

Draft Council Plan 2025–2029

Draft

A close-up photograph of several red bottlebrush flowers (Callistemon) with their characteristic cylindrical, spiky heads. The flowers are surrounded by long, narrow, green leaves. The background is a soft-focus view of more of the same plant.

Acknowledgement of Country

Bass Coast Shire Council acknowledges the Bunurong as the Traditional Owners and Custodians of the lands and waters, and pays respect to their Elders past, present and emerging, for they hold the memories, the traditions, the culture and Lore.

Bass Coast Shire Council celebrates the opportunity to embrace and empower the Aboriginal and/or Torres Strait Island Communities in their diversity.

Bass Coast Shire Council will create opportunities for future recognition and respectful partnerships that will honour the Traditional Owners and Custodians, and Aboriginal and/or Torres Strait Islander Peoples.

Purpose of this document

This document outlines the Bass Coast Council Plan 2025-2029 and reflects the process undertaken to develop this updated Council Plan.

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Diversity and Inclusion

Bass Coast Shire Council celebrates the diversity of our communities. We acknowledge and respect the skills, insights and life experiences of all community members irrespective of gender, ethnicity, ability, religious belief, sexuality or age.

Child Safe Statement

Bass Coast Shire Council is committed to the safety and wellbeing of children and has a Child Safe Statement [Policies | Bass Coast Shire](#)

Gender Impact Assessment

In accordance with the *Gender Equality Act 2020*, a Gender Impact Assessment has been undertaken when developing the Council Plan 2025-2029.

About the Council Plan

The Council Plan 2025-2029 (the Plan) is the key strategic plan guiding Council's decision making and activity. It outlines the priorities of Council for the next 4 years in working towards the Community Vision 2045. The Plan is a legislative requirement under Section 90 of the *Local Government Act 2020*.

The Plan also helps Council track its performance, be accountable, and transparent by identifying how the progress of priorities will be measured and reported.

The Plan reflects the unique features of Bass Coast and the challenges we face. It is the result of extensive community engagement representative of people who live, work, study, and visit Bass Coast. Through this engagement we heard from diverse voices from our communities and these helped shape the long-term direction and key components of this Plan.

As such, this Plan considers the needs of all people who access and experience places within Bass Coast.



Mayor and Councillors Message

Content placeholder

CEO Message

Content placeholder

Overview of Council Plan

Strategic Objective	 Naturally Beautiful	 Thriving Places	 Vibrant Communities	 Visionary Leadership
Aspirations What we want to achieve long term	Together we build resilience and protect and enhance our natural environment.	Facilities and infrastructure meet current and future needs. Growth is sustainable and well-planned. Our economy, agriculture, tourism and industries are resilient. Unique character is preserved.	Communities are healthy, inclusive, safe and socially connected. Communities celebrate opportunity, recreation, diversity, heritage and reconciliation.	Our community flourishes through leadership that is open and responsible, ensuring decisions serve the community's best interests, and comply with legislative obligations.
Priorities What we will focus on for the next 4 years	<ul style="list-style-type: none"> Enhancing biodiversity and natural asset protection Increasing energy, disaster and climate resilience Optimising water management Strengthening waste management Supporting circular economy 	<ul style="list-style-type: none"> Delivering well-planned townships Enhancing Eco-Tourism Facilitating sustainable development Providing fit for purpose assets and facilities Supporting local industry, business and producers 	<ul style="list-style-type: none"> Advocate to increase in affordable housing and access to local services Celebrating culture and history Promoting healthy, active, safe and inclusive communities Strengthening community connection and resilience Support young people to live, learn, play and connect locally Walking alongside our First Nations communities on the path to reconciliation 	<ul style="list-style-type: none"> Driving innovation Effective communication and engagement Maximising alternative revenue Optimising partnerships Strong advocacy
Lead Strategies How we will deliver these objectives	<ul style="list-style-type: none"> Climate Change Action Plan 	<ul style="list-style-type: none"> Asset Strategy Economic Development Framework Integrated Transport Strategy Municipal Planning Strategy 	<ul style="list-style-type: none"> Healthy, Safe and Resilient Bass Coast Plan (Municipal Public Health and Wellbeing Plan) 	<ul style="list-style-type: none"> Long-Term Financial Plan
Services Services to deliver these objectives	<ul style="list-style-type: none"> Resource recovery and waste management Sustainability 	<ul style="list-style-type: none"> Asset Management Design and delivery Economic development Planning and Building 	<ul style="list-style-type: none"> Arts, Culture and Heritage Customer and Visitor Experience Healthy, safe and connected communities 	<ul style="list-style-type: none"> Finance, Systems and Human Resources Governance and Leadership
Operating Principle	In all that we do, Council is committed to being: Responsive Efficient Transparent Future-focused			

About the role of Local Government

There are three tiers of government in Australia:

- Local (also known as council)
- State or Territory
- Federal (also called Commonwealth)

Each tier of government has an important role. They have different powers and responsibilities and work together to govern and provide services to the community.

The role of Council is to provide good governance for the benefit of current and future communities. Council provides a range of services and manages community assets that people use every day. Council's role is outlined in the *Local Government Act 2020*.

Council undertakes a range of roles and functions to serve local communities. It is important for Council to work together with other levels of government, industry partners and communities to achieve the best outcomes.

Council makes decisions not just about today but for the future, set strategies to make a difference for the long term, balance competing demands and consider the best use of public funds.

There are many challenges facing Bass Coast that Council does not have direct control over. This includes areas under State and Federal Government jurisdiction, such as major transport infrastructure, public transport and arterial roads. However, Council actively works to influence and facilitate service and infrastructure provision.

The roles Council performs are listed below.

Provider

Deliver services, programs, infrastructure and support to individuals and groups.

Facilitator

Facilitate outcomes for communities through building partnerships, changing regulations, promoting opportunities, raising awareness, sharing information and building the capacity of community members and organisations.

Advocator

Raise awareness and show leadership for the interests of local communities to other decision makers, including advocating to State and Federal Governments for funding and delivery of services and infrastructure.

Regulator

Prioritise safety and regulate compliance of activities through local laws and legislation.

