


Bayside 2032

Community Strategic Plan 2018-2032



Acknowledgement of Country

Bayside Council acknowledges
the Traditional Custodians,
the Gadigal/Bidjigal people of
the Eora Nation.

The people of the Eora Nation,
their spirit and ancestors will
always remain with our waterways
and the land – our Mother Earth.

Image: Amelia Bates – *The Hand Saving
The Lost Generation*



Table of contents

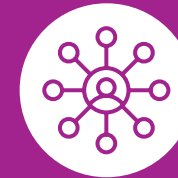
| | |
|-------------------------------------|----|
| Mayor’s Message | 4 |
| Message from the General Manager | 5 |
| What is a Community Strategic Plan? | 6 |
| How was the plan developed? | 8 |
| How did we engage with you? | 9 |
| Guiding principles | 12 |
| About Bayside | 14 |
| Related Plans | 18 |
| Key future infrastructure projects | 20 |
| The plan | 22 |



THEME ONE

In 2032 Bayside will be a vibrant place

PAGE 24



THEME TWO

In 2032 our people will be connected in a creative City

PAGE 26



THEME THREE

In 2032 Bayside will be green, resilient and sustainable

PAGE 28



THEME FOUR

In 2032 Bayside will be a prosperous community

PAGE 30



Mayor's Message

Dr Christina Curry
Mayor, Bayside Council

I am pleased to present Bayside Council's Community Strategic Plan 2032 – a plan that outlines our vision, and goals for Bayside over the next 10 years.

First adopted in 2018, Council has now completed an extensive refresh to ensure the direction we are taking remains true to what our residents and community have told us.

This plan is an important document as it will inform the direction of Council over the next 10 years. All residents have been provided an opportunity to contribute and your fellow councillors and I recently went out into the community to ask if the Community Strategic Plan, its vision and goals was still relevant and taking us in the right direction.

Despite the challenges thrown at us by a world-wide pandemic over the last two years, most agreed that the four themes driving this plan were still relevant.

You still want Bayside to be a great place to live, work and play.

You still want a well-planned city that is connected and inclusive, governed by elected representatives that recognise the importance of the environment and who will work to build a sustainable and prosperous future for your children and grandchildren.

You want a Council that cares about community and is proactive, responsive, and transparent.

As we look to the future and review the past four years it is important to acknowledge what has been achieved.

You told us you wanted more housing for a diverse community. Over the past four years we have developed and adopted our Affordable Housing Policy. Council has also secured 45 properties as part of a Voluntary Planning Agreement with Meriton at the Pagewood Green Complex in Pagewood. These properties will go to families needing supported accommodation.

In response to your desire for a more environmentally aware, and sustainable

community, Council has implemented a range of programs, including signing up to be part of a consortium of councils that will see us using 100 percent renewable energy by 2023 on all Council buildings. We all want to see a greener, environmentally friendly, and sustainable Council.

We are continuing to deliver on your call for a more active community. We have upgraded and improved key playgrounds, play spaces and sporting fields across the whole local government area.

This document contains your vision for a brighter, better Bayside.

We have listened and based on the insights gained we have made some adjustments and refined our objectives and strategies.

I want to thank everyone who came to our mobile offices, or went online, and shared their ideas and provided feedback.

Together, we can make a difference.



Message from the General Manager

Meredith Wallace

General Manager, Bayside Council

The Bayside Community Strategic Plan 2032 provides the overall vision and direction for Bayside’s future. It sits alongside our Operational Plan which sets out what Council will deliver during the financial year.

Whilst the two plans are not the same, they are integrated – the strategy provides the vision, and the operational plan provides the actions that bring the vision to life.

Our community told us by 2032 we want:

- Bayside to be a vibrant place
- Our people connected in a creative city
- A green, resilient and sustainable Bayside
- A prosperous community

These are the guiding principles and values we will use to plan and develop appropriate programs, services and policies to secure Bayside’s future.

Change and challenges are inevitable.

These past two years have been some of our most challenging as we have adapted to living with a world-wide pandemic and we are now working around unprecedented rains and extreme weather patterns.

This is the world we live in, and it is important that our Community Strategic Plan is reviewed on a regular basis to ensure it is relevant, and can deliver, in the current social, environmental and economic circumstances.

I look forward to serving our community and working with our elected representatives, key stakeholders as well as my Executive team and Council staff to ensure the vision outlined in this report is delivered for Bayside.



Image: James Stamparidis – *Foreshore Sunsets*

What is a Community Strategic Plan?



The Bayside Council Community Strategic Plan is our plan for the future. It describes how we will work towards our vision for Bayside in 2032 - A City built on trust, with engaged communities, effective leadership and access to decision making. It is based on the aspirations and values you have shared with us through extensive community engagement.

It will guide Bayside to meet the challenges and opportunities that will affect the community in the future. Emerging technologies, commercial activity, increased focused on social, economic and environmental resilience and population growth will deliver challenges and opportunities that will require a well thought out, planned response.

The Bayside Council Community Strategic Plan sits at the top of Council's planning framework and sets the strategic direction for Council's Delivery Program and Operational Plans as shown in the diagram. The Resourcing Strategy (Long Term Financial Plan, Workforce Management Strategy and Asset

