actions 2025-26 What we are doing	Department Leads the work	Strategic indicators Shows contribution/success
			- 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.
1.2.2 Work with partners to improve access to services that support community’s physical and mental health and wellbeing.	Develop a Homelessness protocol.	Community Care	Number of community partnerships developed, that support local health and wellbeing initiatives.
	Adopt the Recreation Strategy and commence implementation of the Year 1 Actions.	Open Space and Recreation	- 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.	Urban Strategy	- Percentage of people who are active members of a community group. Target: > 25%. - Percentage of residents who volunteer - regularly Target > 16% - sometimes Target >20%. - Number of organisations supported through Council’s Volunteer Hub. - Number of grants issued to support community led programs and events. - Number of volunteers recruited.
1.3.2 Maximise use of public spaces for active and passive recreational purposes.	Undertake placemaking initiatives from the Economic Development, Tourism and Placemaking Strategy to enhance	Urban Strategy	- Number of placemaking actions delivered. - Number of activity centre events delivered.

Outcomes Strategies to achieve outcome	Annual Actions 2025-26 What we are doing	Department Leads the work	Strategic indicators Shows contribution/success
	the vibrancy of Bayside's activity centres.		Number of event permits issued per year.
1.3.3 Maximise use of public spaces for arts and culture.	Implement the Arts, Culture and Libraries strategy.	Arts, Culture and Libraries	- Percentage of people who report a greater connection to their community through participation in arts and cultural events. Target > 70%. - Number of participants in library programs. - Number Library visits per population. Target >3.5 visits. - Percentage of the municipal population who are registered library members. Target > 27%. - 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.	Deliver the Economic Development, Tourism and Placemaking Strategy, including implementation of priority actions.	Urban Strategy (Eco Dev)	Community satisfaction with maintenance and cleaning of shopping strip areas. Target: Maintain or improve good rating (6.5- 7.25).
	Explore opportunities to promote accessible design within activity centres.	Urban Strategy (Eco Dev)	- Traders Associations' satisfaction with presentation in Major Activity Centres (annual survey). - Number of visitors to Dendy Beach per year.
	Establish a grant fund for Bayside retailers to pay for upgrades to premises which will improve access for people with disability.	Family Youth and Community Wellbeing	Gross revenue generated by the tourism sector in Bayside per year.
1.4.2 Provide seamless support, advice and networking opportunities to enable new and established businesses to flourish.	Conduct an annual Traders forum.	Urban Strategy (Eco Dev)	Satisfaction of members and participants at BBN events. Target > 85% satisfaction.

Outcomes Strategies to achieve outcome	Annual Actions 2025-26 What we are doing	Department Leads the work	Strategic indicators Shows contribution/success
	Investigate opportunities to provide additional support for the Bayside Traders community including the establishment of additional traders' associations or opportunities for a Chamber of Commerce.	Urban Strategy (Eco Dev)	- Number of business mentoring service sessions offered. - Vacancy rates in Major Activity Centres (annual review).
1.4.3 Explore opportunities to reduce burden and cost to doing business in Bayside.	Commence review of the Footpath Trading Policy including permit fees and charges.	Urban Strategy (Eco Dev)	Time taken for end-to-end approval processing for new business. Establish benchmark.
	Investigate opportunities with State Government to support small businesses.	Urban Strategy (Eco Dev)	

*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	Department Leads the work	Strategic indicators Shows contribution/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	Develop and advocate Council's position in response to State Government Planning reforms.	Urban Strategy	Number of community engagement opportunities, forums and information campaigns per year.
	Advocate to state and federal government for sufficient public services.	Urban Strategy	Community satisfaction on the availability of parking on residential streets in the local area. Target: Maintain or improve solid rating (6.0-6.5).
	Commence review of the Local Law with a focus on neighbourhood amenity.	Amenity Protection	Community satisfaction on the availability of parking in shopping strips. Target: Maintain or improve solid rating (6.0-6.5).
	Ensure LXRP maximises the opportunity for shared user paths.	Urban Strategy	Community satisfaction with appearance and quality of new developments in their area. Target: Improve good rating (6.5-7.0).
	Implement the Parking Strategy.	Climate, Waste and Integrated Transport	Customer satisfaction with the transaction experience in planning. Benchmark to be established.
2.1.2 Maintain responsive, efficient and transparent planning processes.	Continue to improve online experience for statutory planning.	Statutory Planning	- 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	Department Leads the work	Strategic indicators Shows contribution/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.	Commence development of a long-term drainage strategy informed by Melbourne Water flood modelling.	City Assets and Protection	- 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).
	Review and update the Drainage Asset Management Plan.	City Assets and Protection	
	Implement the Integrated Transport Strategy including a focus to improve pedestrian and cycling safety and connectivity.	Climate, Waste and Integrated Transport	
	Advocate for better public transport connectivity for the community.	Climate, Waste and Integrated Transport	
2.2.2 Ensure new infrastructure delivers long-term community value.	Undertake a feasibility study for aquatic facilities in Bayside and investigate temporary solutions for the Warm Water Pool	Open Space and Recreation	- 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%.
	Deliver the approved Capital Works program.	Project Services	
	Undertake a review of the delivery model and community infrastructure requirements in Hampton.	Urban Strategy	
	Undertake planning for the expansion of Hampton Community Kindergarten.	Family, Youth and Wellbeing	
	Review, develop and implement a framework to measure utilisation of new and existing Council facilities.	Open Space and Recreation	

