Council Plan 2021-25



A four-year plan to guide Bass Coast using the voice of our community

BASS COAST

Acknowledgement of Country

Bass Coast Shire Council acknowledge 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.

BASS COAST

Contents

Acknowledgements 2

A Message from our Mayor 5

Bass Coast Shire Councillors 6

CEO's Message 9

Executive Summary 10

Bass Coast at a glance 14

Fast facts 16

The role of Local Government 19

Where the Council Plan fits 20

Community Vision 22

- Vision Statement 24
- Themes, Aspirations and Priorities 26

Development of the Council Plan 28

Challenges 30

Strategic Priorities 32

How we will measure progress 32

Supporting documents 34



Mayor
Councillor Brett Tessari

Message from our Mayor

Bass Coast is a fantastic place to live, work and visit, thanks to our beautiful natural environments, our welcoming and inclusive communities and our engaging and vibrant events.

On behalf of Council, I am delighted to present the Council Plan for 2021-25. This plan builds upon the wonderful things that make Bass Coast unique and provides direction for how Council will work with residents over the next four years to achieve the community's aspirations, outlined in the Bass Coast Community Vision 2041.

The Council Plan reflects the views that we've heard from our community. We value healthy communities, natural environments, inclusiveness, social connection, sustainable development, creativity and a strong local economy. Council will reflect these values in our actions, programs and capital investment over the next four years.

This Council Plan will guide the organisation to meet the needs of people who live, work, study, visit or run a business in our Shire and positions us to successfully overcome the impacts of the COVID-19 pandemic.

The Council Plan also outlines the importance of transparent and accountable leadership. As a Council we aim to keep you informed and engaged throughout the implementation of this plan and will seek opportunities for our communities to work with us to value, protect and improve the unique characteristics and way of life in Bass Coast.

I'd like to thank everyone in our community who helped inform this Plan, especially those who participated through our community engagement program. My fellow Councillors and I look forward to putting this Plan into action.

Bass Coast Shire | 2020-24

The current Council was elected in November 2020 on a four-year term. The Council is made up of nine elected councillors, including the Mayor and the Deputy Mayor.

Island Ward



Cr Michael Whelan
Deputy Mayor
m: 0429 129 811
e: michael.whelan@basscoast.vic.gov.au



Cr David Rooks
Councillor
m: 0448 590 943
e: david.rooks@basscoast.vic.gov.au



Cr Ron Bauer
Councillor
m: 0439 535 282
e: ron.bauer@basscoast.vic.gov.au

Western Port Ward



Cr Bruce Kent
Councillor
m: 0428 741 843
e: bruce.kent@basscoast.vic.gov.au



Cr Rochelle Halstead
Councillor
m: 0439 623 511
e: rochelle.halstead@basscoast.vic.gov.au



Cr Clare Le Serve
Councillor
m: 0448 083 286
e: clare.leserve@basscoast.vic.gov.au



Bunurong Ward



Cr Brett Tessari
Mayor
m: 0428 857 845
e: brett.tessari@basscoast.vic.gov.au



Cr Leticia Laing
Councillor
m: 0439 665 595
e: leticia.laing@basscoast.vic.gov.au



Cr Les Larke
Councillor
m: 0428 747 461
e: les.larke@basscoast.vic.gov.au



Chief Executive Officer
Ali Wastie

CEO's Message

The development of this Council Plan was undertaken in challenging circumstances. I credit our councillors and our employees that despite the COVID-19 pandemic they continued to ensure comprehensive deliberative engagement with residents and businesses in order to deliver sound policy considerations.

The Council Plan provides strong direction to our organisation and will help guide decision-making. It will ensure that our work aligns with our community aspirations and our people and councillors are focused on the same outcomes. The Council Plan helps us track our performance, ensures we are accountable and transparent and meet the legislative requirements set out in the *Local Government Act 2020*.

The Council Plan shows our desire to balance our growing community while protecting what makes Bass Coast a wonderful place to live and visit. It outlines our desire to build upon the strength and resilience of our community and ensure our natural environments can be enjoyed by our community well into the future. It celebrates our diversity, creativity and businesses. By understanding our community values and reflecting this in our Plan, we are confident that our organisation can direct resources, time and energy into the areas that will make the most impact for our community.