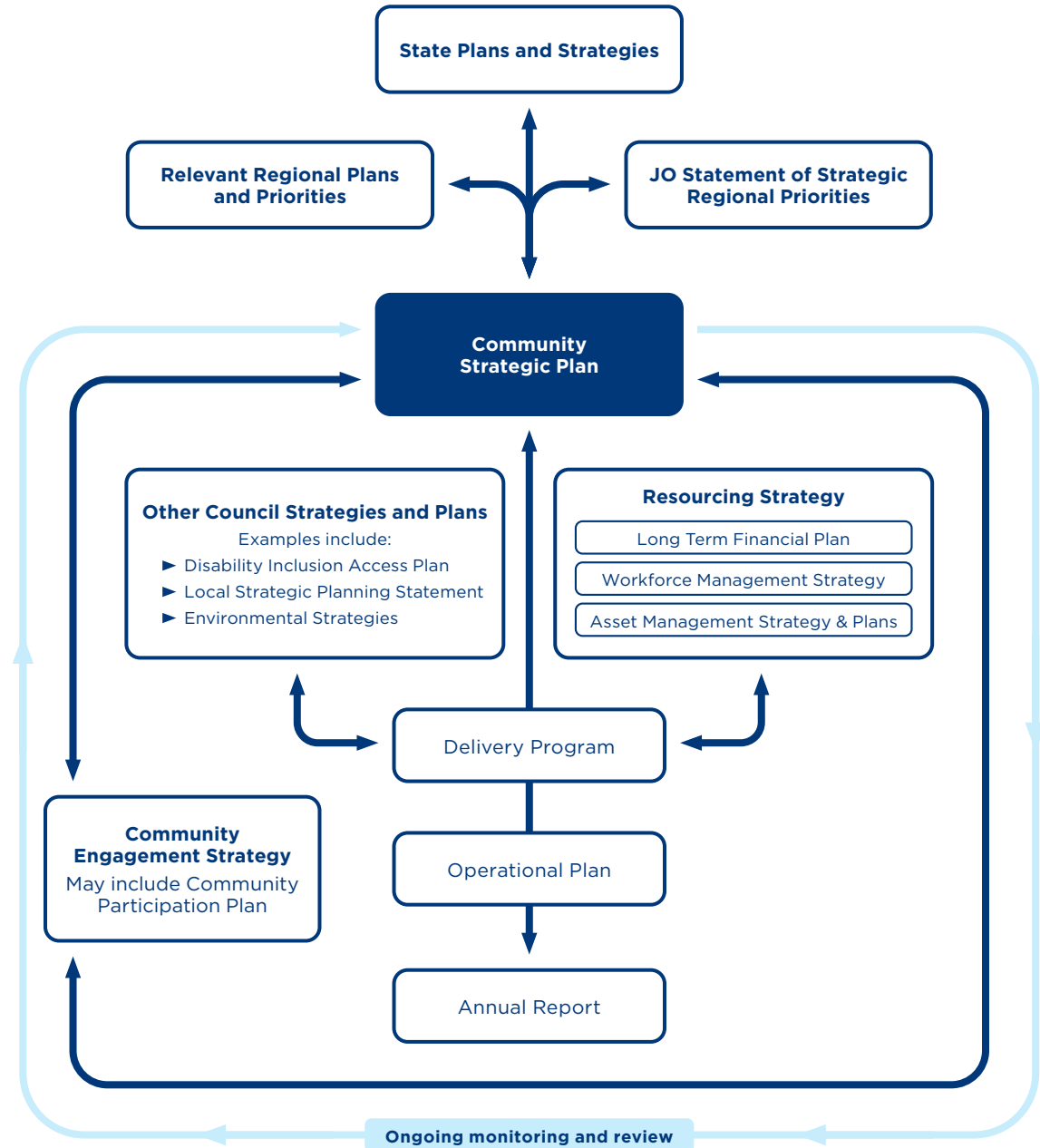


Management Strategy and Plans) articulates how Council will allocate resources to deliver the objectives under its responsibility. Together with the Local Strategic Planning Statement guiding our land use planning, this suite of plans and strategies ensures that we have an effective and cohesive way forward.

The plan acknowledges the Bayside NSW Local Government Area, its affiliation with neighbouring councils, connection to the broader Sydney Metropolitan area and partnerships with the State.

The themes, community outcomes, strategies and measures outlined in this plan will inform Council’s Delivery Program which sets out the outcomes Council will work towards during the current term of office, and the annual Operational Plans that describe Council’s activities towards achieving those outcomes. The plan includes a measurement framework for each theme which includes key measures for Council to use to monitor progress towards achieving community outcomes.






It is important to remember that while Bayside Council is the custodian of Bayside on behalf of the community, it can’t deliver the outcomes of the Community Strategic Plan alone. It is called a community plan because responsibility for delivering the plan lies with everyone – Council, other levels of government, businesses, community and not for profit organisations, and our residents.








How was the plan developed?

Bayside 2030 was developed with the establishment of the new Bayside Council in 2017-18. Local governments are required to review their CSP every four years to assess how effective the CSP has been in achieving its objectives. With the new Council elected in late 2021, we took the opportunity to check in with the community to determine whether the current CSP was still relevant and identify any gaps in direction or community aspirations.

In developing Bayside 2030 Council undertook the following:

-  Extensive engagement with our community, businesses, and partners, including the Community Satisfaction Survey to inform Bayside 2030.
-  Demographic and population forecasting.
-  The objectives and key elements of existing Council plans and strategies, including Delivery Program and Operational Plan, End of Term Report, Annual Report, Local Strategic Planning Statement, Local Environment Plans, Disability and Inclusion Action Plan, Reconciliation Action Plan, Strategic Workforce Plan, Engagement and Communications Strategy and Local Emergency Management Plan.
-  Regional, State and National influences including the NSW State Plan, Eastern District Plan, Future Transport 2056, Cultural Infrastructure Plan, Smart Places Strategy and Public Spaces Charter.
-  The principles of Resilient Cities, Social Justice and Good Governance.

The check in with the community to review and update the CSP featured a range of methods, including engagement activities that mitigated the restrictions imposed by COVID-19. In addition to those above, the community check in included:

-  Community phone survey.
-  Online activations through Have Your Say and two webinar information sessions.
-  Information provided at Council events such as Australia Day, and local community pop-up activations.
-  Review of Regional, State and National strategies as above.
-  Review of demographic forecast data.

How did we engage with you?

Guided by Council's Communications and Community Engagement Strategy we engaged the community through a variety of methods. Your views were passionate and diverse, and your aspirations for Bayside were inspirational.

Across Bayside we offered the following opportunities to join in the discussion as part of engagement in 2017/18:



'Have Your Say' Bayside 2030 - online engagement portal.



Attending local Interagency meetings with partner organisations.



Council Executive and Managers' workshops - future thinking.



Youth and Seniors focus groups.



Individual interviews with hard-to-reach residents.



Pop up kiosks at fairs, festivals and shopping centres.



Postcards from the future - enabled people to write about their vision for Bayside.



Social media.



Workshops.

We asked you to describe the Bayside of the future:



What is Bayside like now?



What do you want Bayside to be like in 2030?



How are we going to get there?





How will we know we've arrived?

