

Delivering Bayside 2030

End of Term Report 2017-2021



Acknowledgement of Country

This report was prepared by Bayside Council on the traditional lands of the Gadigal and Bidjigal people of the Eora Nation.

Bayside Council acknowledges that Aboriginal and Torres Strait Islander peoples are the First Peoples and Traditional Custodians of Australia, and the oldest continuing culture in human history.

We pay respect to Elders past, present and emerging.

We recognise Aboriginal and Torres Strait Islanders continued custodianship of Country – land, seas, and skies.

We acknowledge the historical stewardship of Aboriginal and Torres Strait Islander peoples, and the important contribution they make to our communities and economies.

We reflect on the continuing impact of policies of the past and recognise our responsibility to work with and for Aboriginal and Torres Strait Islander peoples, families, and communities, towards better economic, social and cultural outcomes.



Bayside brand

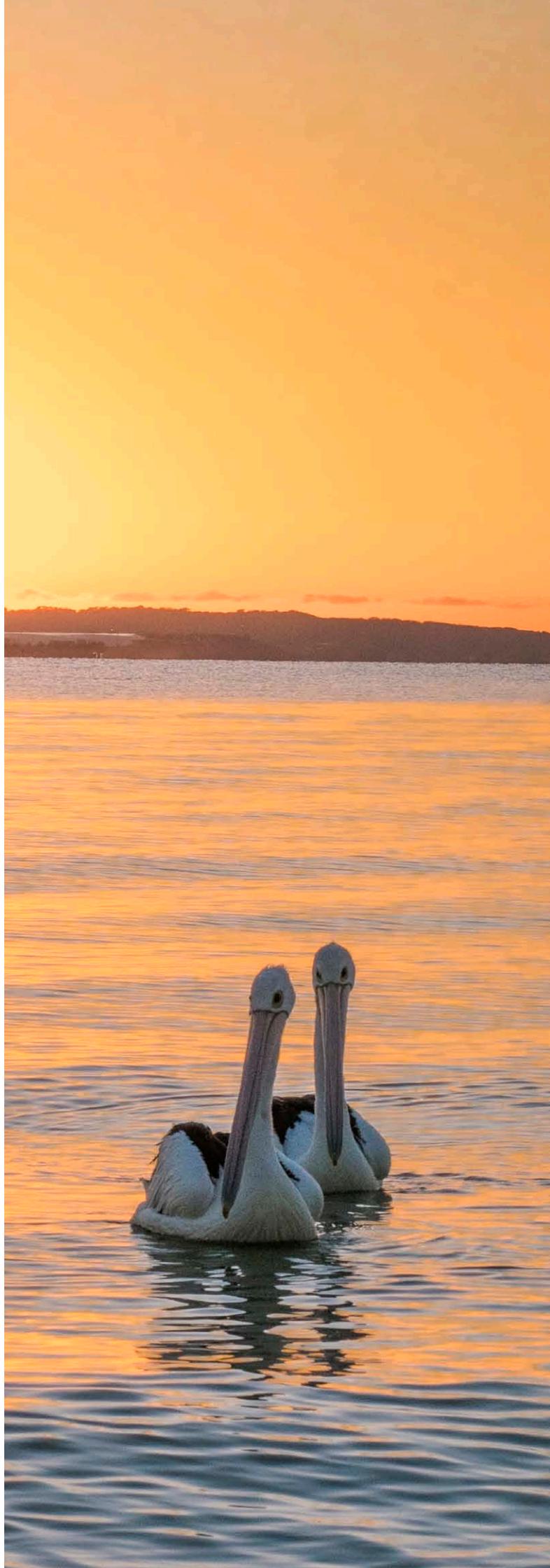
Our Brand was established through a community competition in April 2017. The Bayside brand depicts a boat on the sea, aligning to the relaxed lifestyle for residents and welcoming environment for visitors along our foreshore areas around Botany Bay. We continue to roll out the Bayside Brand across our community.

Initially, efforts were directed towards branding our high-profile places including major thoroughfares, gateways, parks and buildings as well as our busier suburban streets. We are now completing the roll out of suburban street signs and replacement signage in our local streets and smaller, pocket-parks and reserves. We continue to build the Bayside brand, and this is strongly reflected in all our corporate communications and messaging to our community.



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Your Councillors 2017-2021

Bayside Council has 15 publicly elected Councillors who hold office as “the Council” for a term of four years, representing our 5 Wards. The Mayor and Deputy Mayor are elected every two years by the Councillors.

Councillors are responsible for setting and overseeing the broad, strategic direction of our local community. Councillors were first elected to Bayside Council on 9 September 2017, one year following the merger of the former Rockdale City Council and the City of Botany Bay Council.

Bayside Mayors and Deputy Mayors 2017-2021



Councillor Bill Saravinovski

Mayor: September 2017 - September 2019

Mayor: September - December 2021



Councillor Joe Awada

Mayor: September 2019 - September 2021

Deputy Mayor: September 2017 - September 2019



Councillor Michael Nagi

Deputy Mayor: September - December 2021



Councillor James Macdonald

Deputy Mayor: September 2019 - September 2021

Bayside Councillors 2017-2021



Back row L-R: James Macdonald, Tarek Ibrahim, Ron Bezic, Andrew Tsounis, Joe Awada, Bill Saravinovski, Ed McDougall, Paul Sedrak, Scott Morrissey, Petros Kalligas, Michael Nagi.

Front row L-R: Liz Barlow, Christina Curry, Dorothy Rapisardi, Vicki Poulos.

Mayors' foreword

Over the last year the importance of community has come into increasingly sharp focus with significant change occurring at great speed to the way we work & the way we live our lives. In the wake of the NSW bushfires, floods and a pressing climate crisis along with the COVID 19 pandemic, Council has been working and playing a vital role by supporting providing services and advocating for communities under stress

The immediacy of the issues generated by the COVID 19 crisis in 2021, saw Council respond in rapid and innovative ways to the urgent needs of our community. Over this unique period in global history, Bayside Council has been led by two Mayors and Deputy Mayors.



It is with great pride that we present to you the first End of Term Report for Bayside Council. Since Council was elected in 2017, Councillors have worked hard to deliver more than \$1B in services and assets for the community over an extraordinary four-year period.

Looking forward to 2036, we will welcome another 24,000 people into Bayside, calling our wonderful area 'home'. This will present both economic opportunities and challenges for our community.

Making sure the areas around development grow in a way that will allow people to live and work within walking distance of future transport options will be an important element in our planning. Shops, cafes, community centres and well-designed open spaces within these new precincts all form part of a connected, inclusive and vibrant Bayside.

Our building approvals are booming and provide a great indicator of the positive economic activity, employment, and investment opportunities available to us as we pivot during COVID-19. Over the last four years, residential building approvals in Bayside have grown, attributing \$1,112B to the local economy in 2017 and at an incredible \$1,433B in 2020. This is a phenomenal rate of growth and shows how confident people are to invest in our area.

The latest Census data reveals that we are predominately a family-friendly community and that will not change anytime in the future. As more people move into Bayside, Council has been committed to making sure communities enjoy access to open space and new local parks such as Pagewood Green, fully funded by Meriton Developments. Upgraded reserves and amenities buildings have been delivered across the area, with more planned for delivery during the next term. We also continue to maintain and upgrade our cycleways such as the path from Dolls Point in the south to Kyeemagh in the north.



Sound financial management; growth and transformation has been at the top of our agenda.

Councillor reflections
2017-2021



A number of new sports fields have been constructed including synthetic fields at Ador Avenue and Gardiner Park in Arncliffe, newly refurbished netball courts at West Botany Street and a new Skate Park at Mutch Park. We are building facilities now as we continue to grow community participation and memberships, particularly in women's sports. Our new Arncliffe Youth Centre caters well for basketball and other sports offerings for our growing participation numbers in our junior community. We are particularly proud of our new amenities at Booralee, Jellicoe and Rowland Parks.

Transformation also means taking a closer look at the assets we already have and re-imagining them for the future. We are already making plans to reinvent our treasured and much-loved community spaces including creating an Adventure Play area at Sir Joseph Banks Park. We also have some new assets being delivered to the community, for instance the new childcare centre at Garrigarrang Avenue, Kogarah. It is a state-of-the-art centre providing early learning opportunities for our 0-5-year-olds, with 66 places available.

We are building collaborative partnerships with a range of organisations aimed at fostering relationships to encourage entrepreneurship and innovation. We are also committed to having a framework for community consultations that facilitate opportunities for you, our residents and ratepayers to discuss and determine priorities for the future. These discussions determine what's important to you and provide for transparent decisions made with you, the people who will use our local facilities.



One of the achievements we are most proud of this term of Council is our ability to overcome the legacy issues inherited on proclamation, including the first unqualified audit opinion on our financial statements. The visit from the NSW Auditor General to Bayside to congratulate us was unprecedented. The validation of our performance was again acknowledged with a visit by the Minister for Local Government.

We thank Bayside Council's hardworking and dedicated Executive and staff, our volunteers and our wonderful residents who share our vision for Bayside as 'A City built on trust, with engaged communities, effective leadership and access to decision making'.

Councillor reflections
2017-2021



Two Year Mayoral Term

Councillors must elect a mayor from among their number every two years unless they have a popularly elected mayor. Councillors may also elect a deputy mayor. The deputy mayor may be elected for the mayoral term or a shorter term.

At the commencement of the inaugural term of Bayside Council in September 2017, Councillor Saravinovski was elected Mayor and Councillor Awada was elected as Deputy Mayor for two years. In September 2019, Councillor Awada was elected as Mayor for two years. Councillor James Macdonald was also elected as Deputy Mayor in 2019 for one year and again in 2020 for one year.

The NSW Local Government election was postponed until 4 December 2021 however Council was still required to elect a Mayor and Deputy Mayor in September 2021 at the end of the two-year Mayoral term.

In September 2021, Councillor Bill Saravinovski was elected Mayor and Councillor Michael Nagi was elected Deputy Mayor.