Planner

Use evidence, including community views to plan for current and future community needs and priorities.



About Bass Coast

Bass Coast Shire is located on the traditional lands of the Bunurong people. A predominantly coastal municipality, Bass Coast boasts a stunning and diverse natural environment—from rugged coastlines and iconic beaches to rich farmland and bushland.

With a collection of over 30 vibrant townships and rural communities, each with its own unique identity and history, Bass Coast offers a mix of coastal and country living. Just 130 kilometres south-east of Melbourne, it is one of the fastest growing regional areas in Victoria. Bordered by Bass Strait to the south and neighbouring Cardinia and South Gippsland shires, Bass Coast is both accessible and deeply connected to its natural surrounds.

Home to over 43,000 permanent residents, the population increases significantly during holiday periods. Visitors are drawn by major events, coastal escapes, outdoor adventure, and cultural experiences, from surfing and cycling to local markets, the arts, wine and food, and nature-based tourism. Bass Coast offers a blend of rural, residential and holiday living, set against a backdrop of beaches, rolling hills, and wide-open skies.

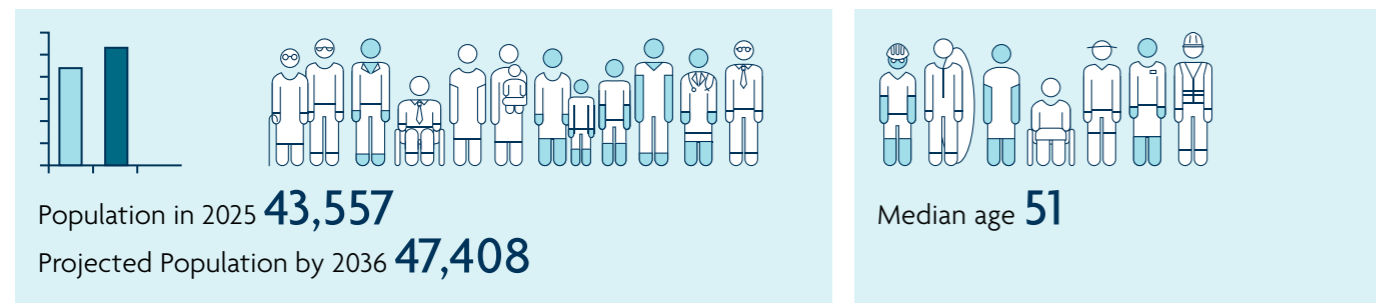
The region is also home to the award-winning cultural venue Berninnet at the heart of Phillip Island in Cowes, and The Union Theatre in Wonthaggi, a venue deeply connected to the area's rich history of coal mining and social change. These facilities reflect a strong community commitment to creativity, storytelling and cultural connection.

Bass Coast continues to grow as a place where people come to live, work, invest and visit—attracted by its lifestyle, natural beauty, strong community spirit, and future-focused approach.