Guided by Council’s Communications and Community Engagement Strategy we engaged the community through a variety of methods. Your views were passionate and diverse, and your aspirations for Bayside were inspirational.


As part of the recent review and update of the Community Strategic Plan in 2022, we invited the community to participate through the following forums:


-  **Have Your Say** page - Open for comment December - February 2022 (1,000 visits to date)


-  **Talking Bayside** information sessions x2

-  **Talking Bayside** newsletter x3 (database 2,897)

-  **Facebook** - post impressions 3,222 - post reach 3,124

-  **Instagram** - reach 916

-  **Twitter** - impression 106

-  **Next Door** platform - 440 views

-  **Councils eNews** x 2 (50,000 database)

-  Staff **email signature** banners

-  Statistically representative community **phone survey**

-  Mayor and Ward Councillor-convened **pop-up sessions** in each ward (March)

-  Information at All Abilities **Market** (February)

-  Information and promotional material at **Australia Day event** at Botany Pool

-  Statutory 28 days for formal **public exhibition** (March-April)

Councillors were also engaged through workshops held on 16 February and 16 March 2022.


We asked community to consider:


-  Do you agree with these **long-term strategies** for the next 10-20 years?

-  Do our **visions, aspirations and goals** determined in 2017/2018 still resonate?

-  Are our **key focus areas** still relevant to Bayside or do we need to readjust our focus?

We asked Councillors to share:

-  Which of the **strategic direction(s)** under each theme do you believe are most relevant for Bayside’s future?

-  Is there **anything missing** from each theme?


-  **Goals and aspirations** for the coming term.



Image: Bruce Pickering - Georges River Sailing Club



Guiding principles



Social justice principles

Social justice is recognition and action to support the rights of all people. All people have equal economic, social and cultural rights, regardless of gender, age, race, ethnicity, class, religion, disability or sexuality. Everyone should have the opportunity for personal development and be able to fully participate in society without discrimination.

This plan is guided by the NSW Social Justice Strategy principles of access, equity, participation, and rights.

- Access – there is fairness in the distribution of resources.
- Rights are recognised and promoted.
- People have fairer access to the economic resources and services essential to meet their basic needs and improve their quality of life.
- People have better opportunities for genuine participation and consultation on decisions that affect their everyday lives.



Resilient cities principles

100 Resilient Cities (100RC) describes urban resilience as the capacity of individuals, communities, institutions, businesses, and systems within a City to survive, adapt, and grow no matter what kinds of chronic stresses and acute shocks it experiences. Bayside Council aspires to apply this framework to all its medium- and long-term plans.

- The processes that promote effective leadership, inclusive decision-making, empowered stakeholders, and integrated planning.
- Everyone living and working in Bayside has access to what they need to survive and thrive.
- The social and financial systems that enable urban populations to live peacefully, and act collectively.
- The man-made and natural systems that provide critical services, protect, and connect urban assets enabling the flow of goods, services, and knowledge.



Principles of good governance

Good governance is having the best possible processes for Bayside Council's decision making.

- Accountability is a fundamental requirement of good governance. Local government has an obligation to report, explain and be answerable for the consequences of decisions it has made on behalf of the community it represents.
- People should be able to follow and understand the decision-making process. This means that they will be able to clearly see how and why a decision was made – what information, advice and consultation council considered, and which legislative requirements (when relevant) council followed.
- Local government should always try to serve the needs of the entire community while balancing competing interests in a timely, appropriate, and responsive manner.
- A community's wellbeing results from all its members feeling their interests have been considered by council in the decision-making process. This means that all groups, particularly the most vulnerable, should have opportunities to participate in the process.
- Local government should implement decisions and follow processes that make the best use of the available people, resources, and time to ensure the best possible results for their community.
- Anyone affected by or interested in a decision should have the opportunity to participate in the process for making that decision. This can happen in several ways – community members may be provided with information, asked for their opinion, given the opportunity to make recommendations or, in some cases, be part of the actual decision-making process.

About Bayside

Our place

Bayside is a young Council with a future filled with promise. Bayside Council was formed in September 2016, following the amalgamation of Botany Bay City Council and Rockdale City Council.

Bayside extends from Bexley, Kingsgrove, and Carlton in the west to Banksmeadow, Hillsdale, Pagewood, Daceyville and Rosebery in the east. It also encompasses Wolli Creek and Turrella in the north, Rockdale, Mascot, Botany, Sydney Airport and Port Botany down to the coastal communities of Brighton Le Sands, Ramsgate, Dolls Point and Sandringham in the south.

The Council has five wards.

Central to the area is the logistics hub of NSW. The area is of international significance as key infrastructure located within Bayside enables people to travel around the globe and