How we deliver for our community

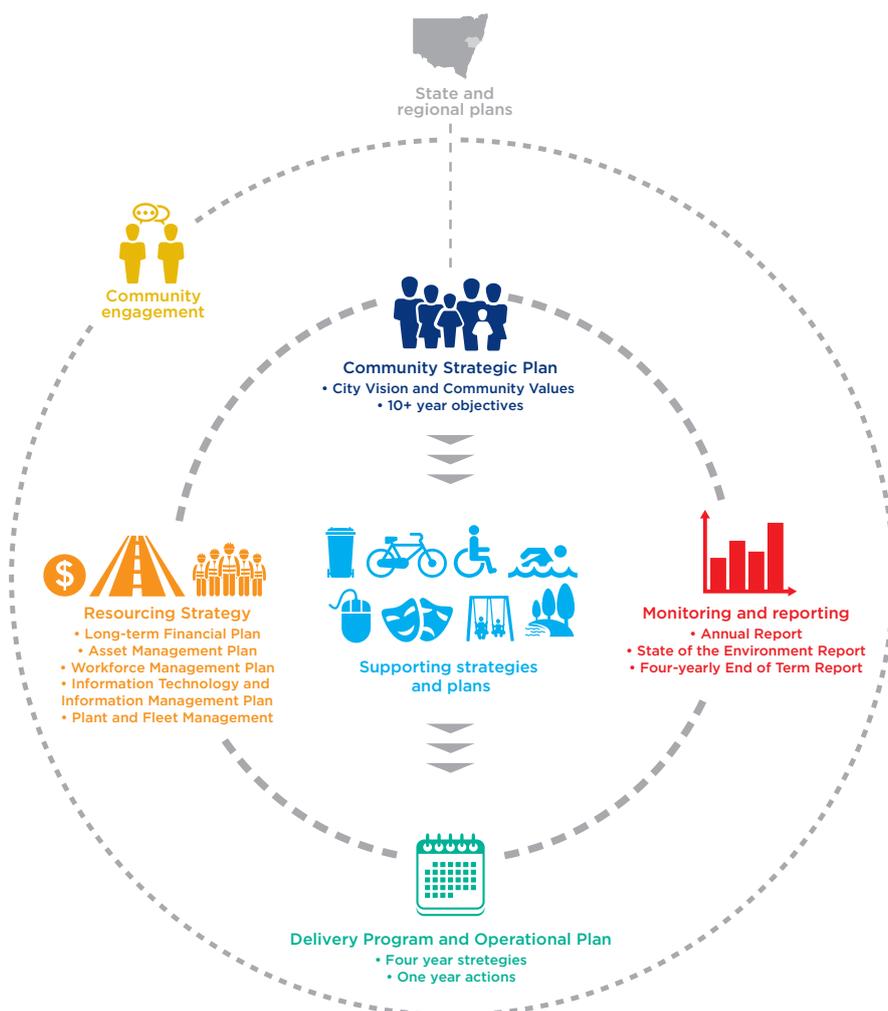
Council's Four-Year Delivery Program and One-Year Operational Plan (Annual Budget) identifies the Major Projects, Programs and Services that Council undertakes to deliver for the Community. Successive four-year delivery programs and annual operational plans allow Council to deliver on the objectives of the Community Strategic Plan (CSP), being that by 2030 Bayside will be:

- ▶ A vibrant place
- ▶ Connected in a smart city
- ▶ Green, leafy and sustainable
- ▶ A prosperous community

Through these four strategic themes, Council has committed to leading the way in areas where we have a significant role and responsibility. We advocate on behalf of the community in other areas that are not the responsibility of Council.

Council's strategic documents

Council has created a suite of strategic documents that outline key priorities and actions to deliver our shared community vision, implement Council's legislative requirements and deliver a cohesive ongoing delivery program.



About this *End of Term Report*

This report provides an update on how we are progressing towards achieving the social, environmental, economic, and civic leadership objectives of the community strategic plan (CSP). It also provides information about how effective our actions have been in delivering the strategies as outlined and comments on the actions undertaken as part of our Delivery Program and Operational Plans within the Council term (years 2017 to 2021). The report highlights what we consider to be the significant achievements, as well as any key challenges and pressures in meeting the goals throughout this term.

The report is set out in 4 sections, reflecting the 4 strategic directions of Bayside 2030:

- ▶ Theme One: In 2030, Bayside will be a vibrant place.
- ▶ Theme Two: In 2030, our people will be connected in a smart city.
- ▶ Theme Three: In 2030 Bayside will be green, leafy and sustainable.
- ▶ Theme Four: In 2030, we will be a prosperous community.

Each theme is informed by a community objective or desired outcome set at the start of the Council term, with commentary advising how the goals set for each focus area over the 4-year term were achieved. The achievements as well as the challenges and pressures we faced are also summarised within the body of this report.

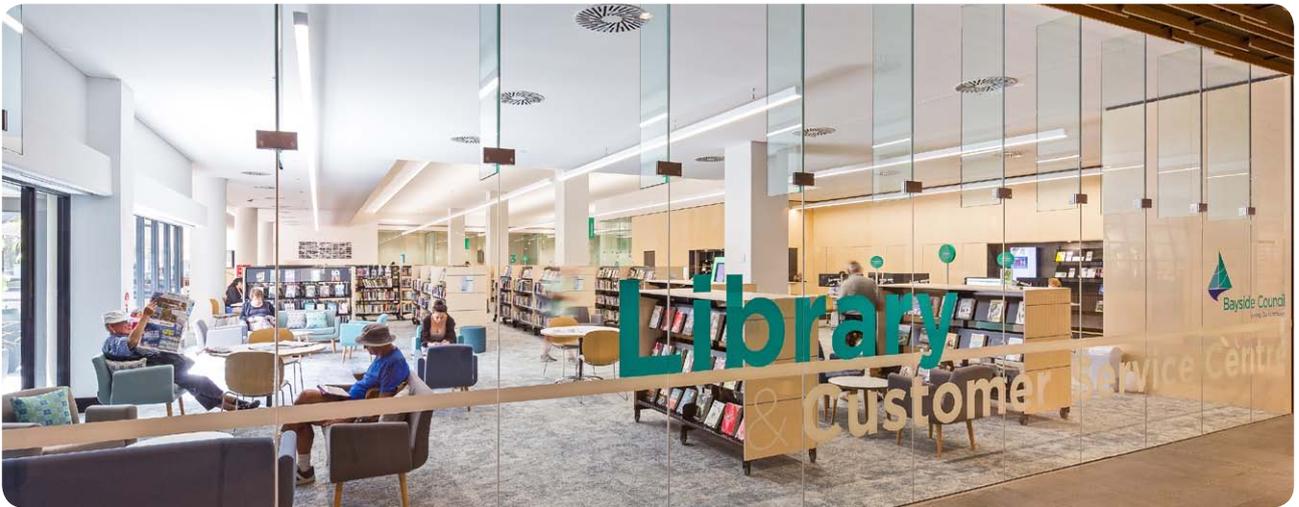
Our vision: *Bayside is a City built on trust, with engaged communities, effective leadership and access to decision making."*

Measuring community satisfaction with Council's performance

Council undertakes a bi-annual survey to assess the community's perceptions about Council's services and facilities. The intent of the survey is to provide insights into the factors that drive satisfaction within the community and show council the effectiveness of its service delivery in meeting community expectations.

The results from the 2019 Community Satisfaction Survey Report have been received with 89% of residents being satisfied with Council's performance during 2018.





Customer Satisfaction Survey Results 2018

In 2018, we engaged a research company to conduct a survey to determine community attitudes towards our services and facilities. We received feedback on a wide range of council-related issues and services, including customer service, planning and development, maintenance of roads and footpaths, parks and open space and community services and facilities.

89% of residents are somewhat satisfied with the overall performance of Council.

73% of residents who contacted Council were satisfied with the way their contact was handled. On average we received:

91,000 telephone calls;

28,755 face to face customer interactions;

25,000 requests for service;

600,000 website visitors per annum.

89% of residents rated their overall quality of life as “good” to “excellent”. You said the key drivers for “good quality of life” included:

10.6% leisure and recreational opportunities meet our needs;

9.6% community concerns and views considered in decision making;

9.5% proud of where I live;

9.5% feel safe in Bayside.

Note Percentages shown above are not reflective of individual respondent agreement ratings. These results are the derived importance from the regression analysis showing how much the individual measure contributes to their quality of life in Bayside.

Source: Micromex 2018 Community Satisfaction Survey Report.

“ Thank you, Bayside Council for live streaming the Citizenship Ceremony. My family on the other side of the world watched as I took the pledge to become an Australian Citizen.

Yanni



2020... A year like no other



Certain years are so eventful they are regarded as pivotal in history, 2020 will certainly join the list as the year that will be long remembered as a time when more than 4.5million people worldwide died during a pandemic. In Australia, we were luckier than most countries and for that we are truly grateful. Below briefly details Council's role in protecting our community and staff during these turbulent times.

COVID-19 Service Delivery

During the coronavirus pandemic, we were enlisted to enable and support the federal and state government's Public Health Orders and restrictions for social distancing and self-isolating in place at any time.

We continued to deliver many essential services during the restrictions including community services and support for the more vulnerable members of our communities, as well as waste management and cleansing to the entire local government area. We also managed our employees, key services and costs and revenues during this time.

The coronavirus (COVID-19) pandemic presented many challenges for Council and our community. As a complex business, we experienced many of the same challenges that our community-based, small to medium business owners had to deal with. In addition, we had the responsibility of being the first point of contact for our community seeking information on the localised response to the pandemic.

Crisis Communications

Communication during the pandemic formed an important element in our response and helped us to understand and meet the needs of our community. We had increased website traffic as over 200,000 residents and businesses sought the latest, local information about the virus hotspots.

To assist NSW Health dispense information, we increased our site's capabilities to raise awareness and educate our community. We created a one-stop directory of information, with our dedicated team reaching out to local community groups and organisations to ensure our most vulnerable had access to resources and information during this unprecedented time.

Workforce

As our workforce turned to remote working, we implemented modern and agile ways of working in our own organisation. In doing so we ensured appropriate policies were in place and our staff were trained and upskilled to leverage new technologies through digital channels, without exposing the organisation to undue risk.

Local economic support

During the pandemic, Council provided local community and economic support through a range of packages including:

- ▶ Relief packages for permits including suspension of some fees and reduction of other fees. We also eased processes where possible to enable fast tracking of permit and application approvals.
- ▶ Rent rebates for tenants occupying Council buildings.
- ▶ Interest free rate deferrals and payment relief for residents.
- ▶ Establishment of business networks and directories for support and information for multicultural members of our community.
- ▶ Offered the use of our community venues for emergency response efforts such as pop-up testing clinic sites and vaccination hubs, as required.

These were unbudgeted items and coupled with the impact of reduced revenue, they have had a considerable impact on our financial position and our ongoing ability to deliver services.