Outcomes Strategies to achieve outcome	Annual Actions 2025-26 What we are doing	Department Leads the work	Strategic indicators Shows contribution/success
2.2.3 Proactively seek to reduce heat island impacts and flooding risks in vulnerable areas	Deliver planned tree and vegetation program guided by Bayside's Urban Forest Precinct Plans with a focus on Pennydale, Highett and areas with low tree cover. s	Open Space and Recreation	- 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%.
Outcome 2.3 Protected and enhanced open space - Ensure parks, reserves, and foreshore are accessible and preserved.			
2.3.1 Expand and improve open space, including exploring opportunities for new pocket parks, to support population growth.	Adopt the Open Space Strategy and commence implementation of the Year 1 actions.	Open Space and Recreation	Community satisfaction with provision and maintenance of street trees (mean rating). Target: Maintain or improve good rating (6.5-7.25).
	Implement the Playground Improvement plan giving activity spaces for all ages and abilities, within the appropriate play space. Projects in 2025/26 are - Cheltenham Recreation Reserve and - Hampton Foreshore Recreation Node.	Open Space and Recreation	- 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.
2.3.2 Implement measures to protect natural areas.	Commence implementation of the Coastal and Marine Management Plan, including: - manage Council beaches to mitigate coastal erosion - advocating to state government on the proactive management of government beaches regarding coastal erosion and maintaining beach infrastructure.	Open Space and Recreation	Community satisfaction with appearance of the beach, foreshore and bushland. Target: Maintain or improve very good rating (7.25-7.75).
	Develop the YWNR wetlands including wayfinding and interpretive signage.	Open Space and Recreation	

Outcomes Strategies to achieve outcome	Annual Actions 2025-26 What we are doing	Department Leads the work	Strategic indicators Shows contribution/success
	Prepare for Council adoption and deliver the 4-year Domestic Animal Management Plan (DAMP).	Amenity Protection	
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.	Implement the Integrated Water Management Plan.	Climate, Waste and Integrated Transport	- 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).
2.4.2 Manage waste well, maximise reuse and recycling opportunities and support the circular economy.	Implement the Recycling and Waste Management Strategy including: - Advocacy on the introduction of the glass recycling bin - Exploration of soft plastics recycling options	Climate, Waste and Integrated Transport	- Percentage of waste diverted from landfill. Target: 70%. - Community satisfaction with waste and recycling collection services. Target Maintain excellent rating (>7.75) for waste, recycling, food and green waste, hard rubbish.
		Climate, Waste and Integrated Transport	

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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	Department Leads the work	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.	Review and adopt Financial Plan and the Annual budget	Finance	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.	Deliver a strategic advocacy program to support council priorities	Communication, Engagement and Customer Experience	- 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.
3.1.3 Improve financial efficiency in service delivery.	Conduct a review of major contracts and projects.	City Assets and Presentation	Expenditure level – Expenses per property assessments. Target: \$3,666 per assessment.
3.1.4 Maximise use of community assets to improve financial and community return.	Conduct a review of the Property portfolio	Commercial Services	Indicator to be developed once framework and criteria are established in Year 1 2025/26.
	Review the framework to categorise Council’s community assets and agreed indicators to assess community value and return on investment.	Commercial Services	
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 (Annual Report)	Governance	Percentage of Council decisions made at Council meetings open to the public. Target: >95%.

Outcomes Strategies to achieve outcome	Annual Actions 2025-26 What we are doing	Department Leads the work	Strategic indicators Shows contribution/success
			- 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).
3.2.2 Ensure meaningful engagement with the community	Adopt and implement Community Engagement Policy	Communication, Engagement and Customer Experience	- Community satisfaction with community consultation and engagement overall. Target: Maintain or improve good rating (6.5-7.25). - Community satisfaction with In-person and online engagement services. Target: Maintain or improve very good rating (7.25–7.75).
	Conduct the annual Community Satisfaction Survey	Communication, Engagement and Customer Experience	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.	Implement the new Customer Relationship Management (CRM) system.	Communication, Engagement and Customer Experience	- 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. - Council social media reach, including impressions and engagements. - Number of digital subscribers to Council media.

Outcomes Strategies to achieve outcome	Annual Actions 2025-26 What we are doing	Department Leads the work	Strategic indicators Shows contribution/success
3.3.2 Resolve customer inquiries quickly and effectively with updates on resolution.	Implement a digital public portal to improve real time response for customer queries.	Communication, Engagement and Customer Experience	- 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%.