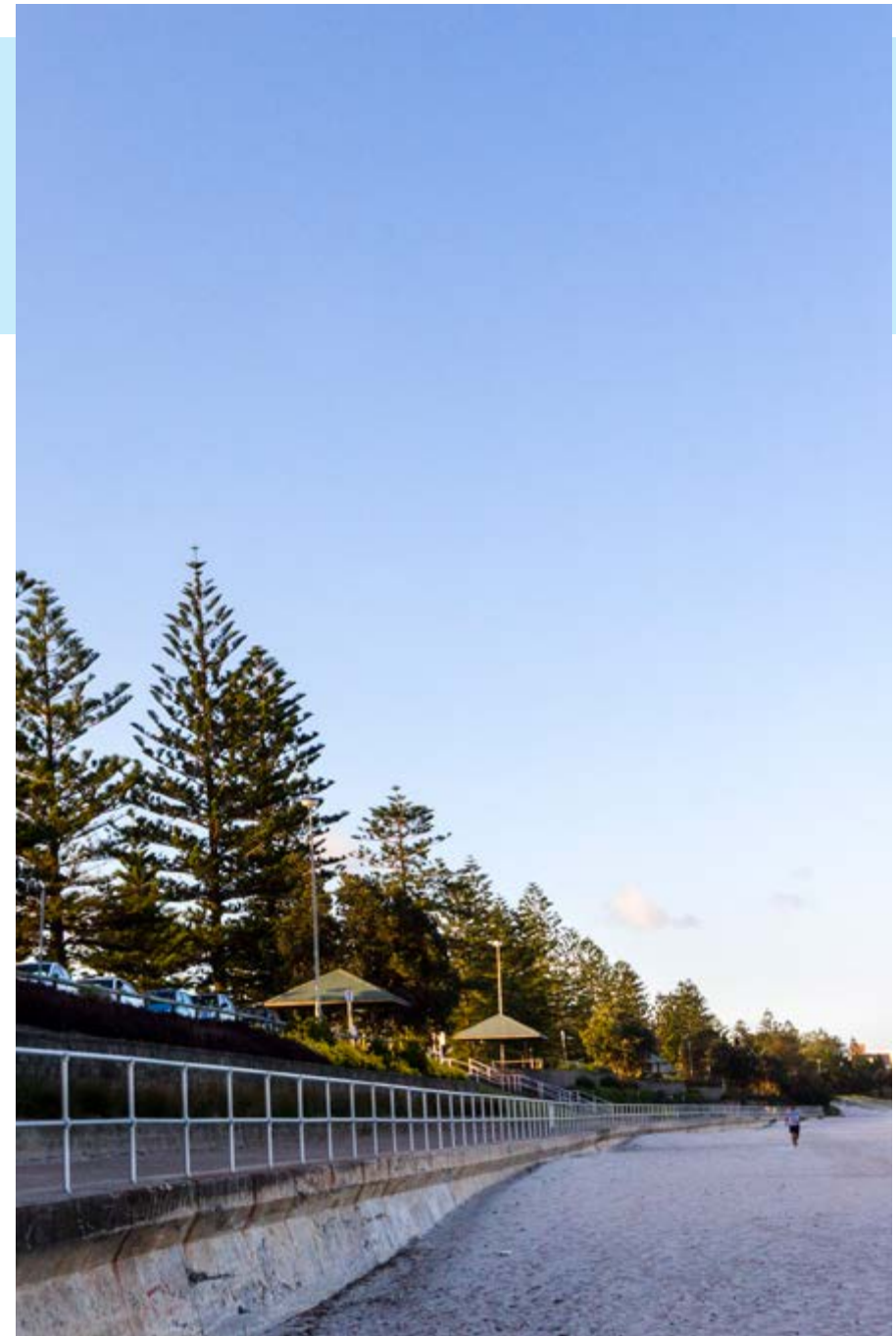
to Australia. Goods arriving at our ports are transported right around the country. Our local economy will mature as innovation and growth occurs as part of the State's economy.

Bayside surrounds Botany Bay with eight kilometres of beach and parkland open for passive recreation to locals and visitors alike.

Bayside is well served with public transport with two main train lines and several busy bus routes.

Our significant wetlands provide important corridors for native flora and fauna, as well as places for our community to engage with natural surroundings.

Bayside Council provides significant sporting and recreation facilities, delivering access to a wide range of sporting clubs and associations.





Our people

It is important that Council understands the make-up of our community and how it is likely to change in the future.


With the rise of the COVID-19 pandemic in 2020 there have been major social and economic changes around the world. Whilst the extent of impacts on the Bayside Council area may not yet be realised in their entirety, population data has begun to understand that due to COVID-19, resident vulnerability is expected to increase. Communities with younger, mobile populations are expected to experience a greater change in the way or where residents live.

In 2016, the Aboriginal and Torres Strait Islander people represented 1.4% of the population of Bayside Council. This is a younger population

than the wider Bayside population, with higher numbers of Aboriginal and Torres Strait Islander people in the 0-24-year age groups compared with the non-Indigenous population. Additionally, the Bayside community is multicultural with 52.7% of the population speaking a language other than English in the home and practising more than 60 religions.

Internet access is an important utility for households across Australia, particularly as working from home has increased as a result of the COVID-19 pandemic. In 2016, 14% of households in Bayside Council area did not have an internet connection at their dwelling. 68.6% of people with a need for assistance and 62.8% of people in low-income household in Bayside Council area had access to an internet connection.

Top languages other than English spoken in Bayside are:

| | | |
|---|------------------|------|
|  | Greek | 7.1% |
|  | Mandarin | 6.7% |
|  | Arabic | 5.8% |
|  | Cantonese | 3.8% |
|  | Macedonian | 3.0% |
|  | Nepali | 2.6% |
|  | Bengali | 2.5% |
|  | Spanish | 2.4% |
|  | Indonesian | 1.9% |
|  | Filipino/Tagalog | 1.7% |

FUTURE POPULATION

In 2016, Bayside’s population was 156,000 and in 2022 is estimated to have grown to 193,182 people. By 2036 Bayside’s population is estimated to have grown by 10.17% and there will be around 212,000 people living in just over 83,000 dwellings.

Between 2016 and 2036, the Bayside population is forecast to increase by over 50,000 people, a growth rate of 31%. In 2016 the dominant household type in Bayside was couple families with dependents and will remain the dominant household type by 2036.

In 2036 we will be:



13,446 children (0–4 years),
an increase of 3,327 (6.3%)



15,300 primary school aged
children (5–11 years),
an increase of 2,954 (7.2%)



12,003 secondary school age
students (12–17 years),
an increase of 2,766 (5.6%)



40,147 people in the young
workforce (25–34 years),
an increase of 9,484 (18.9%)



45,846 parents and
homebuilders (35–40 years),
an increase of 12,202 (21.5%)



23,238 older workers and
pre-retirees (50–59 years),
an increase of 4,958 (10.9%)



18,726 empty nesters and
retirees (60–69 years),
an increase of 4,036 (8.8%)



19,379 seniors
(70–84 years), an increase
of 5871 (9.1%)



4,740 elderly people
(85 and over), an increase
of 1,067 (2.2%)



24,289 couple families with
dependants,
an increase of 4,947 (29.8%)



21,104 couples without
dependants,
an increase of 6,463 (25.8%)



4,566 group households,
an increase of 1,429 (5.6%)



21,009 lone person
households,
an increase of 7,045 (25.7%)

Related Plans

Bayside Council does not exist in isolation and we must consider the priorities of the State and Federal governments, local organisations and businesses and neighbouring councils. The modelling, research, strategic planning and expertise of these stakeholders together with the resources delivered to Bayside are significant; and have a strong influence on our capacity to achieve the community’s aspirations.