Like other communities, Bass Coast has faced many challenges due to the COVID-19 pandemic. We expect this plan will help us to not only rebound from these challenges but thrive as we move into the future.

We have been working closely with the community to deliver the services and support that people need now, while also developing a plan that reflects the community's aspirations and priorities for Bass Coast's future.

Collaborations with the community, stakeholder groups and all levels of government have been key to our response to and recovery from the pandemic. We thrive on these partnerships; and we will continue as an organisation to commit to applying our strong work ethic, skills and commitment to the community to deliver on this Council Plan.

I look forward to working closely with you over the next four years on our strategic objectives and delivering meaningful and effective outcomes for Bass Coast.



Executive Summary

Who we are:

Bass Coast is one of Victoria's fastest growing regional municipalities, located approximately 130km south-east of Melbourne. Bass Coast is bounded by Western Port in the north and west, Cardinia Shire in the north-west, South Gippsland Shire in the east and Bass Strait in the south. It is a coastal council area with a population close to 36,000, that swells significantly during holidays periods with large numbers of tourists visiting to enjoy the scenery and unique experiences on offer.



What we do:

Council provides services for the benefit and wellbeing of our communities, working in partnership with all levels of government, private and not-for-profit entities and our local communities to improve lives for everyone.

- Planning and monitoring: setting the overall direction for our municipality through long-term planning.
- Service delivery: managing and delivering a range of quality services such as public health, recreational facilities, local road maintenance and public libraries.
- Law-making, policy development and enforcement: making and enforcing local laws covering issues such as activities permitted on public land, animal management and use of infrastructure; and developing and implementing policies to guide Council activities.
- Stewardship: maintaining the viability of Council by ensuring that resources are managed in a responsible and accountable manner.
- Advocacy: Representing our community on matters of concern and advocating on their behalf to state and federal government, statutory authorities and other sectors.
- Our Councillors are elected by, and are accountable to, the people who live and do business within the municipality. Council recognises that being responsive to the voices of our community is critical to success.

Challenges:

Council's key challenges reflect many of the major issues underway nationally and globally; addressing climate change, planning for an ageing population, addressing housing affordability and availability, balancing population growth, preventing family violence and recovering from the impacts of the COVID-19 pandemic.

Community Engagement:

In developing our key strategic plans, Council has undertaken our most extensive and integrated community engagement process to date. Through broad community engagement and deliberative engagement with a representative community panel, a community vision, aspirations and priorities were identified, and used to connect the long-term community needs with the medium term priorities and actions needed to get us there.

Strategic Objectives:

The Council Plan sets out six strategic objectives to make Bass Coast the place our community wants it to be. The Plan describes what these strategic objectives are, why they are important and the actions we will take to ensure we address the key challenges and opportunities we will face.

Protecting our Natural Environment

- Building resilience and protecting and enhancing our natural assets

Healthy Community

- An inclusive community that embraces its lifestyle and supports health and wellbeing

Our Places

- **Strengthening the connection between people and the public places they share**

Growing our Economy

- Progressing opportunities for visitation economy and business growth in harmony with our natural environment and sustainable values

Sustainable Development

- Prepare for growth while ensuring the intrinsic values and character of Bass Coast are retained

Leading for our Community

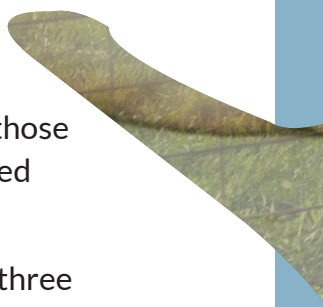
- Demonstrating leadership through good governance, transparency and accountability.



Bass Coast Shire at a glance

Bass Coast is located on Bunurong land and has a rich Indigenous history, we are a predominantly coastal municipality with a unique coastline complemented by a beautiful hinterland. The Shire is made up of different towns with distinct personalities and communities. We have a dynamic population that fluctuates with peak holidays periods and our permanent resident numbers are growing. Bass Coast is one of Victoria's fastest growing regional municipalities and we are less than two hours to Melbourne. We are committed to working together to support our residents, protect our natural environments and native wildlife and promote health and wellbeing. Community spirit is exceptionally high in Bass Coast. We connect with our neighbours, feel welcome in our neighbourhoods, feel safe to walk at night and are more likely to volunteer and be involved with a local sporting club.