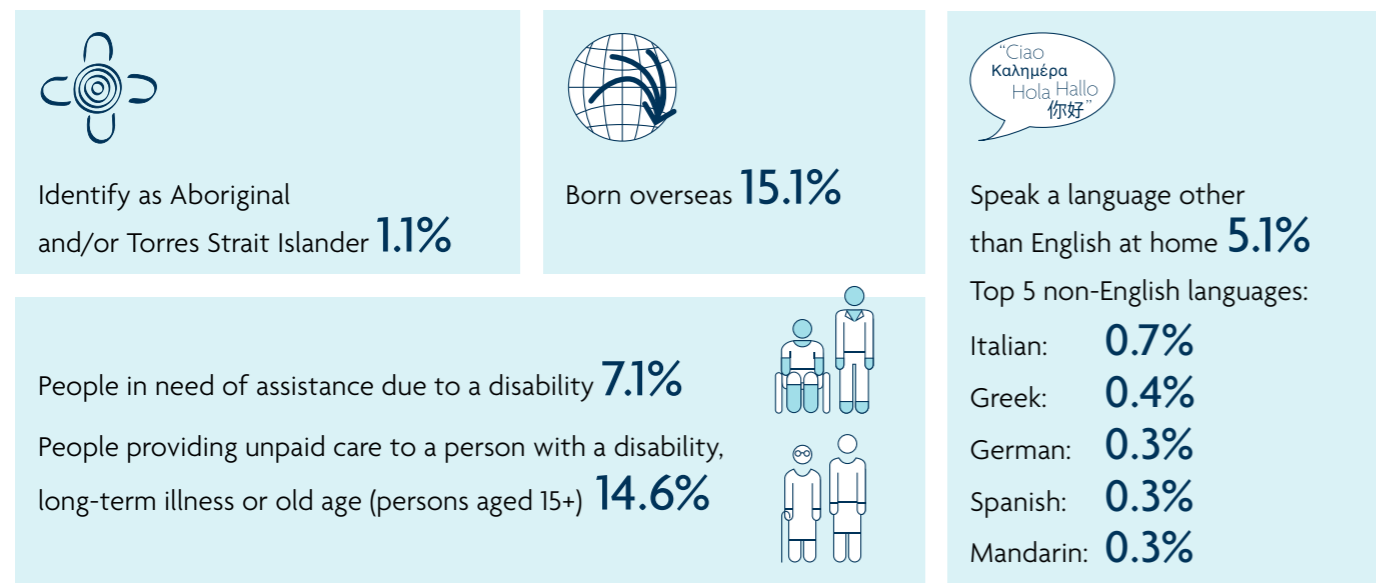


Bass Coast – Fast Facts

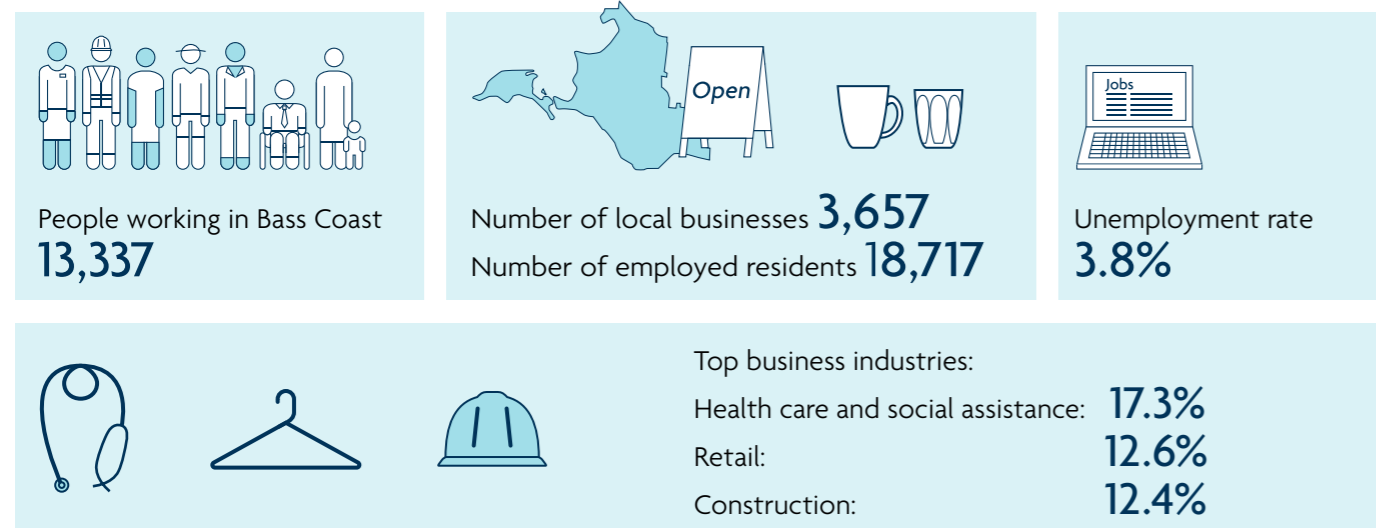
Population



Diversity and inclusion



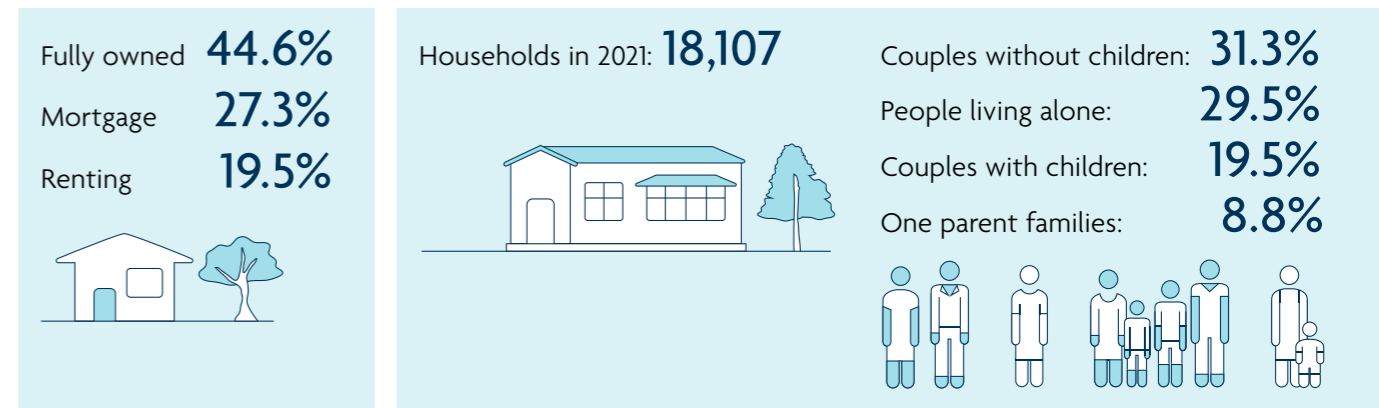
Jobs



Education



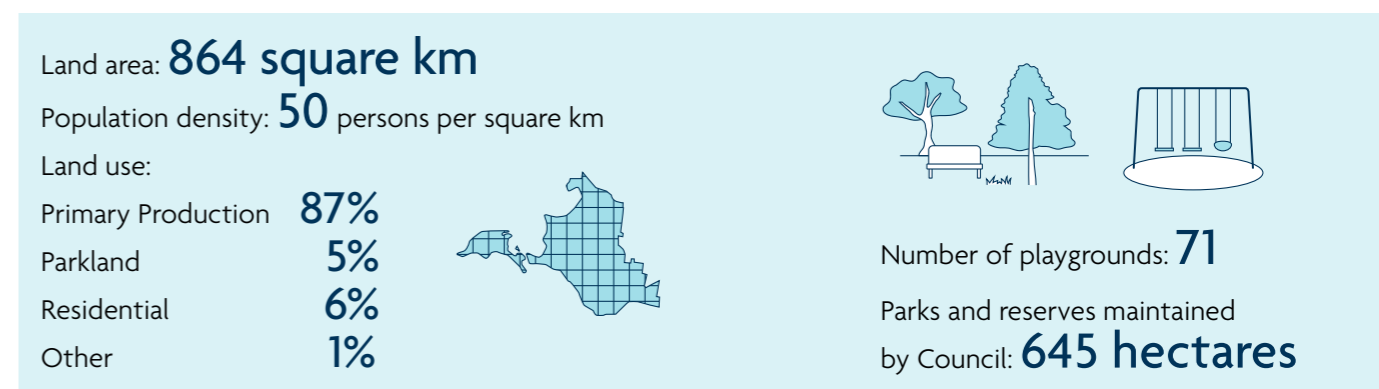
Housing tenure | Households



Economy



Land



Electoral Structure

Bass Coast Shire is divided into 3 wards, with each of the wards represented by 3 councillors.

The 9 councillors are the elected representatives of all residents and ratepayers across the Shire and work together with the communities of Bass Coast to set the strategic direction for the municipality.