The two over-arching plans which guide our Community Strategic Plan are the NSW State Plan and the Greater Cities Commission – Eastern District Plan.



NSW Government plans and goals

The State Government has 12 Priorities which guide its decision making, services and resources. There are a number of synergies between the State, Greater Cities Planning Commission and Bayside Council’s Community Strategic Plan strategic directions. Alignment of these priorities wherever possible ensures that broad strategic goals can be achieved efficiently.

NSW STATE PLAN – PREMIER’S PRIORITIES 2021

- **Lifting Education Standards**
Bumping up education results for children
- **Lifting Education Standards**
Increasing the number of Aboriginal young people reaching their learning potential
- **Keeping Children Safe**
Protecting our most vulnerable children
- **Keeping Children Safe**
Increasing permanency for children in out of home care
- **Breaking The Cycle**
Reducing domestic violence reoffending
- **Breaking The Cycle**
Reducing recidivism in the prison population
- **Breaking The Cycle**
Reducing homelessness
- **Improving The Health System**
Improving service levels in hospitals
- **Improving The Health System**
Improving outpatient and community care
- **Improving The Health System**
Towards zero suicides
- **Better Environment**
Greener public spaces
- **Better Environment**
Greening our city
- **Better Customer Service**
Government made easy
- **Better Customer Service**
World class public service

Greater Cities Commission – Eastern District

In 2017, the Commission determined that it would focus planning on three distinct areas of Sydney – Bayside falls within the Eastern Harbour City Region. Burwood, City of Canada Bay, Inner West Council, Randwick City Council, Strathfield Councils, together with the Council of the City of Sydney, Waverly Council and Woollahra Councils also lay within the Eastern Harbour City Region of Greater Sydney.

The Commission will have a significant impact on the delivery key infrastructure in the Eastern Sydney District. It is recognised that Bayside Council being part of a larger district will experience significant and unprecedented infrastructure development as part of the Eastern District. The Greater Cities Commission has established the 10 Directions for Greater Sydney Framework:

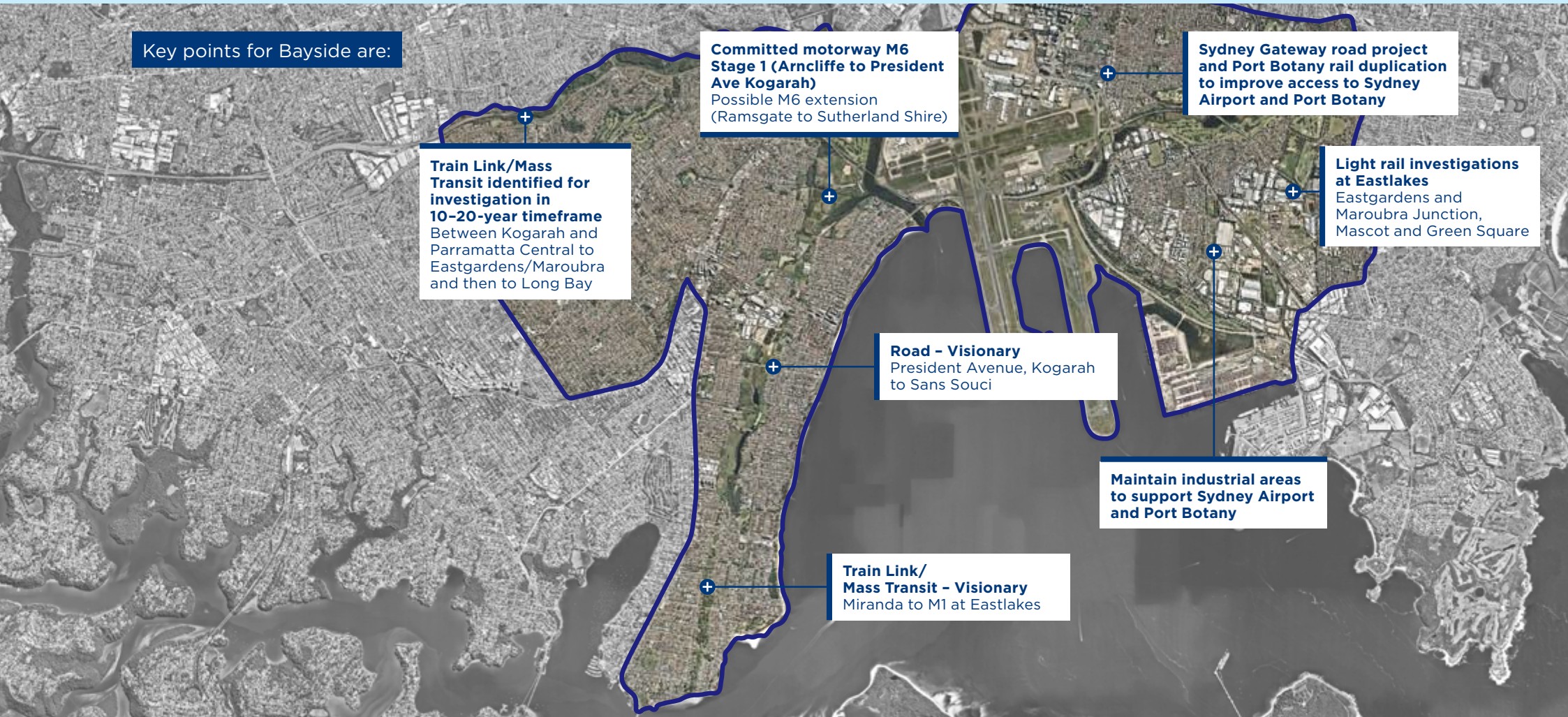
GREATER CITIES COMMISSION – Ten Directions for Greater Sydney

- A city supported by infrastructure
- A city for people
- Housing the city
- A city of great places
- Jobs and skills for the city
- A well-connected city
- A city in its landscape
- An efficient city
- A resilient city
- A collaborative city



Key future State infrastructure projects

Bayside will be at the centre of significant works aimed at achieving the State government's objectives to plan for our future population. Various government agencies are involved in partnerships to achieve these outcomes led by the Greater Cities Commission, who identified the following potential infrastructure projects in the draft *Sydney Regional Plan - Our Greater Sydney 2056*: *A metropolis of three cities - connecting people.*



Key points for Bayside are:

Committed motorway M6 Stage 1 (Arncliffe to President Ave Kogarah)
Possible M6 extension (Ramsgate to Sutherland Shire)

Sydney Gateway road project and Port Botany rail duplication to improve access to Sydney Airport and Port Botany

Train Link/Mass Transit identified for investigation in 10-20-year timeframe
Between Kogarah and Parramatta Central to Eastgardens/Maroubra and then to Long Bay

Light rail investigations at Eastlakes
Eastgardens and Maroubra Junction, Mascot and Green Square

Road - Visionary
President Avenue, Kogarah to Sans Souci

Maintain industrial areas to support Sydney Airport and Port Botany

Train Link/Mass Transit - Visionary
Miranda to M1 at Eastlakes



The plan

Council has collated and analysed the wealth of information gathered through engagement, forecasting, and review of relevant plans and principles, and has developed four key themes to capture the Bayside of the future.