The beauty of the area, welcoming communities and unique experiences result in high levels of visitors with over 35 per cent of Melbourne's international visitors enjoying the local area each year. Tourism is a major influence on the local economy, with our main centres, Wonthaggi, Cowes, Inverloch, San Remo and Grantville, serving the local population and more than 3.4 million visitors who arrive in Bass Coast each year. During peak holiday periods, our population swells to over 80,000. Construction, Health Care and Social Assistance, Retail and Manufacturing are also major sectors in the local economy. Unfortunately, the COVID-19 pandemic and its associated lockdowns have significantly impacted the area, particularly those who rely on the income generated by tourism.



Bass Coast Shire is divided into three Wards with three Councillors elected to represent each Ward. Councillors were elected in November 2020 for a four-year term and are responsible for driving the strategic direction of Council, representing the local community in their decision making, developing policy and monitoring performance.


Melbourne
Chadstone
Dandenong
Cranbourne
Pakenham
Drouin
Warragul
Tooradin
Lang Lang
French Island
Grantville
Corinella
Cowes
San Remo
Kilcunda
Wonthaggi
Inverloch
Island Ward
Western Port Ward
Bunurong Ward

Fast facts

Bass Coast



36,083
An estimated 36,083 people live in Bass Coast
(Estimated Resident Population 2021 Source. ABS)

9%
Our largest age bracket - 65-69 year olds - make up 9% of our population

$1.63 billion
Our Gross Regional Product (GRP) is estimated to be $1.63 billion

Emergency
Council has declared a climate emergency

100%
Council's electricity is sourced from 100% renewable energy.

10,839
10,839 people work in Bass Coast
(both living in and outside of Bass Coast)

Assistance
Our largest industry is health care and social assistance

98.1%
98.1% of our population speaks English at home

33,017
33,017 rateable properties

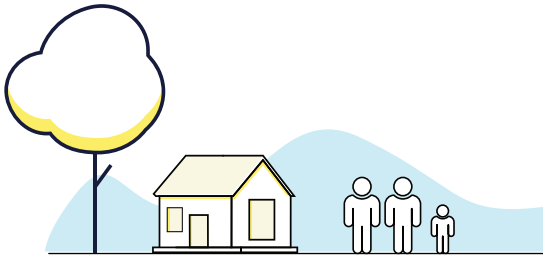


Built & Natural Environment

Natural
Council manages 42 km of foreshore and 150 hectares of bushland reserves

Recreation
Bass Coast has:
- 355km of tracks, trails and pathways
- More than 45 public playgrounds

50%
There is a combined total of 50% vegetation cover on land in our five main townships



Healthy Communities

69.7%
69.7% of people in Bass Coast say they feel safe on streets when walking alone

39%
39% of Bass Coast adults have been diagnosed with anxiety or depression across their lifetime compared to 27% of Victorian adults

25%
25% of Bass Coast residents volunteer, higher than across Victoria *(19 per cent)*

59%
59% of Bass Coast residents visit a green space at least once a week

7.1%
7.1% of Bass Coast population are living with a disability

0.9%
0.9% of Bass Coast population is made up of Aboriginal and/or Torres Strait Islander people

1,546
The rate of family violence incidents in Bass Coast is recorded at 1,546 incidents per 100,000 population

Economy & Tourism



3,134
There are 3,134 businesses in Bass Coast

5,900
Tourism in Bass Coast employs approximately 5,900 people

600
Over 600 people are employed in agriculture, forestry and fishing in Bass Coast


BASS COAST
Inverloch
Community Hub
16 A'Beckett Street
Visitor Information



The role of Local Government

Australia has three levels of government: Federal, State and Local. The Federal Government looks after the whole of Australia, State Governments look after individual states and territories and Local Governments, such as Bass Coast Shire Council, look after designated areas within each state.

Local Governments are also known as councils. In Victoria, the role of a council is to provide services for the benefit and wellbeing of its community, including planning and building services, waste management, emergency management, recreation and community services. All councils have the power to make and enforce local laws and collect revenue to fund their services and activities. Council works in partnership with all levels of government, private and not-for-profit entities and our local communities to achieve improved outcomes for everyone.