Theme one

In 2030 Bayside will be a vibrant place

Community Objective: *Our built forms will focus on efficient use of energy. They are sympathetic to the natural landscape and make our area a great place to live. Neighbours, visitors, and businesses are connected in dynamic urban environments.*

Making progress (2017-2021)

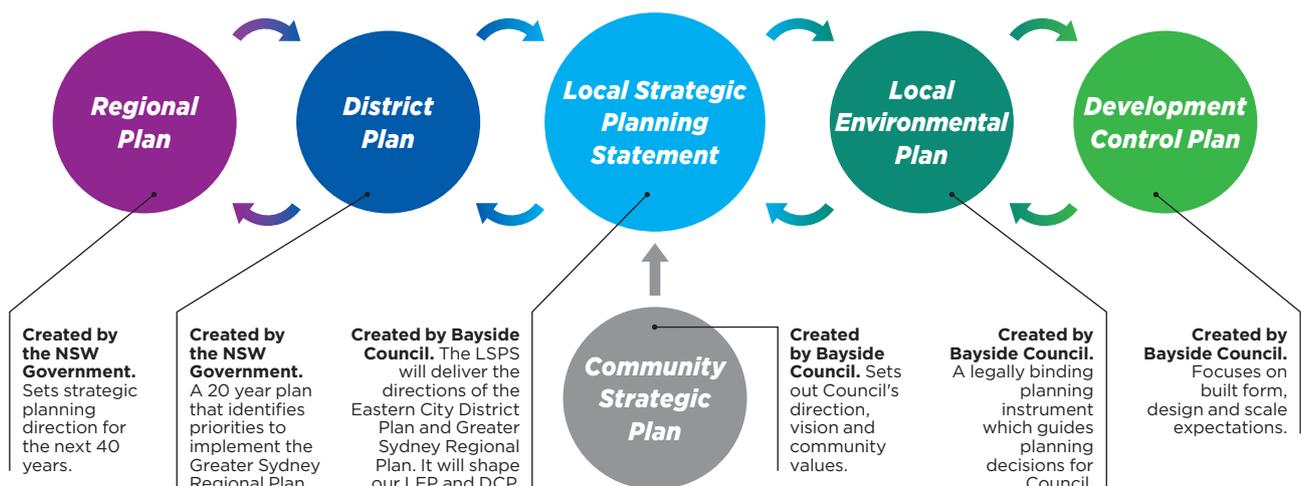
To achieve these outcomes over the four years since adopting the CSP as our guiding document, our strategic objectives were confirmed in 2017 as:

- ▶ Our places are people focussed
- ▶ Our places connect people
- ▶ Our places are accessible to all
- ▶ My place will be special to me

Local planning strategy

In 2020, Council adopted the Bayside Local Strategic Planning Statement, engaging with our community in planning for the future with our 20-year vision. We implemented a new Local Environmental Plan 2021 (LEP) providing a single set of planning controls for building and development activity across our local government area. These documents were developed after extensive community engagement.

The LEP will guide the future growth and development of Bayside to 2030 and beyond through a series of short to long-term actions. Council has also commenced the preparation of a Development Control Plan (DCP) to update planning controls for all types of development.



Town centre revitalisation

Over the last few years Council has focussed on delivering improvements and city activation projects to help revitalise our town centres and surrounding areas. When we were able to host celebrations and other events pre COVID-19, events were funded by Council to encourage revitalisation of the areas. Council has also been developing public domain plans in key areas such as the Arncliffe and Banksia Town Centres.

Over the next few years Council will continue to develop and construct improvements identified in the Local Roads and Infrastructure plan in association with the rollout of funding to deliver these improvements.



We are looking forward to the planned improvements to the Arncliffe Town Centre. We will see quality street furniture installations, new paving, increased green canopy providing shade to our area including improvements in the two small parks in Belmore and Firth Streets.

Councillor reflections
2017-2021



The aim of the Kingsgrove Town Centre upgrade was to refresh the centre and make it vibrant, accessible and functional. The transformation has resulted in a space that attracts people, it has a real sense of community about the place.

Councillor reflections
2017-2021



Exercise equipment

Council has received \$2M in grant funding for local communities and health programs. We have installed exercise equipment at Rhodes Reserve in Hillsdale (2018/2019) and Jack Munday Reserve at Eastlakes. An additional installation in Nancy Hillier Park was funded via developer contributions (2017/2018). We are currently planning exercise equipment installations in Todd Reserve, Barton Park and Cook Park for delivery in 2021/2022.



We are planning a wonderful new Aquatic Centre for our community based on feedback from 1700 citizens. The Botany Aquatic Centre originally opened in 1966 – it will get a significant refurbishment including new 50m outdoor pool, an indoor lap pool and learn to swim pool. New adventure slides and waterplay splash pads, plus a café and amenities block.

This will bring the Centre into line with community expectations for a modern facility in our local area.

Councillor reflections
2017-2021



We are so proud of the Arncliffe Youth Centre. We asked the community what they wanted, and we delivered to their specification. To see a facility like this in our area for our youth is a wonderful achievement for this term of Council.

It demonstrates what can be achieved and how the decisions we make today benefit our community now and into the future.

Councillor reflections
2017-2021



Let's play







During this term, Council has been planning for and constructing playgrounds and sporting fields. We have improved many of our existing amenities and created new facilities to support the active lifestyles of our growing community.

Councillor reflections
2017-2021



Ador Avenue Synthetic Field

Investing in football facilities for the community to play sport and to support the growing demand for football (soccer) resulted in a \$1.9m conversion from a natural turf soccer field at the Ador Avenue Reserve into a FIFA compliant synthetic pitch.



Banksmeadow Town Centre

We upgraded the area to create a lively community space, connecting the shopping precinct and our local parks. New seating, bins and bike stands along with decorative paving and landscaping throughout the town centre have contributed to the refreshed environment.



Arncliffe Youth Centre

This new sport, recreation and community focused Youth Centre is located at 9 Townsend Place, Arncliffe (just off the Princes Highway). It has two amazing multi-purpose indoor courts. These two courts are perfect for a range of indoor sports including basketball, volleyball, soccer, netball, futsal, table tennis and badminton.



Cahill Park

Cahill Park is a great family friendly park by the Cooks River at Wolli Creek. The naturally shaded playground caters for all age groups, with on-street parking available. Electric BBQ's and family picnic areas are complimented with the Summer Cricket (turf wickets and turf practise nets) and a Winter Rugby sized senior field.



Garrigarrang Early Education Centre

This state-of-the-art Centre overlooks Scarborough Park in Kogarah and is located on the former Darrell Lea site. Constructed across 2 levels, the centre includes a large balcony area, exciting outdoor play environment and generous internal facilities. The centre has 66 places for children aged 0 – 5 years and operates from 7:30am – 6pm, Monday – Friday.



Lever Street Reserve

The upgrade at this reserve included demolition of the deteriorated scout hall, landscaping of the park and new park furniture including improved pathways through the reserve. A community garden has now been established and adds an element of connection for neighbours and visitors to the park.



L'Estrange Sporting Amenities

Improved facilities for the community and sporting clubs to utilise a new building. Incorporating new public toilets, change rooms with showers, Referee and meeting rooms and a canteen. Storage for field goals and club storage facilities. The Amenities Block is well utilised by the community.



Rejuvenated Libraries at Eastgardens and Rockdale

Over the past four years Bayside's Libraries have delivered a range of programs and services that have empowered communities with knowledge and information and contributed to our vibrant and engaged community life.



Rockdale Park Major Upgrade

We have created an inviting and dynamic space for park users and the community, including relocating the playground to a central and naturally shaded setting. New inclusive play equipment and elements for all ages including a water feature, reflection ponds. A new pedestrian bridge over the shallow pools filled with water plants create a beautiful environment. New park furniture including seats and picnic settings with bike racks, drinking fountains and BBQ makes it a great setting for family friendly gatherings.

Council's support towards the Community Grants Program

We run an annual Community Grants Program designed to support local community organisations and clubs to establish, extend or improve programs or services to the community. Over the four-year term, we have allocated \$415K in small grants including supporting of up to \$200 for equipment, activities, and information resources to support community programs. Seeding grants of up to \$5K were also provided as one-off grants to support initiatives that provide social, cultural, creative and artistic or leisure needs that benefit the Bayside community.



“ Thank you, Bayside Council. We were amongst 33 community groups and organisations that received \$103K in 2021.

Grant recipients



Results at a glance...

- ▶ Finalised \$44M in voluntary planning agreements to fund community projects in and around developments.
- ▶ Development assessment time-frames improved by 28% since 2017 with a median assessment of 79 days in 2021.
- ▶ We welcomed 3,632 new Australian citizens to Bayside through 54 citizenship ceremonies over four years to 30 June 2021.
- ▶ 28,755 face to face customers per year over the counter, 91,000 telephone calls per year to our call centre.
- ▶ 1,500 children between the ages of 0-5 attend Council long day care services.
- ▶ 969 food shop inspections conducted (91% passed inspection).
- ▶ 194 beauty shop/tattoo parlour/hair dressing inspections conducted (100% passed inspection).
- ▶ 35,086 library memberships.
- ▶ 16,484 microchipped dogs in Bayside.
- ▶ 460 more puppy dogs were registered in Bayside during COVID-19 (March-July 2020).
- ▶ 3,300 registered swimming pools.

Work still to be done...

To continue implementation of the Community Strategic Plan, we recommend to the incoming Council, the following priorities:

- ▶ Revitalising our town centres in Brighton Le Sands and Rockdale.
- ▶ Maximising the use of active and passive open space such as improvements planned at Botany Aquatic Centre, Barton Park and Sir Joseph Banks Park.
- ▶ Establishing a Council Owned Company to manage key council facilities such as the new Arncliffe Youth Centre.
- ▶ Establishing a Strategic Property Working Group to maximise our Property portfolio to identify outcomes and opportunities for commercial, development and rationalisation of our property investments.
- ▶ Negotiating with State Government for further compensation to offset the impact of the M6 works in our community at West Botany Street and Marsh Street, Arncliffe.
- ▶ Delivering a Bayside Community Safety Plan including improved safety through crime prevention measures as a result of working with Police, business, and resident groups.
- ▶ Supporting people to have access to appropriate housing, education, healthy food and spaces for recreation and community services.
- ▶ Fostering resilience in individuals and communities through the development of a Resilient Bayside Strategy.
- ▶ Launching our Reconciliation Action Plan outlining the practical actions we can take to build strong relationships and enhance respect between Aboriginal and Torres Strait Islander peoples and other Australians.
- ▶ Planning for our ageing population with the development of a Positive Ageing Strategy.
- ▶ Hosting events within our community that are culturally diverse and COVID-safe.

DID YOU KNOW

Council is responsible for maintaining...



Theme two

In 2030 our people will be connected in a smart city

Community Objective: *Knowledge sharing and collaboration ensures that we have the expertise and relationships to lead with integrity, adapt to change, connect vulnerable people to community and effectively respond in times of adversity and stress.*

We aspire to be a smart city growing in the use of digital technology to connect, protect, and enhance the lives of our residents. We use video cameras, social media, IoT sensors and other inputs, providing Council and residents with constant feedback so they can make informed decisions.