Council has considered each of these themes and underlying community outcomes and has developed strategies to contribute towards achieving them. A measurement framework has also been developed for each theme to monitor Council's progress towards achieving community outcomes. Outcomes measured using the Community Satisfaction Survey will use the 2019 Survey results as a baseline measurement.

Council cannot deliver all of the community's aspirations on our own - in some cases we will need to partner with other agencies and organisations, in others we will have an advocacy role - speaking up on behalf of the community and using the Community Strategic Plan to support that advocacy.

For some of the strategies we have identified opportunities for our community to partner with Council to deliver the outcomes they have identified as important to them.

For each strategy we have indicated what role Council can play in achieving the desired objectives. Council's Delivery Program and Operational Plan will detail the four-year activities and plans that Council will undertake in working towards the delivery of these strategies.



VIBRANT PLACE

Neighbours, visitors, and businesses interact in dynamic urban environments. People are proud of living and working in Bayside. Built forms are sympathetic to the natural landscape and make our area a great place to live.





CONNECTED IN A CREATIVE CITY

Knowledge sharing and collaboration ensure that we have the expertise and relationships to lead with integrity, adapt to change, connect vulnerable people to community, build resilience and effectively respond in times of adversity and stress. Our strong connections help our diverse community to feel equally valued.



GREEN, RESILIENT & SUSTAINABLE

Our natural assets and biodiversity are protected and enhanced through collaborative partnerships, to benefit a healthy environment now and in the future. The community is resilient, and confident in its ability to work together to thrive, adapt and recover from risks and climate events. Energy, resources, and waste are managed sustainably.



PROSPEROUS COMMUNITY

Business innovation, technology, flourishing urban spaces and efficient transport attract diverse business, skilled employees and generate home-based business. Growth in services to the local community generate employment support, a thriving community, and livelihoods. Council is viable across its quadruple bottom line: social, environmental, economic, and civic leadership.



Theme One

In 2032 Bayside will be a vibrant place

Neighbours, visitors, and businesses interact in dynamic urban environments. People are proud of living and working in Bayside. Built forms are sympathetic to the natural landscape and make our area a great place to live.



| COMMUNITY OUTCOMES | STRATEGIES (Council's role) | WHO CAN HELP |
|--|---|---|
| <p>1.1 Bayside's places are accessible to all</p> | <p>1.1.1 Create spaces, places and interactions that are safe, accessible, and engaging (Deliver)</p> <p>1.1.2 Improve availability of parking for residents (Deliver, Advocate)</p> <p>1.1.3 Promote the provision of affordable housing for those who need it (Partner, Advocate)</p> <p>1.1.4 Provide safe, accessible open space with a range of active and passive recreation opportunities to match Bayside's growing community (Deliver, Partner)</p> <p>1.1.5 Welcome visitors and tourists to Bayside (Partner)</p> | <ul style="list-style-type: none"> ▶ Community ▶ Council ▶ Developers ▶ Local businesses ▶ NSW Police Force ▶ Sporting groups and associations ▶ State government agencies |
| <p>1.2 Bayside's places are dynamic and connected</p> | <p>1.2.1 Create green and welcoming streetscapes (Deliver)</p> <p>1.2.2 Ensure public buildings are well maintained as important community hubs with the opportunity for shared and multiple use of facilities (Deliver, Advocate)</p> <p>1.2.3 Facilitate greater connectivity through active transport (Deliver, Partner, Advocate)</p> <p>1.2.4 Support and deliver cultural and arts facilities, programs, events, and opportunities (Deliver, Partner, Advocate)</p> | <ul style="list-style-type: none"> ▶ Council ▶ Community ▶ Historical/heritage associations ▶ Local businesses |
| <p>1.3 Bayside's places are people focussed</p> | <p>1.3.1 Activate local areas and town centres with facilities valued by the community (Deliver, Partner)</p> <p>1.3.2 Create and maintain vibrant, visually appealing, and welcoming places with their own village atmosphere and sense of identity (Deliver, Partner, Advocate)</p> <p>1.3.3 Promote innovative and well-designed local developments which incorporate open space and put people first (Deliver, Partner, Advocate)</p> | <ul style="list-style-type: none"> ▶ Community ▶ Council ▶ Developers ▶ Local businesses |

COMMUNITY OUTCOMES

STRATEGIES (Council's role)







WHO CAN HELP

1.4 Bayside's transport system works

- 1.4.1** Promote adequate, accessible, reliable public transport for ease of travel to work and leisure (Advocate)
- 1.4.2** Promote Bayside as a 30-minute City where residents do not have to travel for more than 30 minutes to work (Advocate)
- 1.4.3** Support an effective and efficient local road network through investment in maintenance and reduced traffic issues in Bayside (Deliver, Partner, Advocate)

- ▶ Council
- ▶ Transport for NSW

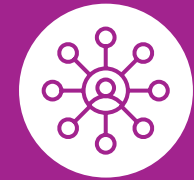
MEASUREMENT FRAMEWORK

| MEASURE | BASELINE | DATA SOURCE | PROGRESS TARGET |
|---|---|-------------------------------|----------------------|
| Community satisfaction with car parking |  2.76/5 | Community Satisfaction Survey | Maintain or increase |
| Community satisfaction with parks and playgrounds |  3.8/5 | Community Satisfaction Survey | Maintain or increase |
| Community perception of public safety |  4.72/5 | Community Satisfaction Survey | Maintain or increase |
| Community satisfaction with public transport |  3.24/5 | Community Satisfaction Survey | Maintain or increase |
| Community satisfaction with quality of life |  4.53/5 | Community Satisfaction Survey | Maintain or increase |
| Community satisfaction with the number and type of cultural events and activities |  3.45/5 | Community Satisfaction Survey | Maintain or increase |