Bass Coast Councillors

Bunurong Ward



Cr Brett Tessari



Cr Meg Edwards



Cr Mat Morgan

Island Ward



Cr Ron Bauer



Cr Tim O'Brien



Cr Tracey Bell

Western Port Ward



Cr Rochelle Halstead



Cr Jon Temby



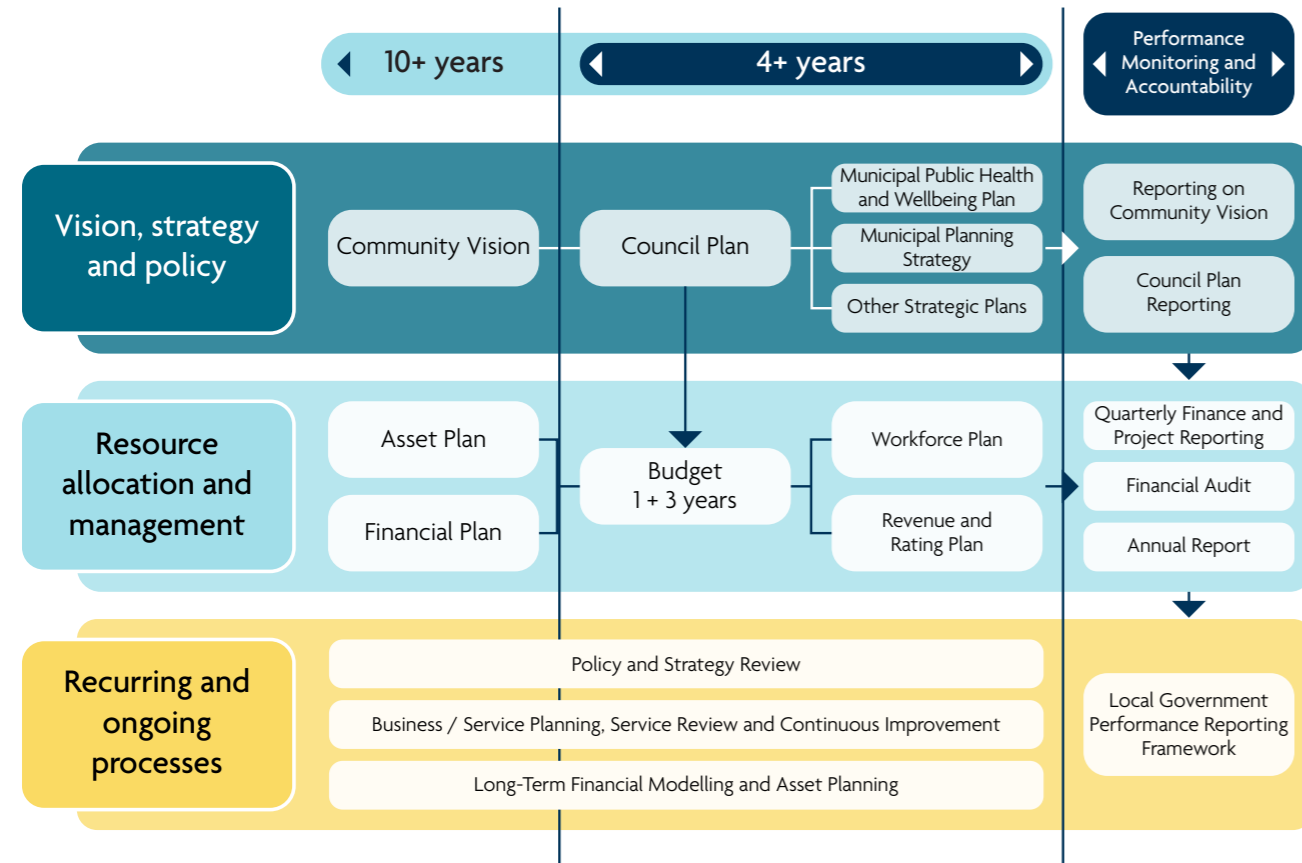
Cr Jan Thompson

About the development of the Council Plan

Integrated Planning and Reporting Framework

Council's Integrated Planning and Reporting Framework guides Council's planning in accordance with the *Local Government Act 2020*. It outlines how the Community Vision will be delivered through the Council Plan, the Annual Budget and other key Council plans and strategies. It also includes how reporting is undertaken to ensure accountability and transparency on Council's progress towards achieving the aspirations set in the Community Vision.

Bass Coast Integrated Planning and Reporting Framework



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How Council engaged

Across 2024-2025, Council undertook the 'Towards a Better Bass Coast' project to inform the development of Council's new key strategic documents for 2025-2029 and beyond. As part of this project, Council completed extensive community engagement to inform the strategic direction and development of the Council Plan 2025-2029. The engagement process consisted of 3 key stages which occurred over a 15-month period:

Stage 1: Broad Community Engagement (July–August 2024)

Council used a variety of activities and channels online and in-person to promote the engagement opportunity, which included:

- 10 pop-up engagement events held across multiple locations across the 3 wards
- Targeted emails to community groups
- Coastell newsletter
- Newspaper advertising
- Organic social media posts
- Media releases
- Paid social media advertising

This engagement focused on gathering feedback from the communities on what their wants, needs and priorities are for the next 4 years. Feedback was gathered through an online survey hosted on our Engage Bass Coast platform, written submissions and in-person at all of our pop-up events across the Shire.

The key questions asked and collated responses of this engagement were:

- **What is one thing you love most about Bass Coast?**

1. The natural environment

- **What aspect(s) of Bass Coast do you feel are most important to protect and preserve?**