Making progress (2017-2021)

To achieve these outcomes over the five years since adopting the CSP as our guiding document, our strategic objectives were confirmed in 2017 as:

- ▶ We benefit from technology
- ▶ We are unified and excited about our future
- ▶ The community is valued
- ▶ We treat each other with dignity and respect

Online services

Doing Council business online is the most cost-effective way that our customers can engage and inform us on what is occurring in their homes and in their neighbourhoods. We have made it our priority to improve our online customer service offering to ensure that every engagement that the community has with us is made easy and simple. We want to get the user experience right the first time, so we are simplifying the process to allow users to engage with us from any device, anywhere, anytime.

Through our main website www.bayside.nsw.gov.au customers can find information and tips on how to resolve their issue quickly and easily. We will continue improving our online customer service centre to provide more self-service options, such as lodging a request or application – making the process for doing initial business with Council more streamlined.

The online customer service centre is one of many services that Council has recently improved along with other online services such as “Paying Rates Online” and lodging development applications through the new integrated e-Planning Portal.

Library programs

We have seven libraries and one museum in Bayside. Our libraries run a range of regular groups for all ages, including Storytime, Craft and Knitting Groups to Dungeons and Dragons for teenagers and English classes to help our multi-lingual community. We also hold a diverse community history collection and provide access to historical collections including books, records, newspapers, photos and videos.

Cloud platform

The delivery of our services to meet community needs continues to drive Council’s approach to managing our information and technology. We must continue to review and transition away from outdated systems and legacy platforms and look to providing more responsive services to better address the needs of our citizens. During the term, we have made the strategic shift to move to the cloud, using private cloud services and data centres to securely store and manage our data.

Improving Council meetings

Council commenced webcasting meetings in 2017. Ordinary Council Meetings and Bayside Planning Panel Meetings are webcast; confidential sessions are not. The live webcast can be viewed on Council's Facebook page through any device.

In April 2020, Ordinary Council Meetings, Bayside Planning Panel Meetings and Council's Committee meeting went online in response to the COVID restrictions. The public was able to continue to participate as speakers and observers through modern technology. During the term, 89 community members registered to address the Council Meetings and 182 community members registered to address the Bayside Local Planning Panel meetings.



This year in particular, has been a testing year for all Councils. Like others, we have had to change the way we operate to accommodate local lockdowns and restrictions. Council and Committee meetings have been held remotely by video and have been a real learning opportunity to ensure everyone is heard and has equal opportunity to participate in the debate and make informed decisions.

We have faced the changes positively and have been able to represent our community and maintain an engaged and supportive environment in our virtual Council Chambers.

Councillor reflections
2017-2021



Getting social

Building our social media audience is a positive way to create brand awareness and build relationships with our community. Council's social media presence has grown substantially over the past term and now has over 11,000 followers on Facebook, 582 on Twitter and 2,251 on Instagram.

There are also 3,454 followers on Nextdoor, a site dedicated to people who live in Bayside. One of our most successful social media campaigns, with over 11,000 people reached, highlighted council's success in prosecuting an illegal dumper.

A video showcasing the new Arncliffe Youth Centre, reached more than 18.6K people on Facebook with 6.1K video views. This video is one of several produced during the term to promote Council and our priority projects.

Website redesign

Council launched a new corporate website www.bayside.nsw.gov.au in 2017. This continues to be enhanced and forms part of a larger project to move all Council websites to one consistent platform. Customer experience remains the priority throughout the project and we ensure all improvements are responsive and compatible with a range of devices.

Community engagement

The Community Engagement Team works to ensure the community's voice is heard regarding Council activities, services and facilities. Council has expanded its engagement program to increase community awareness and understanding of decisions and to gain insight into community opinion through coordinated engagement programs.

There have been significant efforts made to engage with the community on a wide range of Council services, issues and facilities over the Council Term. This work has been enhanced by the use of an online platform to increase community involvement in our projects. One of these tools is an engagement hub known as 'Have Your Say' which creates dedicated project pages providing feedback tools in one integrated online platform.

Residents can undertake surveys, post ideas, participate in forums, download documents, register for workshops and make formal submissions, making it ideal for managing large projects with multiple activities. Council engages with the community on a broad range of projects, including satisfaction surveys for Council services and facilities and seeks advice and feedback from our community on proposed improvements and upgrades. We received feedback from 1700 citizens on the Botany Aquatic Centre redevelopment and 700 citizens informed our new Arncliffe Youth Centre.

Reflect: Our journey towards reconciliation

Bayside has been home for many generations of Aboriginal people, living along the Cooks River and around Kamay (Botany Bay). Aboriginal heritage includes sites like rock engravings, tools such as stone axes or spear points, natural features of spiritual significance, landscapes like Kamay Bay, historical camps, buildings where Aboriginal people lived or worked and contemporary places of work or recreation.

There are 1,550 Aboriginal and Torres Strait Islander people living in Bayside, including people with ancestral connections to Kamay, and others with contemporary or historical connections to the area. We continue to research and document our aboriginal history and plan our approach towards delivery in 2022 of a Bayside Reconciliation Action Plan and a Bayside Aboriginal Heritage Study.

Results at a glance...

- ▶ Facebook likes 10,000 (2021)
- ▶ 40,000 Unique Website Visits per month (2021)
- ▶ 250K Website page views per month (2021)
- ▶ 20K residents downloaded the Bayside Waste App
- ▶ Measured 89% in overall community satisfaction with the new Council's performance
- ▶ Engaged with 150,000 online customers through 'Have Your Say' projects (up 167%)
- ▶ Attracted \$2M in grant funding for local communities and health programs

Work still to be done...

To continue implementation of the Community Strategic Plan, we recommend to the incoming Council, the following priorities:

- ▶ Support local traffic management planning to ensure efficient and sustainable travel to, from and within Bayside including through walking, cycling and public transport.
- ▶ Meet current and future transport needs by adapting to new innovations and technologies such as analysing the viability, benefits and challenges of electric vehicles.
- ▶ Ensure infrastructure investments made today by all levels of government support the liveability and prosperity of Bayside into the future.
- ▶ Create an Arts and Culture program to support artists and creative practitioners by providing resources and spaces for production and collaboration.
- ▶ Encourage community participation for all people to participate in the free flow of ideas through a digital engagement and consultation process.



Theme three

In 2030 Bayside will be green, leafy and sustainable

Community Objective: *“The biodiversity of the area is protected and enhanced through collaborative partnerships. Vital habitats are supported to rehabilitate, thrive, adapt, and recover from risks and climate events. The landscape will be preserved and regenerated to benefit a healthy environment now and in future.”*

We work to ensure our unique natural environment is valued, maintained, and enhanced. We plan responsibly to facilitate a desirable living environment and meet growth targets.

Making progress (2017-2021)

To achieve these outcomes over the five years since adopting the CSP as our guiding document, our strategic objectives were confirmed in 2017 as:

- ▶ Our waste is well managed
- ▶ We are prepared for climate change
- ▶ We increase our use of renewable energy
- ▶ Waterways and green corridors are generated and preserved

Managing Waste

We allocate \$35M annually to the collection of waste and delivery of cleansing services across Bayside. In 2019, we embarked on a two-year journey to update our award-winning waste avoidance and resource recovery strategy that will assist in providing green and sustainable solutions. We have received \$1.25M in grant funding towards smart city solutions that ensure our waterways and green corridors are preserved and free from litter.

Lighting the Way

In October 2018 Council agreed to participate in Ausgrid’s accelerated street light replacement program known as “Lighting the Way”. This program saw 4,266 old streetlights (the majority being 80W Mercury Vapour) being replaced with energy efficient 17W LED lights. The rollout commenced in May 2019. Covid 19 delayed installations however there have been approximately 3,700 lights replaced with annual savings of around \$600K.

Solar Panels on Angelo Anestis Aquatic Centre

We are committed in our efforts to reduce our operational carbon footprint and we have invested approximately \$300K in a commercial-scale solar panel installation at the Angelo Anestis Aquatic Centre, this is the large-scale electricity solar array installed on Council buildings (Rockdale Town Hall and Library; Hillside Childcare Centre and Kyeemagh Community Centre) with more installations planned. Solar power also lowers Council’s electricity costs across the Aquatic Centre, so we can continue to offer cost-effective recreation services to the community.

Climate change

Climate change is one of the key issues facing Bayside with the future predictions of increasing numbers of hot days above 35°C with more frequent extreme weather events and rising sea levels. The average tree canopy cover in Bayside is only 13.7%. This is the lowest in Greater Sydney and is mainly due to the land-mass presence of Sydney Airport and Port Botany. These significant land-mass areas contribute to the urban heat island effect, a trend known for increasing temperatures through localised warming due to large areas of paved or dark coloured surfaces such as roads and roofs.

With 65,000 more people calling Bayside home by 2036, climate change adaptation and improving community resilience will be an important feature in our future planning. We have commenced work in this area with improving energy efficiency in our council buildings, our street lighting and setting higher standards for new developments and retrofits in the Bayside area. These are all key to our response to Climate Change. Our target of 100% renewable energy and zero emissions can only be achieved by changing the way we use and produce energy. Encouraging people to shift away from driving to walking, cycling and public transport, and promoting the use of electric vehicles powered by renewable energy.

Revitalising our open spaces

Our aspirations in 2017 were to ensure the protection of biodiversity, generate tree canopy to support the green-grid corridor, continue maintenance of bushland including appropriate access to our natural areas. The community asked for reduced waste generation, sustainable use of water, improved air quality and increased use of renewables.

Metropolitan Green Space Program

The Metropolitan Greenspace Program is a state government initiative that commits grant funding to protect and enhance the natural areas of the Bayside area and enable more effective public use of open space. We are committed to enhancing the Greater Sydney Green Grid to promote a healthier urban environment, improve community access to recreation and exercise, encourage social interaction, support walking and cycling connections and improve resilience. In relation to Bayside, the priority corridors identified for the future Green Grid are:

- ▶ Wolli Creek Regional Park and Bardwell Valley Parklands (Corridor 3).
- ▶ Mill Stream and Botany Wetlands Open Space Corridor (Corridor 4).
- ▶ Rockdale Wetlands Open Space Corridor (Corridor 5), which generally aligns with the M6 corridor.

We received \$600K from the 'Metropolitan Green Space Program' towards enhancing green grid corridors and a further \$200K from the 'Greening our City Program' to contribute towards planting more trees in Bayside as part of the 5 million tree initiative for Greater Sydney.



Council is represented on various committees to ensure our natural environment remains a top priority including memberships of the Cooks River Alliance; the Kogarah Collaboration Area; the Sydney Coastal Councils Group the Georges River Combined Council Committee.

We also strongly advocate for a smoke-free Bayside with the aim of limiting exposure to smoking in outdoor public places including areas where children play; and minimising cigarette butt pollution on and near to Council facilities.