Theme Two

In 2032 our people will be connected in a creative City

Knowledge sharing and collaboration ensure that we have the expertise and relationships to lead with integrity, adapt to change, connect vulnerable people to community, build resilience and effectively respond in times of adversity and stress. Our strong connections help our diverse community to feel equally valued.



| COMMUNITY OUTCOMES | STRATEGIES (Council’s role) | WHO CAN HELP |
|---|--|---|
| <p>2.1 Bayside celebrates and respects our diverse community</p> | <p>2.1.1 Reflect and celebrate cultural diversity in Bayside’s activities (Deliver, Partner)</p> <p>2.1.2 Support cultural and arts events that reflect and involve community (Deliver, Partner)</p> <p>2.1.3 Treat community members with dignity and respect (Deliver, Partner, Advocate)</p> <p>2.1.4 Value, respect and celebrate Bayside’s shared heritage and history (Deliver, Partner, Advocate)</p> | <ul style="list-style-type: none"> ▶ Aboriginal Elders and organisations ▶ Community ▶ Council ▶ Historical/heritage associations ▶ Local businesses ▶ State government agencies |
| <p>2.2 Bayside utilises and benefits from technology</p> | <p>2.2.1 Harness technological changes and ensure benefits are shared across Bayside (Deliver, Advocate)</p> <p>2.2.2 Promote smart use of technologies to make life better (Advocate)</p> <p>2.2.3 Provide accessible information and services online and through social media (Deliver)</p> | <ul style="list-style-type: none"> ▶ Community ▶ Council ▶ Local businesses ▶ National Broadband Network (NBN) |
| <p>2.3 The community feels valued and supported</p> | <p>2.3.1 Engage and communicate with all community members (Deliver)</p> <p>2.3.2 Promote access to active recreation, health care and education services to support a healthy community (Deliver, Partner, Advocate)</p> <p>2.3.3 Provide services and facilities which ensure all community members feel a sense of belonging, including children, families, young people, and seniors (Deliver, Advocate)</p> <p>2.3.4 Value and acknowledge our pets, and welcome them across Bayside (Deliver, Advocate)</p> <p>2.3.5 Work with our partners to ensure flexible care/support arrangements for seniors, children, people with disabilities and vulnerable members of our community are available across Bayside (Partner, Advocate)</p> | <ul style="list-style-type: none"> ▶ Aboriginal elders and organisations ▶ Community ▶ Council ▶ South Eastern Sydney Local Health District ▶ Schools ▶ Sporting groups and associations ▶ State government agencies |

COMMUNITY OUTCOMES

STRATEGIES (Council’s role)




WHO CAN HELP

2.4 The community is united and proud to live in Bayside

- 2.4.1** Develop and support community connections and networks which enhance resilience (Partner, Advocate)
- 2.4.2** Develop and support emerging community leadership (Partner)
- 2.4.3** Ensure Council’s decisions reflect community objectives and desires (Deliver)
- 2.4.4** Engage effectively with community and provide information in a timely manner (Deliver)
- 2.4.5** Foster a sense of community pride in and satisfaction with Bayside (Deliver, Partner, Advocate)
- 2.4.6** Support community to play their part and imagine the future together (Partner, Advocate)

- ▶ Community
- ▶ Council
- ▶ Local businesses
- ▶ Schools

MEASUREMENT FRAMEWORK

| MEASURE | BASELINE | DATA SOURCE | PROGRESS TARGET |
|--|---|-------------------------------|----------------------|
| Community satisfaction with their ability to engage with Council in a manner of their choosing |  3.21/5 | Community Satisfaction Survey | Maintain or increase |
| Community satisfaction with respecting heritage |  3.5/5 | Community Satisfaction Survey | Maintain or increase |
| Community satisfaction with the provision of Council information to the community |  3.34/5 | Community Satisfaction Survey | Maintain or increase |
| “I feel proud of where I live” (question in the Community Satisfaction Survey) | 77% agreement | Community Satisfaction Survey | Maintain or increase |

Theme Three

In 2032 Bayside will be green, resilient, and sustainable

Our natural assets and biodiversity are protected and enhanced through collaborative partnerships, to benefit a healthy environment now and in the future. The community is resilient, and confident in its ability to work together to thrive, adapt and recover from risks and climate events. Energy, resources, and waste are managed sustainably.



| COMMUNITY OUTCOMES | STRATEGIES (Council's role) | WHO CAN HELP |
|---|---|---|
| <p>3.1 Bayside is resilient to economic, social, and environmental impacts</p> | <p>3.1.1 Build community capacity and resilience to prepare for, cope with, adapt to and recover from economic, social, and environmental impacts (Deliver, Partner, Advocate)</p> <p>3.1.2 Engage with community to provide an appropriate response to threats and adverse events (Deliver, Partner)</p> <p>3.1.3 Promote education about climate change so that the community understands the potential impacts (Deliver, Partner, Advocate)</p> <p>3.1.4 Support and promote local climate and resilience leadership and initiatives (Partner, Advocate)</p> | <ul style="list-style-type: none"> ▶ Commonwealth government agencies ▶ Community ▶ Council ▶ State government agencies |
| <p>3.2 Bayside's use of renewable energy is increasing</p> | <p>3.2.1 Promote and facilitate emerging transport technologies for greener transportation and to meet the community's changing needs (Partner, Advocate)</p> <p>3.2.2 Promote the use of renewable energy through community education (Deliver, Partner, Advocate)</p> <p>3.2.3 Prioritise renewable energy use by Council where possible to reduce greenhouse gas emissions, and report publicly on benefits (Deliver, Advocate)</p> | <ul style="list-style-type: none"> ▶ Community ▶ Council ▶ State government agencies |
| <p>3.3 Bayside's waterways and green corridors are regenerated and preserved</p> | <p>3.3.1 Capture and reuse rainwater at Council facilities where feasible (Deliver)</p> <p>3.3.2 Enhance and extend green grid corridors (Deliver, Partner, Advocate)</p> <p>3.3.3 Increase Bayside's tree canopy (Deliver)</p> <p>3.3.4 Involve community in the preservation of natural areas (Deliver, Partner)</p> <p>3.3.5 Respect, manage and protect the natural environment and biodiversity (Deliver, Partner)</p> | <ul style="list-style-type: none"> ▶ Community ▶ Council ▶ NSW Environmental Protection Authority (EPA) ▶ Volunteers |