1. The natural environment

- **What services should the Council consider prioritising?**

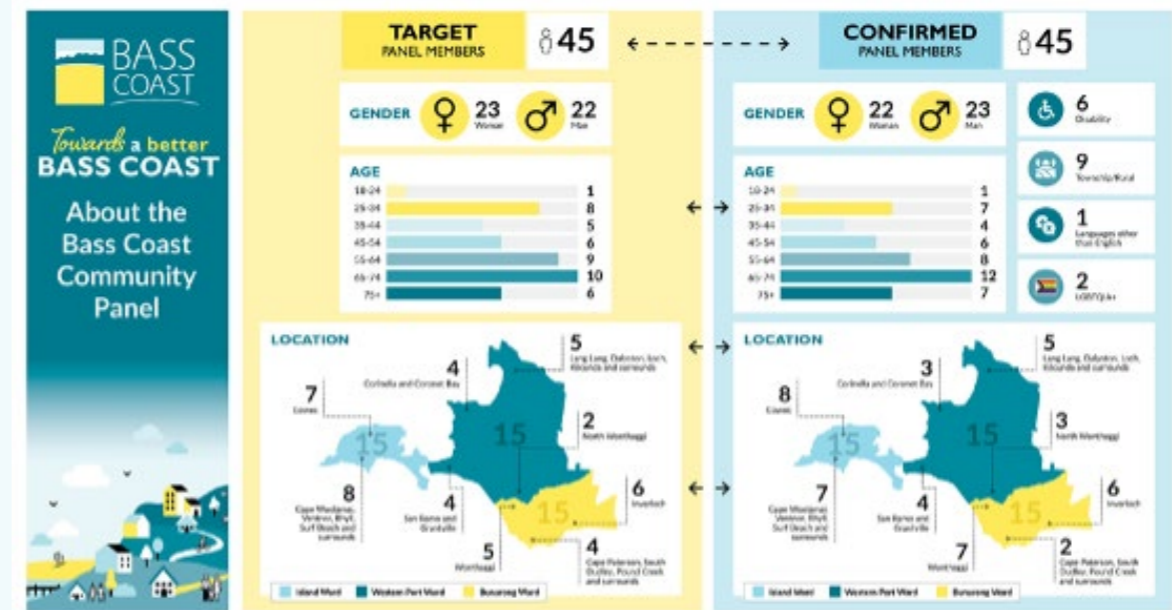
1. Roads and footpaths
2. Playgrounds and open spaces
3. Supporting local business
4. Waste and recycling
5. Environment and climate change

Further details about the broader community engagement process and findings are available here: [Community Consultation | Towards a Better Bass Coast | Engage Bass Coast](#)



Stage 2: Community Panel (November 2024–May 2025)

Council engaged external consultant, Mosaic Lab, to undertake a deliberative engagement process. A 45-member Community Panel was recruited by random selection to mirror the demographics of the Bass Coast communities. The image below displays what the targets were for the Panel recruitment, and the final Panel representation.



The remit posed to the Community Panel was: What are your priorities for ensuring Bass Coast is not just preserved but enhanced for both its current and future community?

Through a series of 4 workshops, the Panel deliberated on the remit and key challenges presented by Council and developed recommendations to help shape the Plan.

The prioritised recommendation areas of the Community Panel were:

1. Natural environment and sustainable development
2. Environmental protection
3. Attraction and retention of youth
4. Council communication and engagement
5. Housing and accessible services

6. Generate non-rate payer additional revenue
7. Recognising Bunurong culture and promoting arts and culture
8. Parking and associated traffic infrastructure
9. Utilising existing assets
10. Events and community initiatives
11. Eco tourism

Further details on the deliberative engagement process and the full Panel recommendations are available in the Community Panel Process Report. Mapping of these recommendations to the priorities included in this Plan, and the Community Panel Process report are available here: [Community Panel | Towards a Better Bass Coast | Engage Bass Coast](#)



Stage 3: Draft Council Plan Consultation (August–September 2025)

Council will seek feedback from the broader community on the draft Council Plan 2025–2029.

The insights and feedback provided through the broad community engagement and the Panel informed the strategic objectives and priorities

of the Plan to ensure the Plan reflects the diverse needs and aspirations of our communities. All recommendations from the Panel have been incorporated into this Plan.



About the Community Vision

The Community Vision describes the aspirations for the long-term future of Bass Coast. It shapes the strategic direction and priorities of the Plan.

Background

Bass Coast Community Vision 2041 was created in 2021 through a deliberative engagement process by a representative Community Panel of residents. The Community Panel considered key long-term issues to shape future economic, social, cultural, and environmental priorities.

Review and Refresh

As part of the 'Towards a Better Bass Coast' project in 2024-2025, community engagement was conducted to review and refresh the Community Vision, ensuring it still reflects the aspirations of Bass Coast's diverse communities. This engagement confirmed that the Vision continues to reflect the priorities of the communities of Bass Coast.

Coastal woodlands have been incorporated into the opening sentence of the vision to more accurately represent the Shire's landscape.

To improve visibility of the Vision, a key message summary has been created for use where the full statement is impractical.

Community Vision 2045

From its flowing hills to its coastal woodlands and wild unspoiled coastlines, the Bass Coast is a source of celebration for all who live in and visit the region.

Our townships are vibrant, rich with culture and full of life, each with its own distinct character. Drawing on our creativity, innovation and resilience we've created a thriving and diverse economy that supports sustainable agriculture and industry.

We live proudly on Bunurong Country, and build on learnings from our First Peoples and their knowledge. We coexist in harmony with our environment, and are prepared for future challenges and changes.

We are the people of the Bass Coast. Experience our cultures and history, and contribute to our story.

Community Vision 2045 Aspirations

The community aspirations summarise what the communities of Bass Coast want for the municipality over the next 20 years. These aspirations have been developed through the engagement process and guided the development of this Plan.



Naturally Beautiful

Together we build resilience and protect and enhance our natural environment.



Thriving Places

Facilities and infrastructure meet current and future needs. Growth is sustainable and well planned. Our economy, agriculture, tourism and industries are resilient. Unique character is preserved.