Councils are elected by, and are accountable to, the people who live and do business within the municipality. Council recognises that being responsive to the voices of the community is critical to success.

How the Council Plan fits

The Council Plan is the key strategic document of the Council, and outlines the clear strategic objectives, strategies, major initiatives, and considers the resources required to support delivery. A four-year plan, our Council Plan, reflects the broader direction set by the Community Vision, and other adopted policies, strategies and plans, such as the Municipal Health and Wellbeing Plan.

The Community Vision themes will be linked with the Council Plan by the following key:

1. Climate Emergency and Climate Preparedness
2. Protect and Enhance Natural Environment
3. Healthy and Inclusive Communities
4. Access and Movement
5. Education, Creative Economy and Industry

Council's Integrated Planning and Reporting Framework, in accordance with the *Local Government Act 2020*, connects the long term community needs through Bass Coast Community Vision 2041, with the medium to long term strategies and resource plans, including the Council Plan, Long Term Financial Plan, Long Term Asset Management Plan*, Workforce Plan*, Budget, and Revenue and Rating Plan.

*Plans under development



Our community's aspirations and priorities for the future in Bass Coast Shire.	Community Vision
Our financial plan to support the community vision.	Long Term Financial Plan
Outlines how we will manage our assets and infrastructure.	Asset Plan
Details the objectives and strategies to aim for to achieve the Community Vision.	Council Plan
Supports the health and wellbeing of our community.	Health & Wellbeing Plan
Outlines how we will manage our resources to deliver projects.	Workforce Plan

Community Vision

The Community Vision was developed by a community panel, made up of 43 community members, who worked together to write the vision statement, aspirations and priorities for Bass Coast, for the next 20 years. An open invitation was extended to all residents, home and business owners within Bass Coast Shire to be part of the Panel, and members were recruited to reflect the demographic makeup of Bass Coast Shire.

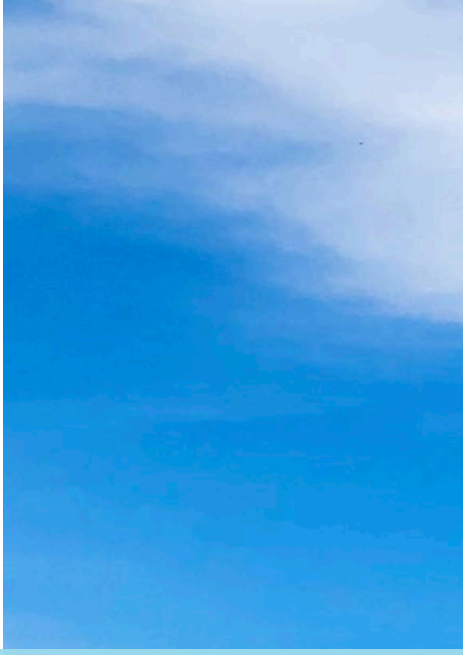
The Panel attended five online workshops, each of two hours duration and one face-to-face workshop of six hours duration. Each workshop built on the information of earlier workshops and focused on a particular area of community interest. Key discussions for the Panel included:

- Developing an understanding of the Panel's role, the work of local government and creating trust
- Working through five broad discussion topics, listening to expert speakers and discussing the aspirations and priorities for each theme
- Refining the vision, themes, aspirations and short-term and long-term priorities
- Reviewing the feedback collected through the public exhibition period.

The Community Vision forms part of Council's Integrated Planning and Reporting Framework, to ensure a long-term view of the community's desired future is incorporated into strategic planning and decision making.



Image: Make up of community panel members



Bass Coast Community Vision 2041

Vision Statement

From its flowing hills to its 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.





Bass Coast Community Vision 2041

Bass Coast Community Vision 2041 was developed by our community to articulate our long-term aspirations for the future of our Shire; describing what our community wants, in terms of its "look, feel and liveability". Building on what our broader community values most about Bass Coast, and what would improve living, visiting and investing in the municipality.

Our Community Vision will help guide Council, our partners and the broader community with planning and decision making over the next 20 years.