Councillor reflections
2017-2021



Cooks River Alliance

We are members of the Cooks River Alliance, a partnership of four councils – Bayside, Canterbury-Bankstown, Inner West, and Strathfield – who work together with communities for a healthy Cooks River Catchment. The Cooks River is a unique urban waterway that runs through some of the most heavily urbanised and industrialised areas, yet many parts of the river and its foreshores offer beautiful riverside walkways and cycle paths, wonderful parks and facilities and an abundance of native flora and fauna.

Over recent years, the condition of the river has improved considerably, due in large part to the efforts of stakeholders and the local community, however there is much more to be done. The Cooks River Open Space Corridor (Corridor 2) is within the Canterbury Bankstown Council area. We maintain our shared interest in the potential for enhancement upgrade to these regional open spaces.

“ Achieving a range of amenity improvements to our foreshore suburbs along Botany Bay including introducing anti-hooping initiatives such as the closure of the Kyeemagh Boat Ramp at night and the installation of traffic calming on Clareville Avenue at Sans Souci, diversification of our beach use such as the implementation of smoke free zones at Brighton Le Sands and the off-leash dog beach at Kyeemagh, and substantial improvements to our park and beach facilities at Ramsgate Beach.

Councillor reflections
2017-2021



Coastal protection

Council's coastline extends 8km from Kyeemagh to Dolls Point and is subject to coastal hazards. The preservation and restoration of coastal vegetation protects the built and natural assets of the coast and improves coastal amenity. Specific coastal protection projects during this term include:

Seawall Rehabilitation: Sandbags were installed in Sandringham Baths in 2018 at a cost of \$50,000 to protect swimmers due to the loss of beach sand from coastal erosion. A small rock revetment was installed in July 2020 at the southern end of Cook Park at the Sandringham Estate to address beach erosion and protect a 100 year old pine tree from collapsing onto the beach. This Project cost \$40,000.

Dune Restoration: A 350m long section of degraded dune was restored along Cook Park between Bruce Street Brighton and Bestic Street Kyeemagh in 2017. This Project cost \$370,000

Ramsgate Baths Restoration: 28,000m³ of sand was placed inside Ramsgate Baths in December 2019 to restore the beach. This Project cost \$880,000.

Bardwell Valley Cliff Stabilisation: Currently works are underway to de-vegetate and descale the Bardwell Valley Cliff Face between Pindari Place and Nayla Close to prevent debris falling onto the dwellings under the Cliff. The cost of this Project is \$215,000 and is due for completion by late July 2021. Further works are planned for 2021/22 to stabilise the cliff face with the installation of meshing over the rock face and new boundary fencing along the top of the cliff.

Bushcare

Bayside has a unique landscape that includes bushland, wetlands and 8km of coastal foreshore. Over the past four years, we are proud to say thanks to our valued volunteers who attend weekly working bees alongside Council Officers to restore our coastal areas, bushland reserves and wetlands. The work of volunteers includes rehabilitating vegetation, removing weeds, mulching to improve moisture retention and limit weed growth, installing fences and planting species native to the Bayside area.



Sir Joseph Banks Park and the Bush Tucker Forest

Sir Joseph Banks Park is a regionally significant natural area and has important habitat for Green and Golden Bell Frogs and other native species. The habitat at Sir Joseph Banks Park has been enhanced with grant funding that has helped with bush regeneration including the bush tucker forest. We continue to significantly improve the biodiversity of the Park through bush regeneration, weed control and the restoration of endangered ecological communities and fauna habitat.

We provide environmental community education such as guided wetland tours, community tree planting days and monthly volunteer bushcare days on the third Saturday of the month. New volunteers are always welcome. All training, morning tea and tools are provided.

Grant funding for tree planting initiatives at Sir Joseph Banks Park has also been provided by NSW Ports, to enhance the communities that surround Port Botany through improved tree canopy.

Results at a glance...

- ▶ 4,638 trees planted in FY20/21 – where we removed a tree, we planted 3 more in its place.
- ▶ 19.6% decrease in illegal dumping FY18/19.
- ▶ 350 tonnes of collected from gross pollutant traps.
- ▶ 268 garbage truck loads of waste and recycling collected each week.
- ▶ 12 Keep Australia Beautiful Environmental Awards received.
- ▶ 3.5M glass bottles were crushed and reused in our road re-sheeting program.
- ▶ 19,066kg of litter collected from the beachfront during 2019-2020.

Work still to be done...

To continue implementation of the Community Strategic Plan, we recommend to the incoming Council, the following priorities:

- ▶ Prioritise energy efficiency and renewable energy use to reduce greenhouse gas emissions.
- ▶ Counter rising heat temperatures and restore habitat flora and fauna by expanding our green-grid corridor and urban green spaces.
- ▶ Promote environmental sustainability by linking businesses to new initiatives, including sustainable food practices.
- ▶ Conserve resources, including better managing stormwater and wastewater.
- ▶ Consider the interrelationships between natural and built environments so communities and species can thrive side by side.
- ▶ Work closely with Traditional Owners to enable them to fully participate in the stewardship of the land.
- ▶ Ensure our communities are well equipped to respond to weather events and are resourceful in the face of climate-related challenges.



Theme four

In 2030 Bayside is a prosperous place

Community Objective: *“Business innovation, technology, flourishing urban spaces and efficient transport will attract diverse business, skilled employees and generate home-based business. Growth in services to the local community will generate employment support, a thriving community and livelihoods.”*

Making progress (2017-2021)

To achieve these outcomes over the five years since adopting the CSP as our guiding document, our strategic objectives were confirmed in 2017 as:

- ▶ Opportunities for economic development are recognised
- ▶ Local housing, employment and business opportunities are generated
- ▶ The transport system works
- ▶ We are prepared for a sharing economy

Jobs in Bayside

We have 13,320 people who live and work in Bayside and another 74,025 people travelling into Bayside for work. Our unemployment rate is currently in the low and stable category with labour force participation rates showing a gradual increase to end of 2020. As at December 2020, we had 19,787 local businesses, we have seen some new local businesses opening up and others closing as we continue to respond to the challenges of responding to COVID-19 and the public health order restrictions.

Innovative and affordable housing

In 2016, 20.8% of Bayside were in rental stress, homeless or living in social housing. By 2041, this is expected to grow to 21.4% of the community. To help address this need, Council has developed an Affordable Rental Housing program to assist employed people on very low to moderate incomes for a period of up to three years.

Our Affordable Housing Tenancy Policy provides a framework for the management of properties operated by Community Housing Providers establishing criteria for the equitable tenancing and allocation of properties as well as addressing ongoing asset management arrangements.

Our current supply of social and affordable housing is provided through developer contributions located in Arncliffe (social housing x 28) Pagewood (affordable housing x 45) and Rockdale (affordable housing x 80). We continue to support the development of affordable housing solutions through expenditure of development contributions and other mechanisms. The process aims to deliver affordable housing projects that are in proximity to existing transport and employment hubs.

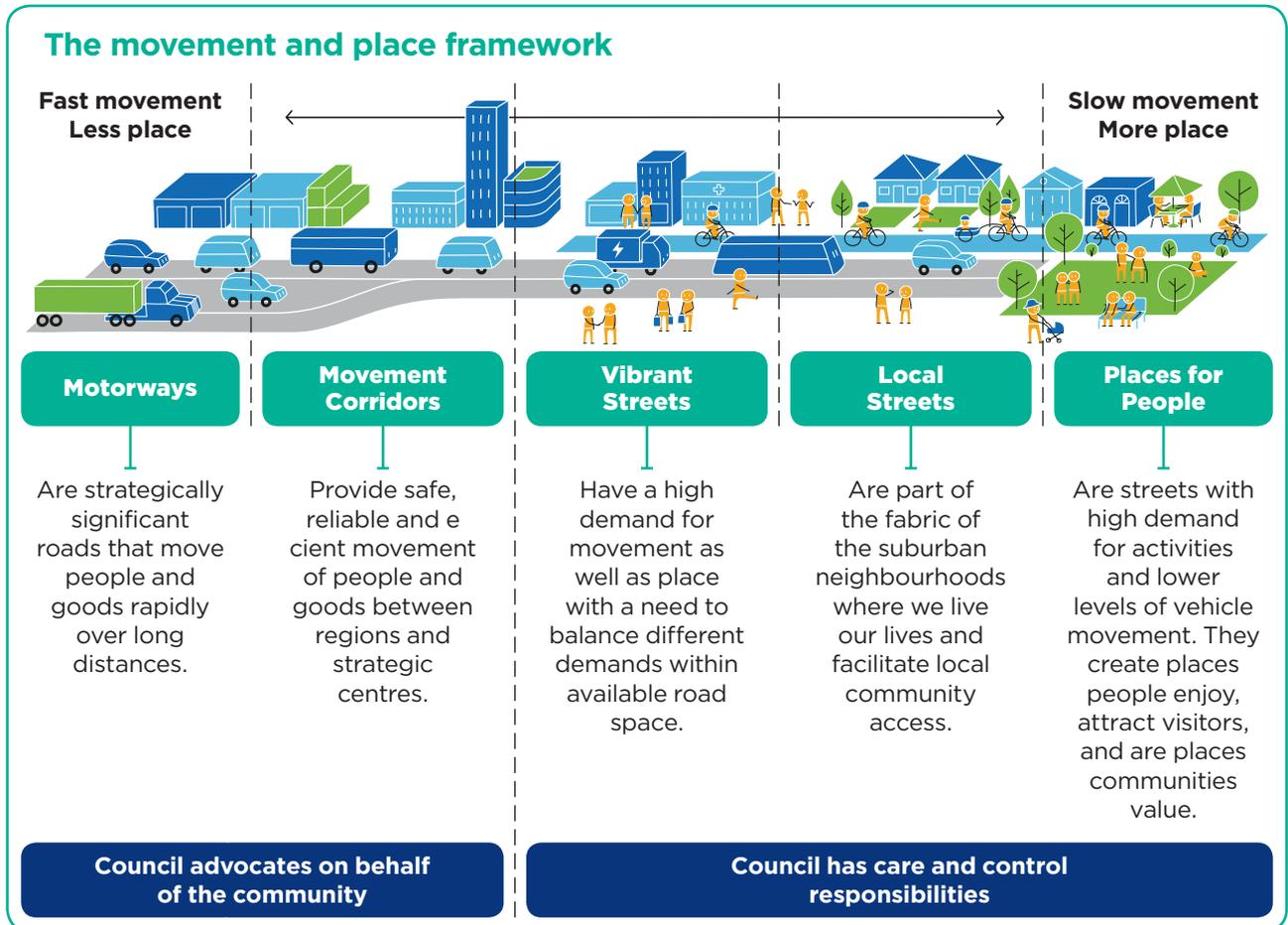
Transport

Major investment in improvements to the transport system is underway across Sydney, with new city-shaping rail projects, motorway links and on-road public transport priority projects all planned to move Sydney’s people and goods more efficiently.