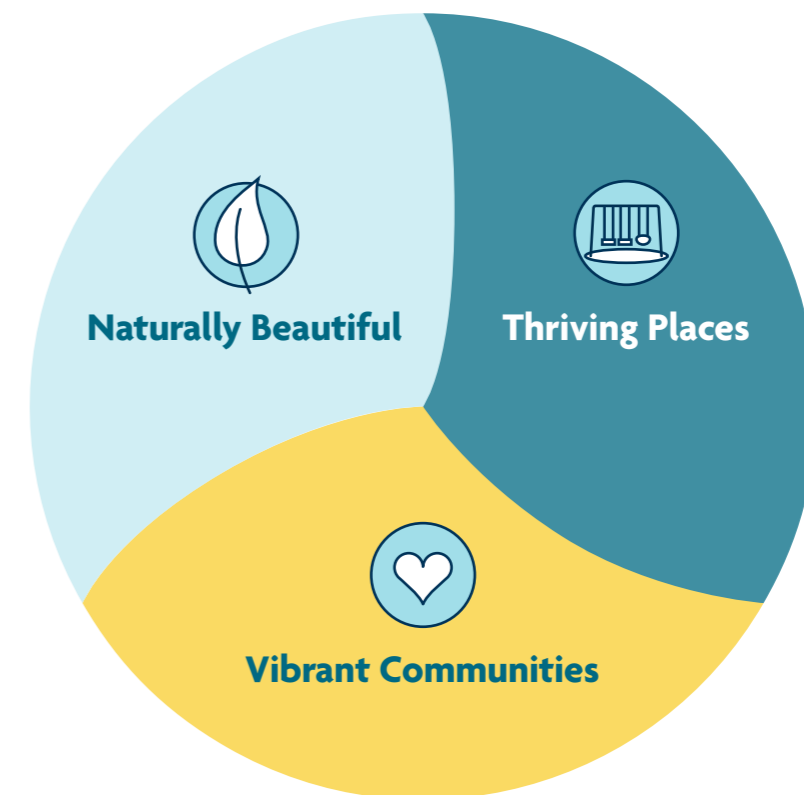


Vibrant Communities

Communities are healthy, inclusive, safe and socially connected. Communities celebrate opportunity, recreation, diversity, heritage and reconciliation.

Community Vision 2045 Key Message Summary

To enhance the visibility of the vision, a key message summary of the Community Vision 2045 has been developed and will be used to promote the priorities of the Vision where it is not practical to use the full Vision statement.



About the next 4 years

Council's Strategic Objectives

The Plan is presented under 4 Strategic Objectives and detail the priorities, strategies and services that Council will deliver to achieve these outcomes.

The 4 strategic objectives are aligned to the Community Vision and describe the future Council is working towards. All the activities completed by Council, including those in this Plan, contribute to one or more of these strategic objectives.

Key actions to deliver these priorities will be outlined in Council's Annual Action Plan each financial year.

The included indicators provide clear targets across the 4 strategic objectives in this Plan and are used to measure progress.



Naturally Beautiful

Together we build resilience and protect and enhance our natural environment.



Thriving Places

Facilities and infrastructure meet current and future needs. Growth is sustainable and well planned. Our economy, agriculture, tourism and industries are resilient. Unique character is preserved.



Vibrant Communities

Communities are healthy, inclusive, safe and socially connected. Communities celebrate opportunity, recreation, diversity, heritage and reconciliation.



Visionary Leadership

Our community flourishes through leadership that is open and responsible, ensuring decisions serve the community's best interests, and comply with legislative obligations.

Operating Principle

Bass Coast Shire Council is committed to delivering good governance for the benefit and well-being of the local communities and future generations. This involves partnering with the communities to address current needs and be prepared for future challenges. In all that we do, Council is committed to being:

• Responsive

Actively engaging with the community, listening with intent, and addressing needs promptly and appropriately.

• Efficient

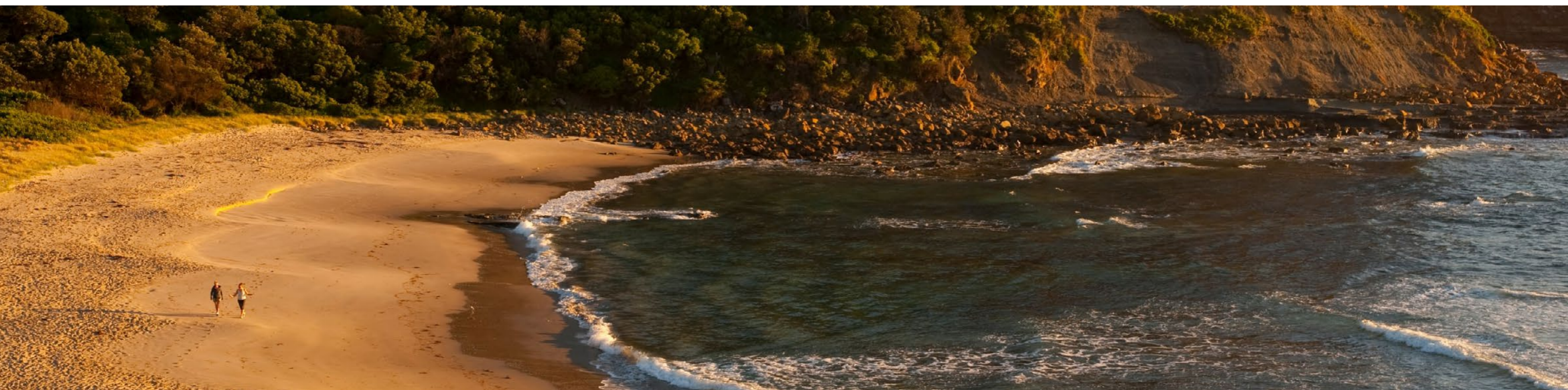
Maximising the impact of our resources by reducing waste and providing high-quality, cost-effective services.

• Transparent

Operating with openness, inclusivity, and accountability in all decision-making processes.

• Future-focused

Identifying challenges and opportunities, showing strong leadership to foster resilience, support climate adaptation, and make decisions that benefit both current and future generations.



Aspirations

What we want to achieve long term Together we build resilience and protect and enhance our natural environment.

Priorities

What we will focus on for the next 4 years

- Enhancing biodiversity and natural asset protection
- Increasing energy, disaster and climate resilience
- Optimising water management
- Strengthening waste management
- Supporting circular economy

Strategies

How we will deliver these objectives

Lead Strategy

- Climate Change Action Plan

Key Supporting Strategies and Plans

- Circular Economy Framework
- Integrated Water Management Plan Strategy Document
- Natural Environment Strategy
- Urban Forest Strategy
- Waste Management Strategy

Services

Services to deliver these objectives

Resource recovery and waste management

Kerbside bin collection, manage active and closed landfills, operate Transfer Stations, waste education

Sustainability

Environmental Partnerships Support environmental partnership relationships and oversee management agreements and projects.