Bass Coast Community Vision 2041 was created by a representative community panel of residents, participating in a deliberative engagement process. They considered broad discussion topics to determine the community's economic, social, cultural and environmental priorities for the future. They also considered long-term issues, such as access and equity, growth and housing and climate change.

Climate Emergency and Climate Preparedness

Community Aspiration: We take immediate and urgent action to protect and prepare Bass Coast for the serious risk that climate change poses, to secure a liveable and healthy future for our community.

Protect and Enhance Natural Environment

Community Aspiration: We work together to care for our land and coast, sharing our knowledge and skills. Through sensible planning and development, we live in balance with our natural environment

Healthy and Inclusive Communities

Community Aspiration: We have culturally appropriate and safe services and facilities that encourage wellbeing and ensure everyone has a roof over their head. We are caring and connected and welcome all people, celebrating and supporting diversity and uniqueness.

Access and Movement

Community Aspiration: We have equal access to a carefully planned, reliable, expansive and innovative transport network. We can move freely and easily within Bass Coast and beyond.

Education, Creative Economy and Industry

Community Aspiration: We have fulfilled lives with unique opportunities to create, explore, learn, work and grow. We are empowered to make a difference.

Our Bass Coast. Our Future.

Development of Council Plan

In developing our key strategic plans, Council has undertaken our most extensive and integrated community engagement process to date.

Between March and April 2021, Council undertook a community engagement program, both online and in-person across the municipality. We asked what our community valued, and what they wanted for the future of Bass Coast.

During March and April we asked you to tell us what you want for the future of Bass Coast to help shape the long-term Community Vision, Council Plan 2021-25, Health and Wellbeing Plan and long-term Financial Plan.

Who did we hear from?

Connection to Bass Coast

- **73.5%** Live in Bass Coast
- **2.5%** Work in Bass Coast
- **22.5%** Own property in Bass Coast
- **1.5%** Visit Bass Coast

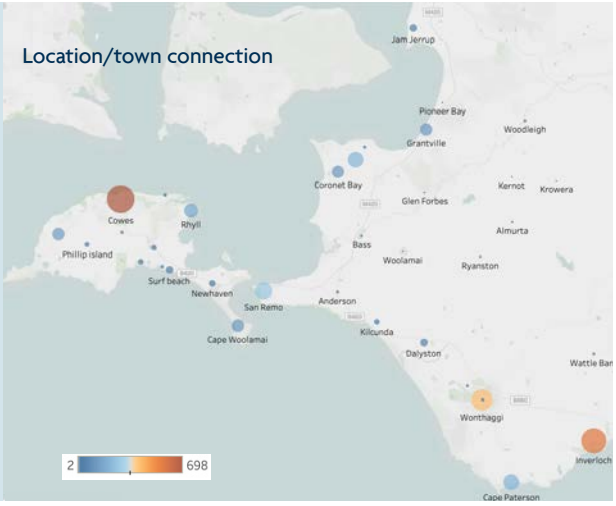
Gender

Male	**27.36%**	Non-binary	**0.29%**
Female	**70.77%**	Do not wish to disclose	**1.58%**

Age

Under 12	**5.32%**
12-24	**4.58%**
25-34	**4.80%**
35-44	**13.09%**
45-54	**19.71%**
55-64	**29.81%**
65-74	**18.54%**
Over 75	**4.15%**

Location/town connection



The information obtained from the broad community consultation was used to help guide our Community Panel to create the 20-year Community Vision. The Vision, aspirations and priorities were presented to Council to help inform their development of this document, the Council Plan 2021-25, and Health and Wellbeing Plan and long-term Financial Plan. The Council Plan has also been informed by existing strategies, policies and plans, and through community review and feedback during the process of drafting and finalising the Council Plan in October 2021.

How did we engage?

9 drop-in sessions
Attendance: over 200 people
Comments: 1,281

707 surveys completed

2 Facebook Q&A sessions
Reach: 8,742 people
Engagement: 1,692 people

9 sessions with students aged 12-25
Comments: 405

Top Themes

What do you value about Bass Coast?

1. Natural Environment
2. Friendly Community
3. Beaches
4. Coastline
5. Small town feel
6. Relaxed lifestyle
7. Wildlife
8. Natural parks
9. Peaceful atmosphere
10. Convienience

What would make living, visiting or investing in Bass Coast better?