Several city or district-level proposals, planning initiatives and projects, directly affect the Bayside LGA. For example, the M6 extension linking WestConnex/M5 Motorway, Arncliffe to Loftus. Stage 1 is estimated to open in 2024 and includes 2x four-kilometre tunnels with ramps to a new President Avenue intersection and tunnel stubs for a future southern connection.

Access to public and active transport is key to achieving a 30-minute city for our residents. We have advocated for better services including working with TfNSW on upgrades to the Mascot Station Precinct as part of the 'More Services, More Trains Program'.

Council has also delivered on several active transport projects including the Cahill Park cycleway connecting the Cooks River with the Airport Precinct and the Botany Road cycleway. Additionally, Council has continued to advocate for cycleways to be included as part of state government projects and these are part of the approvals for M6 Stage 1 works, Airport North and Sydney Gateway projects.



Source: Future Transport Strategy 2056, Transport for NSW 2018.

Roads works

Council undertakes a range of local area traffic management, pedestrian access, road maintenance and asset preservation work to improve amenity, connectivity and accessibility of our road and footpath networks. Over the term, works include installation of roundabouts and a series of traffic calming measures in local streets and suburban thoroughfares across Bayside.

Roads and pathways

Council is responsible for the construction and maintenance of around 365km of roads, 614km of footpaths and 688kms of kerbs and guttering. We also maintain 7,174 drainage pipes and 5,177 stormwater pits. In addition, there is approximately 614km of footpaths and 13.3km of dedicated shared pathways with an additional 1.2km of off-road bicycle trails throughout the Bayside local government area.

Safer streets campaign

Our Safer Streets Campaign was developed as a multi-faceted approach to dealing with illegal driving behaviours and anti-social behaviours in our community. The meetings to tackle these issues were attended by members the community, our Local Area Police Command and Council representatives who all worked together to identify and deliver innovative solutions to anti-hooring and other anti-social behaviour. The outcomes resulted in many actions including a specific police operation targeting these activities to reduce and potentially solve these crimes in our local area.

Parking management

Management of on-street and off-street parking is essential for improving the safety, accessibility, amenity and vitality of centres across Bayside and to encourage increased use of sustainable transport modes. We have introduced license plate recognition technology to assist the enforcement of parking rules in Bayside and we are implementing paid parking to manage local streets and thoroughfares, starting in the foreshore areas around Brighton Le Sands.

Responding to oversight agencies

In 2018, we were successful in completing our response to resolve the ICAC findings from Operation Ricco. In addition to addressing the findings, we have established a strong organisation-wide governance culture for managing our finances, purchasing and decision-making.

Results at a glance...

- ▶ 66,000 Rates Notices Issued annually
- ▶ 45 public facing Council meetings (2017-2021)
- ▶ 160+ Councillor Briefing Sessions and Information forums (2017-2021)
- ▶ 150+ Certificates of Appreciation to those who contribute to the community
- ▶ 157 tenders called for projects over \$150K
- ▶ Ratio of Staff per 1000 Residents = 413 (FY19/20).
- ▶ 68 staff have taken on the Fitness Passport, promoting healthy work-life balance.
- ▶ 500 internal fitness classes were provided to staff during 2019/2020.

Work still to be done...

To continue implementation of the Community Strategic Plan, we recommend to the incoming Council, the following priorities:

- ▶ Mapping our long-term financial sustainability and how we will deal with funding shortfalls.
- ▶ Embedding good governance practices to ensure increased transparency and accountability.
- ▶ Providing more opportunities for the community's voice to be heard through purposeful engagement.
- ▶ Reviewing our services and exploring opportunities to deliver services more efficiently.
- ▶ Advocate to the State and Federal Government to ensure major rail and transport upgrades deliver an integrated and reliable network.
- ▶ Support our community to rebuild and thrive, socially and economically.
- ▶ Empower people to participate in designing services, decision-making and problem solving in ways that are meaningful to them.
- ▶ Embrace technological innovation in information sharing and engagement, delivering online systems that enable collaborative and community-driven solutions.
- ▶ Build on our existing assets and support existing businesses to thrive.
- ▶ Stimulate future growth and innovation through partnerships with government, business, community and peak bodies.
- ▶ Increase capability for new and emerging businesses, and new industries.
- ▶ Recruit top talent as an 'Employer of Choice'.



We are an important and diverse area with attractive and vibrant centres, an extensive coastline, beaches, parks, and recreational venues providing a broad range of employment opportunities. We are also home to the economically important gateways of Sydney Airport and Port Botany. As our population and employment in the region continue to grow, we also benefit from the significant investment in rail, light rail and roads in our area.

Councillor reflections
2017-2021



Financial sustainability

In 2020, Bayside achieved the first set of unqualified financial statements since amalgamation. This was In 2020, Bayside achieved the first set of unqualified audited financial statements since amalgamation. This was a significant achievement, and we were congratulated by the NSW Auditor-General who attended the Council meeting to deliver the statement.

The 2021/22 budget will ensure Council continues to be financially sustainable into the future with a focus on increasing the level of asset maintenance and reducing the infrastructure backlog. Council will continue to review all services and capital infrastructure to ensure it is positioned to best meet community needs.

“ To secure Bayside’s long term financial sustainability and meet our operating expenditure, Council requires \$122M in additional revenue over the next 10 years.

Audit and Risk Committee



Managing our Finances

- ▶ Bayside has delivered an average of \$3M in operating surplus over 3 consecutive years, with continued service delivery and operating within our means.
- ▶ Sale of asset at 429 Princess Highway Rockdale for \$3.5m achieved higher than market value.
- ▶ Sale of Tantallon Lane Road Closure - Lot 11 \$37,000 & Lot 10 \$50,000 - unlocking equity from surplus assets.
- ▶ Sale of 256R King Street, Mascot - \$30,000 - unlocking equity from surplus assets.
- ▶ Acquisition of 27 Downey St, Bexley North \$1,297 - acquisition was undertaken to increase open space.
- ▶ Acquisition of 8 Guinea St, Kogarah \$1,125 - acquisition was undertaken to increase open space.
- ▶ Road closure - Chapel St - \$1m - Commercially leveraging surplus asset whilst retaining long term use.
- ▶ Purchased new investment properties (5 - 9a) Bryant St, Rockdale) costing \$7.45m and consolidating landholdings in Rockdale for future investment opportunities.
- ▶ Received \$31.2M in grant funding from NSW State Government.
- ▶ M6 Offset works providing substantial open space and sporting facility upgrades across 2 reserves at Rockdale and Brighton Le Sands.





Managing our People

- ▶ Created a new induction and safety checklist for council contractors and sub-contractors.
- ▶ Implemented a drug and alcohol testing policy and procedure for council staff and contractors.
- ▶ Held annual RUOK Days to support mental health and well-being.
- ▶ We established 'One Bayside Team' through a Council Award Agreement.

Managing our Assets

- ▶ Inspected infrastructure assets worth \$1.45B and provided funds to maintain assets in a satisfactory condition.
- ▶ 3 tenders awarded over \$150K for improvements to new and existing assets at Cahill Park Café, Scarborough Park and Mutch Park Tennis Facilities, and the building occupied by the Omeros on the Beach restaurant.

Community & Environmental Projects Reserve Fund (\$10 million over 10 years)

Bayside Council and Sydney Airport have entered a multi-million-dollar local partnership that will fund a number of community and environmentally based projects over the next 10 years, focussed on delivering initiatives and key projects for the benefit of both the people of Bayside and the broader community.

Through the fund, Sydney Airport's contribution will provide \$5M in funding towards an adventure water play area at the Botany Aquatic Centre. We have appointed a consultant to undertake the detailed design for the new water slides and adventure play component of the Botany Aquatic Centre redevelopment.

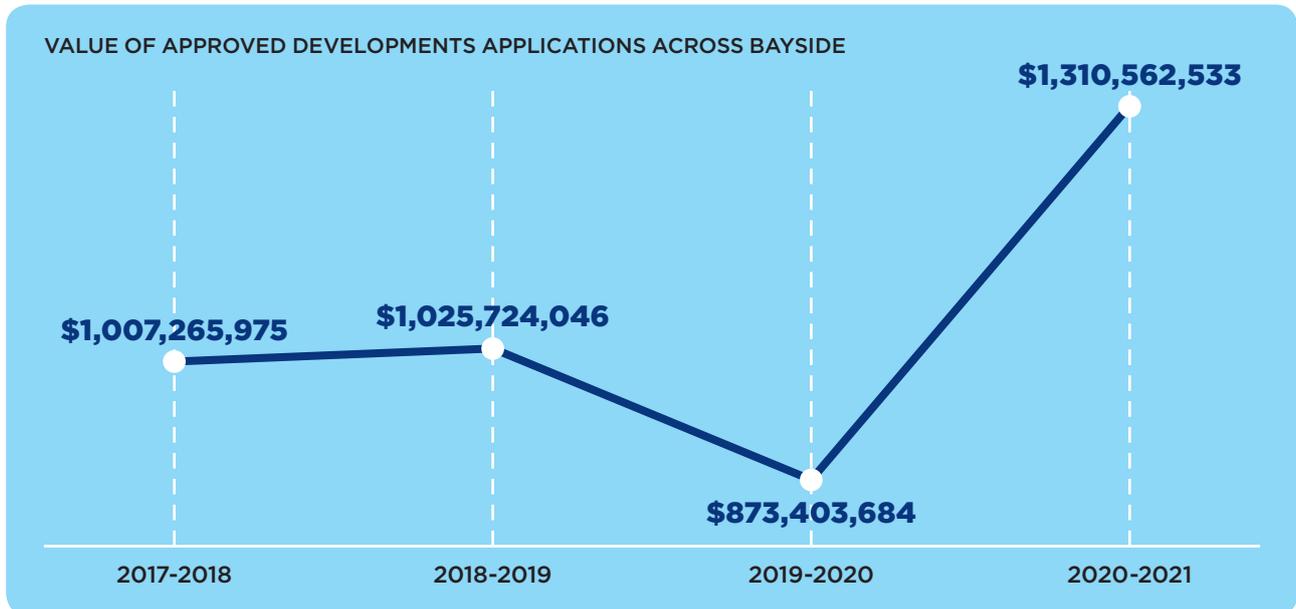
“ The Fund is a fantastic opportunity to ensure ongoing investment in community and environment-focused initiatives for the people of Bayside and the broader community. We are really excited to partner with Bayside Council to support projects that will enrich the local community for many years to come.