Environmental Policy and Strategy

Manage environmental strategies and plans.

Environmental Program Delivery

Manage foreshore and bushland reserves, urban forestry and sustainability programs





Aspirations

What we want to achieve long term

Facilities and infrastructure meet current and future needs. Growth is sustainable and well-planned. Our economy, agriculture, tourism and industries are resilient. Unique character is preserved

Priorities

What we will focus on for the next 4 years

- Delivering well-planned townships
- Enhancing Eco-Tourism
- Facilitating sustainable development
- Providing fit for purpose assets and facilities
- Supporting local industry, business and producers

Strategies

How we will deliver these objectives

Lead Strategies

- Asset Strategy
- Economic Development Framework
- Integrated Transport Strategy
- Municipal Planning Strategy

Key Supporting Strategies and Plans

- Asset Class Plans
- Bass Coast Planning Scheme
- Economic development partnership plans
- Housing and Neighbourhood Character Strategy
- Industrial Land Strategy
- Phillip Island Recreation Master Plan
- Playspace Strategy
- Property Strategy
- Road Management Plan
- Urban Roads and Drainage Improvement Policy
- Wonthaggi North East Precinct Structure Plan

Services

Services to deliver these objectives

Asset Management

Buildings, Plant and Operations Maintain Council owned facilities, public amenities and equipment

Open Space Maintain fit for purpose open spaces, tracks and trails, playgrounds, wetlands and public amenities. Deliver tree planting program

Property Oversee Council managed land, including leases and licensing, and purchasing and sales.

Roads and Drainage Maintain fit for purpose local roads, footpaths and drainage systems

Structures Maintain fit for purpose marine structures, bridges, boardwalks, major culverts, retaining walls jetties and public artwork

Design and delivery

Construction, Civil Design and Assets

Deliver, manage and maintain fit for purpose community infrastructure and assets.

Major Projects Master planning and advocacy for transformative projects.

Economic development

Drive sustainable economic growth by delivering strategic marketing and brand development, supporting local business, and enhancing the region through visitor experience and event development.

Planning and Building

Building and Statutory Planning Administer and enforce building requirements and regulations. Assess planning permits and other applications, provide land use advice.

Growth Area Planning Assess planning permits. Collect and manage developer contributions. Monitor and prioritise the delivery of infrastructure.

Development Services Facilitate quality and functional infrastructure, Ensure development compliance.





Aspirations

What we want to achieve long term

Communities are healthy, inclusive, safe and socially connected. Communities celebrate opportunity, recreation, diversity, heritage and reconciliation.

Priorities

What we will focus on for the next 4 years

- Advocate to increase in affordable housing and access to local services
- Celebrating culture and history
- Promoting healthy, active, safe and inclusive communities
- Strengthening community connection and resilience
- Support young people to live, learn, play and connect locally
- Walking alongside our First Nations communities on the path to reconciliation

Strategies

How we will deliver these objectives

Lead Strategy

- Healthy, Safe and Resilient Bass Coast Plan (Municipal Public Health and Wellbeing Plan)

Key Supporting Strategies and Plans

- Active Bass Coast Plan
- Affordable Housing Strategy
- Arts and Culture Strategy
- Disability Action Plan
- Domestic Animal Management Plan
- Municipal Emergency Management Plan

Services

Services to deliver these objectives

Arts, Culture and Heritage

Deliver vibrant cultural experiences including activating cultural facilities and supporting creative community projects.

Customer and Visitor Experience

Deliver high quality customer service that is welcoming and inclusive.

Healthy, safe and connected communities

Community Safety and Resilience Administer local laws, domestic animal management, school crossings, parking enforcement, boat ramp operations, environmental health and other regulatory compliance. Lead emergency management response and community safety initiatives.

Community Wellbeing Supports people at every stage of life to build inclusive and connected communities. Promote inclusion, accessibility, and safe, welcoming spaces for all. Manage contracted service of maternal and child health, youth services and libraries. Coordinate kindergarten enrolment services and deliver immunisation and community grants.

Recreation and Leisure Planning, maintenance and service delivery of recreation facilities, sporting grounds, leisure facilities, projects, programs and strategies.

Transport and Movement Transport planning, traffic and road safety, Electric Vehicle (EV) charging, road and drainage upgrade projects.





Visionary Leadership

Aspirations

What we want to achieve long term

Our community flourishes through leadership that is open and responsible, ensuring decisions serve the community's best interests, and comply with legislative obligations.

Priorities

What we will focus on for the next 4 years

- Driving innovation
- Effective communication and engagement
- Maximising alternative revenue
- Optimising partnerships
- Strong advocacy

Strategies

How we will deliver these objectives

Lead Strategy

- Long-Term Financial Plan

Key Supporting Strategies and Plans

- Advocacy Strategy
- Annual Budget and Strategic Resource Plan
- Communication and Engagement Strategy
- Gender Equality Action Plan
- Investment Policies
- Organisational Development Strategy
- Procurement Policy
- Revenue and Rating Plan

Services

Services to deliver these objectives

Finance, Systems and Human Resources (HR)

Manage financial operations, business systems, and strategic procurement. Deliver HR functions including recruitment, workforce planning, employee relations, health, safety and wellbeing and development.