1. Better community infrastrucue/amenities
2. Better traffic management during peak season
3. Safer pedestrian/bike paths
4. Dog friendly beaches/parks
5. Stop over-development
6. Protect our environment
7. Need more public transport options
8. Regular collection of bins
9. A community art gallery
10. Balanced housing development

What can we do to improve health and wellbeing?

1. Improved walking trails and paths
2. Accessible health services/facilities
3. Support arts/artists, space accommodations for Artists' Society
4. Off-lead dog beaches/parks
5. Upgraded sports facilities
6. Upgraded roads/pathways
7. More doctors/specialists
8. More open space for exercise/recreational activities
9. Upgrade community recreational amenities
10. Counselling on mental health issues

Challenges

Climate Change

Climate change is impacting all global citizens through health and environmental changes. Potential hazards identified for Bass Coast include: increased average temperatures and solar radiation; increased extreme heat days; increased extreme storm events; decreased annual rainfall; rising sea levels; and ocean acidification. This may impact on the health of our people, flora and fauna.

Housing affordability and availability

There is a clear and immediate need for more affordable housing in Bass Coast. The current amount and configuration of social and affordable housing in Bass Coast does not match local need, there are an estimated 733 households in Bass Coast in need of affordable housing (5.1 per cent of all households in the Shire).

With the reported increase in people moving to regional Victoria and decreased rental vacancy rates over the last 12 months, housing affordability and availability will continue to be a key challenge facing the Shire.

Growth

Between 2016 and 2026 the population is expected to grow from 33,311 to 46,439. This growth is likely to bring economic benefits and increased services, however, it may also present challenges such as a perceived loss of community and 'small town feel' which may have attracted many residents.

Family Violence

Bass Coast has significantly higher levels of family violence incidents compared to the Victorian average. The impacts of family violence can be serious and long-lasting, affecting health, wellbeing, education, relationships and housing outcomes.



Ageing population

Between 2016 and 2026, the age structure forecasts for Bass Coast Shire indicate a 24 per cent increase in population of retirement age. An ageing population is associated with increased disability prevalence and increased need for assistance, care, programs and health services.

COVID-19

The implications of COVID-19 are far reaching. All local residents and visitors may have their health impacted by this highly infectious disease and our health services may be impacted by increased service delivery. Businesses, families and individuals may also face financial implications through a decrease in visitors and decreased spending in the local economy.



Strategic Priorities

Our Council Plan has been developed to address six strategic objectives that demonstrate our commitment to developing a Bass Coast that is recognised for its natural environment and healthy, inclusive communities. The priorities describe the focus of our work over the next four years, and ensure we target our resources and activities to make Bass Coast the place the community wants it to be.

How we will measure progress

Performance Indicators provide Council with measures to monitor how we are progressing towards our strategic objectives. Council's level of influence over the result of each measure varies, as often Council does not control the results, but seeks to influence with advocacy, partnerships and the community.



Reporting back

Council will report on the progress of the Council Plan quarterly to the community through the Annual Action Plan, while the Annual Report will provide an end of year overview of Council's performance including how we're tracking against the Council Plan Performance Indicators.

The following pages will show

- Objective
- Strategies
- Performance Indicators
- Supporting documents

1. Protecting our natural environment

Building resilience and protecting and enhancing our natural assets.

1.1 Encourage the development of a circular economy through education, waste management, resource recovery and the share economy.

1.2 Ensure Council's planning instruments protect the environmental assets of the Bass Coast.

1.3 Encourage the prioritisation of renewable energy and energy efficiency through partnerships, policy and initiatives that reduce costs and increase local uptake.

1.4. Improve biodiversity through careful management of land, water and ecosystems that protect and enhance our native flora, fauna and biolinks.

Our Performance	Target or Desired Trend	Level of Influence
% Commercial waste diverted from landfill	Increase	Medium
% of Council energy use from renewable sources	Increase	High
% net vegetation cover	Increase	Medium
% Council sustainable procurement	Increase	High

Supporting Documents

Natural Environment Strategy 2016-26
Integrated Water Management Plan 2020 Strategy Document
Climate Change Action Plan 2020-30
Waste Management Strategy 2015-25
Advocacy Strategy 2018-21

2. Healthy Community 3

An inclusive community that embraces its lifestyle and supports health and wellbeing.