Media release
Geoff Culbert, Sydney Airport CEO



Development encouraging revitalisation

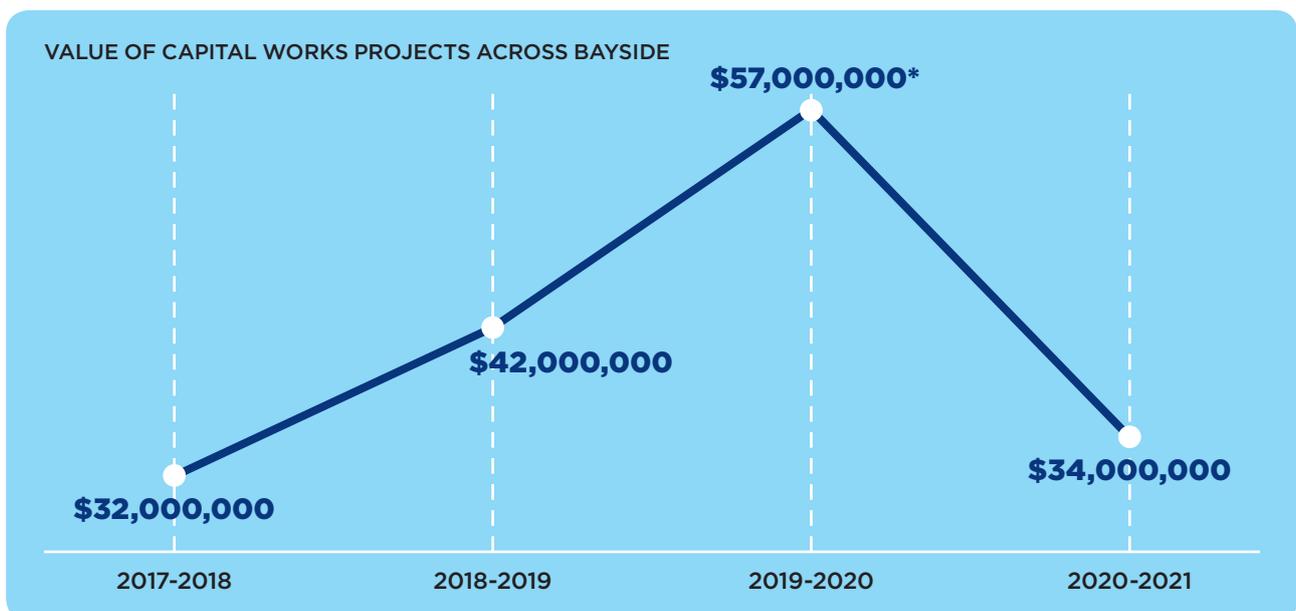
Over the past four years, on average Council has approved 2,889 development applications per annum, bringing a diverse range of development types to Bayside that meet the demands of our increasing population. Our key focus is to create a city that residents are proud to live in.



To assist us achieve an environmentally sustainable balance in this regard, we have been successful in securing two major grant applications with \$600K from the 'Metropolitan Green Space Program' towards planning for enhanced green grid corridors. A further \$200K was received as part of the 5 million tree initiative for Greater Sydney, known as the 'Greening Bayside' project and the 'Cooling Bayside' project - both contribute to increasing the tree canopy in Bayside. Most recently we secured an additional \$5.5M in funding to improve our regional open spaces at Barton Park and Sir Joseph Banks Regional playground.

Delivered Capital Works Program (including land acquisitions)

Council has effectively managed the delivery of capital infrastructure projects over the four years to ensure the provision of consistent, quality, fit-for-purpose and sustainable facilities to support the services and activities that benefit our community.



*Significant land acquisitions along with dedicated assets handed over to Council during the year made for an exceptional period, when balanced with our usual capital works project delivery.

Proactive leadership

Looking forward 2021-2024

NSW Local Government Election 2021

Bayside is one of 125 local government councils in NSW who will be holding an election on Saturday, 4 December 2021 for the election of councillors. Voting is compulsory at all NSW local government elections. After the voting has been finalised, we will have elected 15 Councillors who will represent Bayside and advocate for their community for the next four years.

To assist Councillors in establishing and delivering the vision for Bayside, they will be required to complete professional development by attending a Councillor Induction program, tailored to raise awareness and build knowledge of their role and function as a Council and member of the governing body of Bayside.

Future-Focussed Councillors

Our induction program for 2021-2024 will focus on key topics such as financial management in local government; understanding the NSW planning framework; and creating a strong governance framework to run an organisation with the breadth and depth of Bayside Council. There will be mandatory training modules for all Councillors with refresher modules and modules of interest tailored to newly elected Councillors, elected for the first time.

In 2021, the 'ideal' future ward Councillor at Bayside is a:

- ▶ **Political representative:** with the ability to connect with all parts of the community and represent everyone fairly, and to balance local concerns with political demands.
- ▶ **Community advocate:** for all people from different backgrounds, cultures, and values; skilled and have the confidence to speak freely and to respectfully challenge and question.
- ▶ **Community leader:** exercises community development skills – support local projects and initiatives and educates people about local participation; be a good communicator – explain what political decisions and structures mean to constituents and community organisations; be sensitive to differences and issues of diversity and equality; have knowledge and skills to engage people in a variety of ways (not just meetings); be a conflict broker.
- ▶ **Service transformer:** understands the complex business of local government and services provided both by the council and others; have the confidence and ability to hold service providers to account; be able to work in partnership with a range of agencies and interests; ability to understand local problems and use this knowledge locally and strategically in local action planning; setting and monitoring service standards.
- ▶ **Place shaper:** being a local figurehead/role-model that people feel they can turn to; be able to shape the local environment – ability to identify priorities, work with officers and service providers to address public space problems, manage delegated local budgets.
- ▶ **Knowledge champion:** be the primary source of local intelligence flowing between the community and the council; have the skills to collect and analyse local information and use it to benefit the community.



I am truly proud of what the new organisation has delivered for the community during this first term of Council. I look forward to the next four years and working with the new Council as we continue to do more within existing resources to deliver the community's vision.

Meredith Wallace, General Manager



Councillor decision making

Councils are empowered by law to make decisions on many matters of importance to their local communities. Decisions may be made in formally constituted council meetings, or under delegated authority of the council. Neither the mayor nor the councillors have the legal authority to individually act or make decisions on behalf of the council. Some big ticket spends on capital works were decided as part of the budget planning process for FY20/21 as follows:

Big ticket spends on capital works

- ▶ \$12M to upgrade roads, footpaths, stormwater drainage and improved street lighting.
- ▶ \$5M spending on our sporting fields and open space.
- ▶ \$3M spending on Town Centres.
- ▶ \$2.8M for Local Emergency Management, SES & RFS.
- ▶ \$500K for our natural environment.
- ▶ \$200K for our building improvements at Mascot, Eastgardens and Rockdale libraries.

There are a number of activities that contribute to good council decision making. These include:

- ▶ Making sure council decisions are recorded at council meetings in the meeting minutes.
- ▶ Delegating certain decision making to council staff or special committees of council.
- ▶ Gathering information to help support decisions through:
 - ▷ Advisory committees
 - ▷ Council briefings and workshops
 - ▷ Community consultation
 - ▷ Contact with the community
 - ▷ Links with other authorities
 - ▷ Memberships of other bodies.

Any council decision taken as a result of these processes happens at a formal council meeting or is formally delegated. In this way, council decision making remains transparent and accountable to the community.

The Future looks bright:

Over the course of the next term (2022-2024), we will

- ▶ Proactively use technology across a range of Council services and facilities to provide more efficient online options for customers.
- ▶ Ensure our service delivery through digital technology meets customer needs through sound research and seeking our community's input and testing of potential designs.
- ▶ Communicate the Bayside Community Vision and seek your input to determine our future focus.
- ▶ Focus on community capacity building activities, including the provision of high quality facilities that support a range of important community services.
- ▶ Continue to support our community through the COVID-19 pandemic and into the recovery phase. In particular Council will work to re-establish social connections to address isolation, provide support for local businesses, tenants and community groups impacted by the predicted economic downturn and ensure continued support for vulnerable residents.

Big ticket spends on projects for delivery 2021/2022



Barton Park Tender \$30M

Barton Park is existing parkland providing important historical, ecological and social value for Bayside residents. It has also played important role in providing open space for Greater Sydney in terms of proposed increased residential development. Both the current population and the future population require additional parkland and facilities.

We have consulted the community extensively on options to redevelop Barton Park and the proposed redevelopment is widely supported and consistent with Council's strategic plans.

We have the financial and resourcing capacity, capability, systems and processes in place to effectively manage the design and construction and efficiently operate the redeveloped park post-construction.

The outcome will be an increased capacity for community and individual wellbeing through participating in sport and recreational activities, including children's play spaces and shared pathways (cycleways).



Muddy Creek

Council's masterplan for Muddy Creek will drive the long-term implementation of recreation opportunities including improved walking and cycling, playground and Café, parking and lighting to Kyeemagh Boat Ramp Reserve for waterside recreation.



Riverine Park

Riverine Park is located off West Botany Street in Arncliffe, to the west of Sydney Airport. It is approximately 34ha in size. Our vision for Riverine Park is to create a multi-purpose Regional Sporting Hub that complements the Barton Park Masterplan and creates a unique destination and precinct in southern Sydney to service the growing diverse community.

Sir Joseph Banks Regional Play Space

Sir Joseph Banks Park is one of our largest parcels of open space totalling 35 hectares (similar in size to The Domain or The Royal Botanic Gardens). We are developing a regional play space using mostly fixed play equipment to promote physical, cognitive, emotional and social development for children. This play space will be supported with good access and parking.

Key challenges for the new Council

We asked our former Councillors and Executive Management Team to articulate the challenges that are ahead for the new governing body in their role in delivering Bayside 2030. The below compilation provides a summary of the key issues.

The local government sector will continue to face complex and varied challenges, with pressures driven largely by impact of COVID-19 on the economy, our urban expansion and rapid population growth.

Living with COVID-19

Going forward, our communications plan will develop to include the option for community to register with Council to receive notifications on local news and state government alerts. We will also continue to build and establish distribution lists with external agencies to support our elderly and vulnerable residents. We will ensure regular monitoring of state health authority updates and implement a resilience pandemic plan and communications plan, identifying local support services that can be easily and immediately provided to the community.

Achieving long term financial sustainability

One of the biggest challenges facing the next term of Council (2021 to 2024) is beginning to address Council's long term financial sustainability, specifically addressing future deficit operating results excluding capital and reserve movements, as well as a forecasted asset expenditure funding shortfall of more than \$120 million over the next 10 years.