COMMUNITY OUTCOMES

STRATEGIES (Council’s role)



WHO CAN HELP

3.4 Bayside’s waste is well managed

- 3.4.1** Address illegal dumping proactively (Deliver, Partner, Advocate)
- 3.4.2** Educate the community on sustainable waste management and recycling practices (Deliver, Partner)
- 3.4.3** Promote a circular economy by encouraging and/or implementing avoidance, reuse, rehomeing, repair, recycling, recovery solutions before landfilling (Deliver, Partner, Advocate)

- ▶ Community
- ▶ Council
- ▶ Sydney Regional Illegal Dumping (RID)

MEASUREMENT FRAMEWORK

| MEASURE | BASELINE | DATA SOURCE | PROGRESS TARGET |
|--|---|---|--|
| Community satisfaction with climate change preparedness |  3.04/5 | Community Satisfaction Survey | Maintain or increase |
| Community satisfaction with management of waterways and wetlands |  3.55/5 | Community Satisfaction Survey | Maintain or increase |
| Number of kilowatts solar panels on Council buildings | 369kW | Council data | Maintain or increase |
| Total tree canopy cover | 11% | Department of Planning & Environment | Maintain or increase |
| Total volume of recycling | 31,919 tonnes (2020-21 rate) | Annual Recycling Rate (as supplied by independent processes) | Maintain or Increase |
| Total volume of waste generation per capita of population | 359.07kg per person per annum (2020-21 rate) | Annual waste generation tonnage (supplied by various independent processes) divided by the estimated resident population forecast at the time | No increase on per capita basis (unless additional waste streams are introduced) |

Theme Four

In 2032 Bayside will be a prosperous community

Business innovation, technology, flourishing urban spaces and efficient transport attract diverse business, skilled employees and generate home-based business. Growth in services to the local community generate employment support, a thriving community, and livelihoods. Council is viable across its quadruple bottom line: social, environmental, economic, and civic leadership.



COMMUNITY OUTCOMES

STRATEGIES (Council's role)

WHO CAN HELP

4.1 Bayside generates diverse local employment and business opportunities

- 4.1.1 Encourage and support improved employment outcomes for First Nations peoples (Deliver, Partner, Advocate)
- 4.1.2 Monitor socio-economic outcomes and work with partners to identify actions Council can support (Partner)
- 4.1.3 Support innovative and new and emerging businesses to locate in Bayside (Partner, Advocate)
- 4.1.4 Support local apprenticeships and cadetships, as a major employer (Deliver, Advocate)

- ▶ Council
- ▶ Local businesses
- ▶ NSW Department of Planning and Environment

4.2 Bayside recognises and leverages opportunities for economic development

- 4.2.1 Support major employers to partner with local small business (Advocate)
- 4.2.2 Take advantage of Bayside's position as an international hub for transport and logistics related business (Advocate)
- 4.2.3 Preserve industrial lands and employment lands and partner with major employers to support local jobs (Deliver, Partner)
- 4.2.4 Encourage participation from creative industries and entrepreneurial businesses (Advocate)
- 4.2.5 Ensure local Plans and regulations have kept pace with the sharing economy (Deliver)

- ▶ Business Enterprise Centre Australia (BEC)
- ▶ Local Chambers of Commerce and Industry
- ▶ Council
- ▶ Local businesses
- ▶ NSW Department of Planning and Environment
- ▶ NSW Ports
- ▶ Sydney Airport

COMMUNITY OUTCOMES

STRATEGIES (Council’s role)

WHO CAN HELP

4.3 Council is financially sustainable and well governed

- 4.3.1** Ensure Council decision making is transparent, and data driven (Deliver)
- 4.3.2** Foster a customer centric culture (Deliver)
- 4.3.3** Invest in a skilled and dynamic workforce to meet future challenges, meet accountability and compliance requirements, and deliver Council’s quadruple bottom line: social, environmental, economic, and civic leadership (Deliver)
- 4.3.4** Manage Council assets to meet community expectations within available resources (Deliver)
- 4.3.5** Manage Council finances for the long-term benefit of the community and to prioritise infrastructure funding commitments (Deliver)
- 4.3.6** Plan for growth and development so the benefits of prosperity are shared (Deliver)

► Council

MEASUREMENT FRAMEWORK

| MEASURE | BASELINE | DATA SOURCE | PROGRESS TARGET |
|---|---|---|----------------------|
| Community confidence that Council decision making reflects community opinion | 3.1/5 | Community Satisfaction Survey | Maintain or increase |
| Community satisfaction with Council’s overall performance | 3.51/5 | Community Satisfaction Survey | Maintain or increase |
| Community satisfaction with Council planning and support for local economic growth and development | 3.14/5 | Community Satisfaction Survey | Maintain or increase |
| Council performance against financial and asset management benchmarks contained in the annual Audited Financial Reports | 6 financial measures 4 asset management measures in the audited financial statements | 2021-2022 financial year results | Improving |
| Socio-economic advantage and disadvantage score | 1,025 | Index of Relative Socio-Economic Advantage and Disadvantage (IRSAD) | Maintain or increase |



Bayside Customer Service Centres

Rockdale Library, 444-446 Princes Highway, Rockdale
Westfield Eastgardens, 152 Bunnerong Road, Eastgardens
Monday to Friday 8:30am – 4.30pm

Phone **1300 581 299 | 9562 1666**

Email **council@bayside.nsw.gov.au**

Web **www.bayside.nsw.gov.au**



Bayside Council

Serving Our Community



Telephone Interpreter Services - 131 450

Τηλεφωνικές Υπηρεσίες Διερμηνέων بخدمة الترجمة الهاتفية 電話傳譯服務處 Служба за преведување по телефон