2.1. Implement the Healthy Communities Plan by partnering with government, community and health organisations to deliver better health outcomes across Bass Coast.

2.2. Support individuals, community groups and local organisations to enhance community connection and wellbeing.

2.3. Foster creativity through promoting and supporting arts and cultural opportunities.

2.4. Provide opportunities for residents to be active in a range of leisure and recreational activities.

2.5. Commit to reconciliation, engagement and collaboration with First Nations Peoples and the celebration and acknowledgement of our Aboriginal culture and heritage.

2.6. Enhance and maximise the use of Council's open space and community facilities to deliver community benefit.

2.7. Work in partnership with the community to adapt and respond to emergencies and climate change.

Our Performance	Target or Desired Trend	Level of Influence
Achievement of the Healthy Communities Plan	100%	Medium
Achievement of the Access, Equity and Inclusion Plan	100%	High
Rate of domestic violence within Bass Coast	Decrease	Low-Medium
Number of new social and affordable housing facilitated within Bass Coast.	Increase	Low

Supporting Documents

Healthy Communities Plan 2021-25
Active Bass Coast Plan 2018-28
Bass Coast Skate Strategy 2018-28
Advocacy Strategy 2018-21
Bass Coast Living Young Plan 2021-25
Communication and Engagement Strategy
Climate Change Action Plan 2020-30
Disability Action Plan 2021-25
Asset Management Strategy for Infrastructure Assets 2017-21
Domestic Animal Management Plan 2021-25 *
Municipal Emergency Management Plan
Natural Environment Strategy 2016-26
Open Space Asset Management Plan 2018-22

* Plans currently under development

3. Our Places 3 4

Strengthening the connection between people and the public places they share.

3.1. Design, build and cultivate places that create a sense of belonging, connection and pride.

3.2. Create safe, accessible and enjoyable experiences in the public realm enabled by smart technologies, innovative design and environmentally sustainable infrastructure.

3.3. Develop and deliver actions in activity centre plans for main townships.

3.4. Create attractive and accessible public open spaces that complement and enhance our visitor economy.

3.5. Facilitate the delivery of public art and art spaces for the community to enjoy.

3.6. Advocate for, and create places that are connected, sustainable and support active transport, reliable public transport and other low emission transport options.

Our Performance	Target or Desired Trend	Level of Influence
% Delivery of Council's Capital Works Program on time	Increase	High
% Delivery of Council's Capital Works Program on budget	Increase	High
Council investment in arts and culture	Increase	High
Council investment in sport and recreation	Maintain or increase	High

Supporting Documents

Active Bass Coast Plan 2018-28
Advocacy Strategy 2018-21
Arts and Culture Strategy 2019-29
Bass Coast Skate Strategy 2018-28
Bass Coast Living Young Plan 2021-25
Communication and Engagement Strategy
Climate Change Action Plan 2020-30
Disability Action Plan 2021-25
Domestic Animal Management Plan 2021-25 *
Healthy Communities Plan 2021-25
Asset Management Strategy for Infrastructure Assets 2017-21
Long Term Financial Plan 2021-31
Municipal Emergency Management Plan
Natural Environment Strategy 2016-26
Open Space Asset Management Plan 2018-22

* Plans currently under development

4. Growing our Economy 3 5

Progressing opportunities for visitor economy and business growth in harmony with our natural environment and sustainable values.

4.1. Support the creation of new jobs through the development of local businesses, activity centres and business innovation.

4.2. Work in partnership with students, education providers and local businesses to facilitate education and employment pathways.

4.3. Take a Shire-wide approach to enhancing and diversifying our visitor economy and attraction.

4.4. Advocate for and leverage technology and digital resources to improve connectivity, service delivery and experience.

4.5. Facilitate economic resilience and diversity so industry can succeed in local, national and global markets.

4.6. Partner with key stakeholders to grow and deliver signature events that showcase Bass Coast.

4.7. Support our agricultural and farming industry and facilitate biodiversity conservation and transitions to regenerative farming practices.