This term of Council has already begun to implement some actions to address this shortfall, however, it is extremely unlikely that the overall long term funding shortfall will be addressed in its entirety without Council contemplating some form of increase in rates revenue as an alternative to significantly decreasing much needed services provided to the community.

One of the main factors contributing to this issue is that Council's depreciation expense has continued to increase faster over the past few years. This is partly because Council has been delivering new assets, which are more functional, environmentally friendly, and aesthetically pleasing. This however comes at a higher cost to operate and results in higher maintenance and depreciation costs.

The importance of analysing the depreciation expense is that it identifies the value of the funding shortfall for the investment Council is required to make to renew its infrastructure assets, which is some \$82 million over the 10-year Long Term Financial Plan (LTFP).

In addition to the asset renewal funding shortfall, there is also a funding gap of around \$40 million for the maintenance of Infrastructure Assets throughout the Bayside Local Government Area (LGA).

Combined, this is a total funding shortfall of more than \$120 million over the next 10 years. This funding shortfall is significant and a serious challenge for the next term of Council to address to ensure ongoing long term financial sustainability is achieved and for Council to continue to provide valued services required by the community (at an appropriate level); and achieve Council's asset maintenance and renewal financial requirements.

The options available for Council to address this financial challenge include:

- ▶ Increasing revenue
- ▶ Reducing expenditure
- ▶ Reviewing current asset holdings.

It has been noted by the current Council, that whilst there are a number of options available to consider in addressing the overall long term funding shortfall, it is unlikely it will be able to be addressed without some form of Special Rate Variation to increase rates.

One of the first challenges for the new Council will be to deeply analyse the financial operations of the Council, prioritise services and decide on the actions which are to be implemented to resolve this difficult financial challenge.

Cost associated with high population growth and the impact of low minimum rate

Bayside has a current residential population of approximately 178,000, and a population density of 36.35 persons per hectare. The population is expected to increase to 234,600 by 2041. It is estimated the non-resident working population of 72,770, results in a combined total population of 251,150.

Approximately 90% of new dwellings built in the area are medium and high-density infill development.

New housing and people increase demand for community assets such as parks, open spaces, libraries, sports fields, public pools, and other communal spaces.

Most new developments are apartments and townhouses, which increases demand for open space and community assets. Once constructed, new assets require ongoing maintenance and servicing. Further, existing assets that need replacing must be built to modern standards, which integrate costly aesthetically enhanced, sustainable design elements with higher safety standards.

Approximately 60% of our total revenue (excluding capital grants) comes from rates and annual charges.

Our current average ordinary rate per capita is approximately \$450. In contrast, our average operating expenditure per capita is \$840, while average operating and capital expenditure per capita is \$1100.

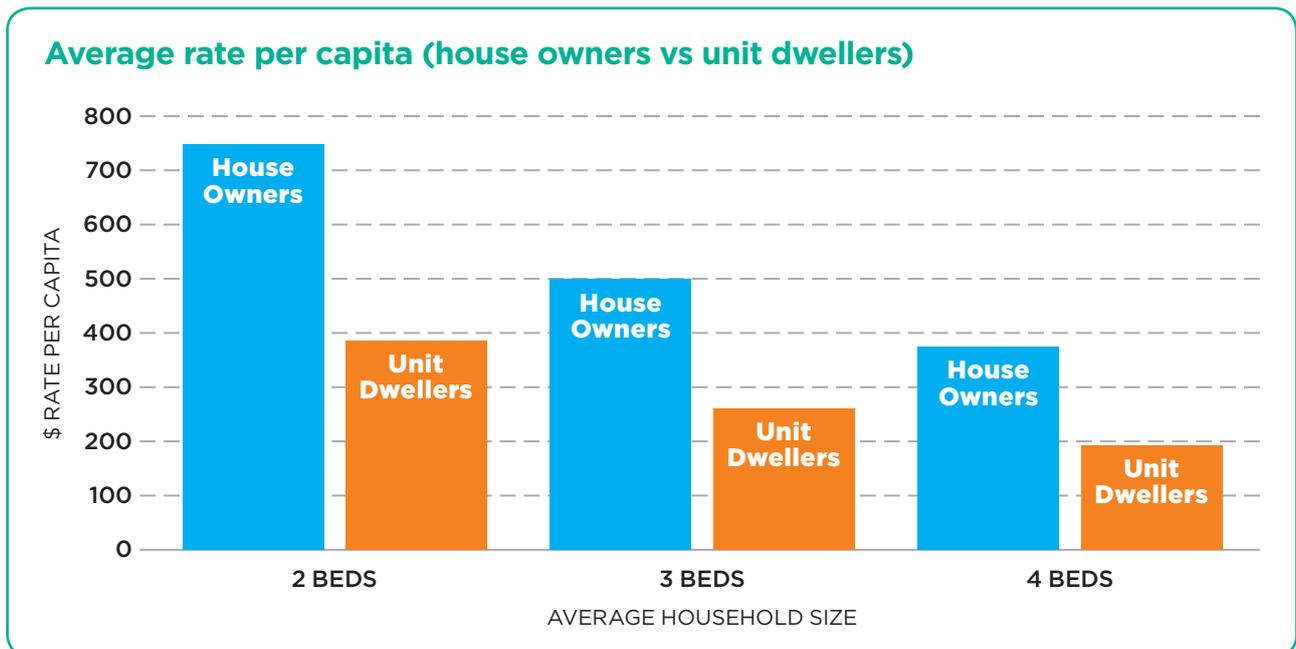
The additional rates income received by Council when new dwellings are built does not cover the costs of population growth.

Because new dwellings are predominantly medium and high-density infill development, rates income per capita is currently falling and will continue to fall if not addressed.

The figure below shows the average rate per capita for a house and a unit block on a similar parcel of land across different household sizes.

This revenue shortfall can be attributed to 3 key factors:

- ▶ Historically, the rate peg does not account for population growth.
- ▶ The LGA's minimum rate is too low.
- ▶ The rating system is flawed because the ad valorem component of rates is based on the unimproved value, rather than the capital improved value, of land.





The existence of a lower minimum rate together with the distribution of rating burden being based on “unimproved land values” has resulted in the dilution of the average rates collected per capita over time.

Apart from the dilution of the average rate per capita and loss of future growth in rates revenue, a continuation of a lower minimum rate will shift the rate burden from those ratepayers on the minimum to those on the ad valorem (i.e. rate payers with higher land value will be paying more). The residents of medium and high-rise developments, while paying a significantly lower ordinary rate per capita, probably consume community services and facilities to a greater extent compared to singular house dwellers. The challenge for Council will be to determine the right balance to achieve a rating structure that is fair and equitable across the entire Bayside LGA.

Growing population

The Greater Sydney Commission’s Metropolitan Plan for Sydney 2036 (the Metropolitan Plan) projects Sydney’s population will increase to 5.98 million people by 2036 – an increase of 1.7 million people or 40% since 2006. The number of Sydney homes will increase to 2.45 million by 2036 – an increase of 770,000 or 46% in 30 years.

Bayside local government area is expected to grow to 212,000 people by 2036 with approximately 83,747 households. The bulk of the growth will take place in the Arncliffe and Banksia Precincts and in Mascot as these precincts are located around key transport nodes and planned, major centres.

Urban development

Greater Sydney’s three cities reach across five districts: Western City District, Central City District, Eastern City District, North District and South District.

Bayside is part of the Eastern City District. With Australia’s global gateway, the Eastern Economic Corridor beginning with Port Botany and Sydney Airport. This is the state’s greatest economic asset, contributing two-thirds of NSW’s economic growth.

The significant growth and development planned for the Eastern City District will mean that demand for energy and water and the generation of waste will increase. Without new approaches to the use of energy and water and management of waste, greenhouse gas emissions are likely to increase.

Sustainability

Improving sustainability will involve incorporating natural landscape features into our urban environment; protecting and managing natural systems; cooling our suburbs; innovative and efficient use and re-use of energy, water and waste resources; and building the resilience of communities to natural and urban hazards, shocks and stresses.

All aspects of sustainability rely on maintaining and managing green infrastructure. Green infrastructure is the network of green spaces, natural systems and semi-natural systems that support sustainable communities. It has four connected elements: waterways; urban bushland; urban tree canopy and green ground cover; parks and open spaces.

Parks and gardens, remnant bushland and tree-lined streets will be essential in ensuring the ongoing health and sustainability of Bayside. The natural amenity of Botany Bay and the health of our waterways, including the quality of, and connections to, open space will become increasingly important, as will cool, green links throughout the area.

The Greater Sydney Green Grid will provide a regional network of high-quality green spaces that support walking, cycling and community access to open spaces and with urban tree canopy lining our streets and neighbourhoods. Expansion of the urban tree canopy will complement the Green Grid and support the cooling of neighbourhoods.

As we grow, improvements in the way buildings and precincts are planned and designed and the way water and energy infrastructure are delivered, can support the more efficient use of resources and lower carbon emissions. The management of waste will present both an environmental challenge and an economic opportunity. New approaches to how waste materials and resources are re-used within a circular economy will help reduce impacts on the environment.

Our climate and natural landscape can create natural hazards such as heatwaves, flooding, storms and coastal erosion and inundation. Natural and urban hazards will be exacerbated by climate change. Supporting actions that mitigate climate change and actions that assist communities to adapt to the impacts of climate change will be important.

For Bayside as part of the Eastern City District within Greater Sydney, an integrated approach to improving sustainability can be achieved in the following Planning Priorities:

- ▶ Protecting and improving the health and enjoyment of our waterways.
- ▶ Protecting and enhancing bushland and biodiversity.
- ▶ Protecting and enhancing scenic and cultural landscapes.
- ▶ Increasing urban tree canopy cover and delivering Green Grid connections.
- ▶ Delivering high quality open space.
- ▶ Reducing carbon emissions and managing energy, water and waste efficiently.
- ▶ Adapting to the impacts of urban and natural hazards and climate change

Next steps

This End of Term Report will inform the review and development of the next suite of documents required under the IP&R framework, including the revised CSP, Workforce Management Plan, four-year Delivery Program, and one-year Operational Plan. This report will also be incorporated into Council's 2020/2021 Annual Report.

For more information

For more information about Council and what we do...



Copies of these reports can be found on Council's website at www.bayside.nsw.gov.au

Contact Us

Your comments and suggestions are valuable to Council, particularly highlight opportunities for improving Council services, plans and reports. You can contact Bayside Council:

ONLINE

Email: council@bayside.nsw.gov.au | **Website:** www.bayside.nsw.gov.au

PHONE

Bayside Call Centre on **1300 581 299** from Monday to Friday 8am to 5pm, 5 days per week.

POST

Bayside Council, PO Box 21, Rockdale NSW 2216

VISIT

Bayside Customer Service Centres at Westfield Eastgardens and at Rockdale Library.