Governance and Leadership

Governance Deliver good governance and leadership for Council, including Councillors, Council meetings, management, compliance, Audit and Risk Committee, insurance, risk management and corporate information

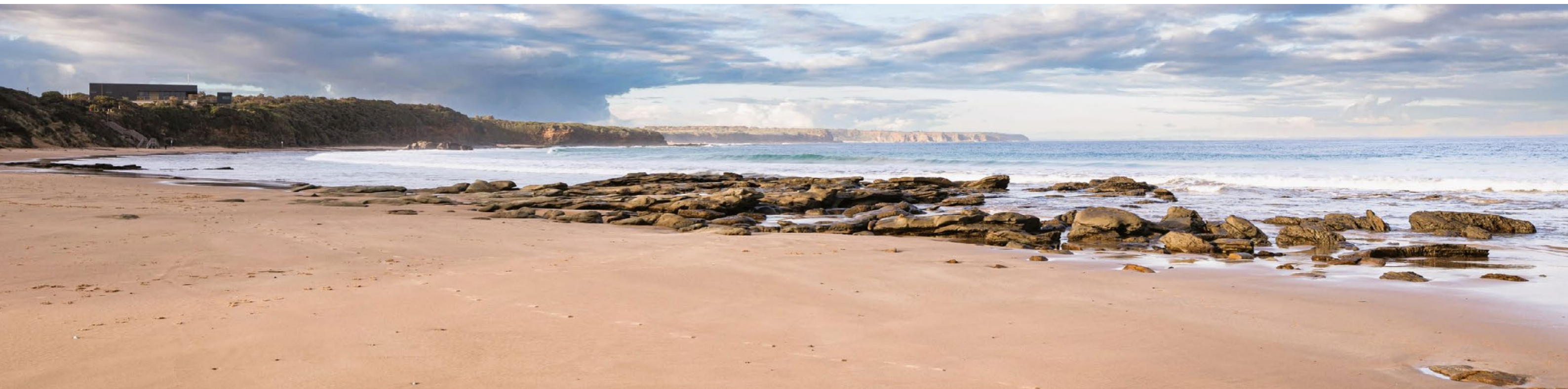
Communication and Engagement

Provide relevant and accessible information, engage authentically with the community, and advocate for its needs.

Corporate Planning and Reporting

Provide strategic planning and performance reporting to support organisational goals and compliance.

Current strategies, plans and policies referenced are available here: [Plans, Policies & Strategies | Bass Coast Shire](#)



How progress will be measured and reported

The indicators listed under each strategic objective are used to track progress towards achieving the Community Vision. Every Council service, strategy, and initiative contributes to this Vision and supports the strategic objectives, with progress monitored through these indicators.

Monitoring community outcomes and reporting on these indicators helps ensure governance that is responsive, effective, and transparent. This approach reinforces Council's commitment to actions that support the long-term aspirations of the Bass Coast communities.

We recognise that Council's work generates positive outcomes beyond these indicators, that also all contribute to the Community Vision.

Changes in the indicators may result from a combination of Council actions, contributions from other stakeholders, and external environmental factors. While not all changes can be directly linked to one party, tracking and sharing these outcomes:

- keeps stakeholders informed of community progress
- supports evidence-based decision-making and planning
- encourages collaboration towards achieving the Community Vision.

Council will provide regular updates on the progress towards delivering the Plan through the Quarterly Performance Reports and Annual Report which are shared on Council's website. Council will report annually on these indicators within the Annual Report.



Strategic Indicators

Indicator of success	Baseline 24/25	Target	Data source
% of kerbside material diverted from landfill	72.17%	Maintain or increase	Local Government Performance Reporting Framework (LGPRF)
Increase number of trees within shire townships	1810 trees planted	Council plant 1500 trees	Internal data
Community satisfaction of waste management	65	Maintain or increase	Community Satisfaction Survey (CSS)
% of Council electricity use from renewable sources	100%	100%	Internal data
Increase native vegetation across the Shire	NA	Council and partners plant 360,000 native plants in the rural landscape	Internal data
Community satisfaction of environmental sustainability	Baseline TBD 25/26	Maintain or increase	CSS



Thriving Places

Strategic Indicators

Indicator of success	Baseline 24/25	Target	Data source
% of planning applications decided within required timeframes	76.75%	Maintain or increase	LGPRF
% of Council planning decisions upheld at VCAT	58.82%	Maintain or increase	LGPRF
Community satisfaction of sealed roads	52	Maintain or increase	CSS
% of Council's Capital Works Program completed	80%	80%	Internal data
Renewal Funding Ratio	121%	85-115%	Internal data
Community satisfaction of recreational facilities	Baseline TBD 25/26	Maintain or increase	CSS
Annual total number of visits to leisure centres	171,496	Maintain or increase	Internal data
Community satisfaction of the appearance of public areas	Baseline TBD 25/26	Maintain or increase	CSS
Community satisfaction of tourism development	Baseline TBD 25/26	Maintain or increase	CSS
Number of Business Permit Applications supported through Council's Business Concierge Program	124	Maintain or increase	Internal data



Strategic Indicators

Indicator of success	Baseline 24/25	Target	Data source
Bass Coast Reconciliation Network (BCRN) Annual Impact Report is developed	NA	Finalised	BCRN Annual Impact Report
Youth Services contract KPIs met or exceeded	NA	≥ 85 % of KPIs met or exceeded each year (with 100 % compliance required on any critical or legislated KPIs e.g. Child Safe Standards)	Internal data
Participation in libraries services- borrowing, membership and library visits	445,113	Maintain or increase	LGPRF
Community satisfaction with art centres and libraries	Baseline TBD 25/26	Maintain or increase	CSS
Community satisfaction with community and cultural activities	Baseline TBD 25/26	Maintain or increase	CSS



Strategic Indicators

Indicator of success	Baseline 24/25	Target	Data source
Community satisfaction with our consultation and engagement	51	Maintain or increase	CSS
Views on Engage Bass Coast website	94,707	Maintain or increase	Internal data
Responsive customer service	NA	≥70% resolution at first contact via customer service	Internal data
Community satisfaction with Customer service	66	Maintain or increase	CSS
Enable simpler and more efficient interactions with Council	18.99%	Increase annually % of digital interactions	Internal data
% of total income from sources other than rates	28%	Maintain or increase	Internal data
Community satisfaction with Overall Council direction	47	Maintain or increase	CSS
Community satisfaction with Value for money	46	Maintain or increase	CSS
Community satisfaction with Council decisions	50	Maintain or increase	CSS
Community satisfaction with overall Council performance	56	Maintain or increase	CSS
Community satisfaction with lobbying on behalf of community	Baseline TBD 25/26	Maintain or increase	CSS
Community satisfaction with informing community	Baseline TBD 25/26	Maintain or increase	CSS

Current strategies, plans and policies referenced are available here: [Plans, Policies & Strategies | Bass Coast Shire](#)

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