Our Performance	Target or Desired Trend	Level of Influence
% Change in economic output	Increase	Low
% Change in Gross Regional Product	Increase	Low
% Change in employment rates	Increase	Low
Number of Businesses	Increase	Low
Central Business District vacancy rates	Decrease	Low
% Change in inbound investment	Increase	Low

Supporting Documents

Healthy Communities Plan 2021-25
Long Term Financial Plan 2021-31
Natural Environment Strategy 2016-26
Road Asset Management Plan 2019-23
Advocacy Strategy 2018-21
Communication and Engagement Strategy
Climate Change Action Plan 2020-30
Phillip Island and San Remo Visitor Economy Strategy 2035: Growing Tourism
Road Management Plan 2017
Asset Management Strategy for Infrastructure Assets 2017-21

5. Sustainable Development 

Prepare for growth while ensuring the intrinsic values and character of Bass Coast are retained.

5.1. Plan for housing growth and development that is inclusive, affordable, resilient and complements the nature of individual townships..

5.2. Manage urban growth and define town boundaries to deliver future focused infrastructure that is innovative, sustainable and adaptable.

5.3. Ensure land use planning and economic development are aligned to facilitate business investment.

5.4. Promote environmentally sustainable and universal design principles as standard.

Our Performance	Target or Desired Trend	Level of Influence
Completion of Planning Scheme Review	Deliver	High
Number of VCAT decisions that did not set aside Council's decision	Decrease	Medium
% VCAT decisions that did not set aside Council's decision	Decrease	Medium
% Planning applications decided within required timeframes	Increase	High
Average statutory days taken to determine planning applications	Decrease	Medium

Supporting Documents

Advocacy Strategy 2018-21
Asset Management Strategy for Infrastructure Assets 2017-21
Communication and Engagement Strategy
Climate Change Action Plan 2020-30
Healthy Communities Plan 2021-25
Long Term Financial Plan 2021-31
Natural Environment Strategy 2016-26
Phillip Island and San Remo Visitor Economy Strategy 2035: Growing Tourism
Road Asset Management Plan 2019-23
Road Management Plan 2017

6. Leading for our Community



Demonstrating leadership through good governance, transparency and accountability

6.1. Advocate to State and Federal Governments, philanthropic and not-for-profit organisations for improved services, policies and infrastructure delivery in Bass Coast.

6.2. Foster partnerships and engage with the community, Traditional Owners and businesses to deliver the Climate Change Action Plan and achieve the zero net emissions target by 2030.

6.3. Build partnerships that enhance service provision, infrastructure delivery and funding opportunities.

6.4. Lead an adaptable, innovative and financially sustainable organisation that delivers maximum community benefit.

6.5. Demonstrate good governance, integrity and accountability through decision making that is ethical, informed and inclusive.

6.6. Be an industry and regional leader in working towards equality, diversity, inclusion and family violence prevention.

Our Performance	Target or Desired Trend	Level of Influence
Achievement of Climate Change Action Plan	100%	High
Council emissions	Decrease	High
Community satisfaction with Council decisions	Increase	High
Transparency of Council decision making (Number of decisions made in closed Council)	Maintain	High
Development and delivery of the Reconciliation Action Plan	100%	High
Financial viability of Council having regard to Victorian Auditor General's office financial sustainability indicators	Within desirable limits	High
Deliver efficiencies through innovation and continuous improvement	Increase	High

Supporting Documents

Healthy Communities Plan 2021-25
Climate Change Action Plan 2020-30
Long Term Financial Plan 2021-31
Communication and Engagement Strategy
Asset Management Strategy for Infrastructure Assets 2017-21
Economic Development Strategy 2016-21
Natural Environment Strategy 2016-26
Advocacy Strategy 2018-21
Healthy Communities Plan 2021-25
Revenue and Rating Plan

BASS COAST

Council Plan 2021-25

A four-year plan to guide Bass Coast using the voice of our community

Bass Coast Shire Council
76 McBride Avenue, Wonthaggi, VIC 3995
DX 34903 Wonthaggi
PO Box 118 Wonthaggi, VIC 3995

1300 BCOAST (226 278) or (03) 5671 2211 or via the National Relay Service (if you are deaf and/or find it hard hearing or speaking with people who use a phone) on their website:

infrastructure.gov.au/media-technology-communications/phone/services-people-with-disability/accesshub/national-relay-service

basscoast.vic.gov.au/communityplans