

Bayside 2030



Delivery Program 2018-2021

Operational Program 2018-2019

Progress Report 1 July 2018 to 30 June 2019

1.1 Integrated Planning & Reporting overview

The Delivery Program and Operational Plan are a part of Council's Integrated Planning and Reporting framework. This Delivery Program shows our response to the community's long-term goals, identified through community engagement and documented in the Community Strategic Plan. It is a commitment to our community from the elected Council and identifies the actions our organisation will take to work towards that commitment.

As well as the work that we do throughout the LGA, Council has an important role to play in advocating for and partnering with other agencies to achieve local outcomes.

The Delivery Program is linked to the Workforce Management Plan, Long Term Financial Plan and Asset Management Strategy. They have been developed to ensure that Council is in the best possible position to deliver community priorities while continuing to provide services at current levels.

The 2018 - 2021 Delivery Program is designed as the single point of reference for activities undertaken throughout the organisation for the three years 2018-2021. All plans, projects, activities, funding and resource allocations are directly linked to the Delivery Program.

The Delivery Program is structured on the themes outlined in the Community Strategic Plan - Bayside 2030.

All plans, projects, activities, funding and resource allocations are directly linked to the Delivery Program. The Council's one-year Operational Plan for 2018 - 2019 sits within the Delivery Program. It spells out the actions and projects that will be undertaken by the Council in 2018 - 2019 towards achieving the commitments made in the 2018 - 2021 Delivery Program.

1.2 How to read this document

This document is structured on the four themes being informed by the Community Strategic Plan and Delivery Programs. The themes are:

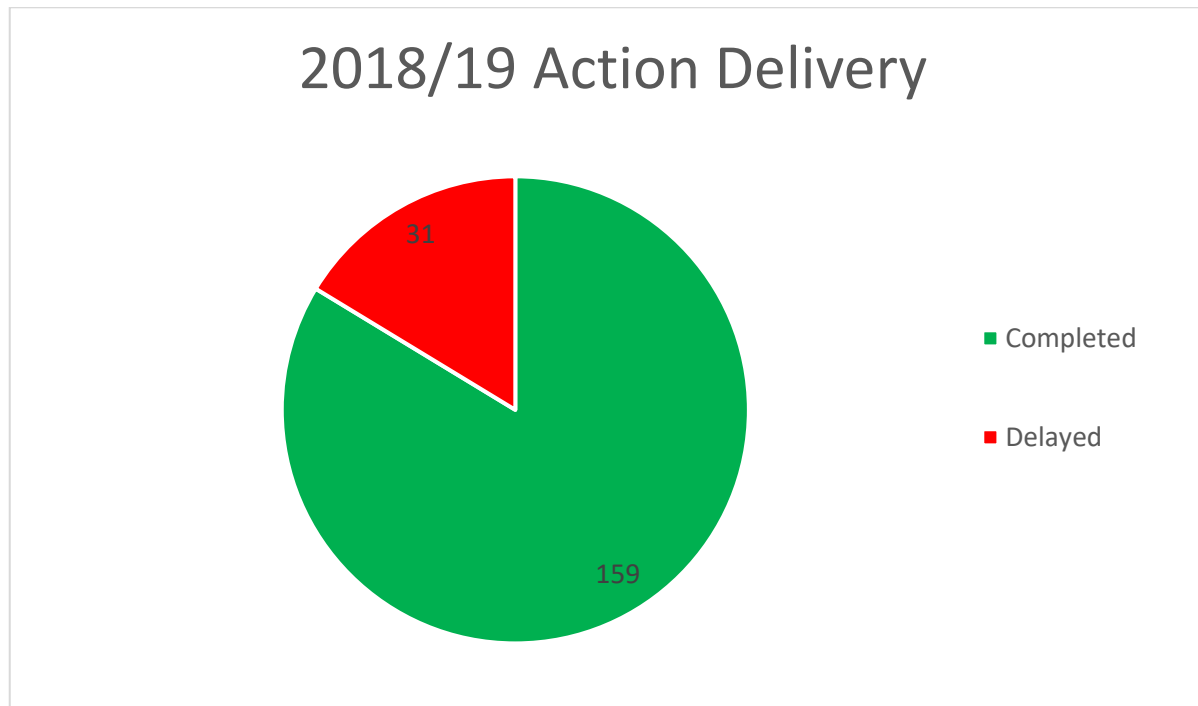
- Theme One - In 2030 Bayside we will be a vibrant place.
- Theme Two - In 2030 our people will be connected in a smart city
- Theme Three - In 2030 Bayside will be green, leafy and sustainable
- Theme Four - In 2030 Bayside will be a prosperous community

2 Overall Performance

2.1 Key Operational Achievements

The Operational Plan 2018/19 includes 190 actions across four themes. As seen from the chart below, 84% of the actions have been “Completed” for the 2018/2019 Financial Year. 16% have been “Delayed” to start in the 2019/2020 Financial Year.

Chart – Status Summary after 12 Months – 1 July 2018 to 30 June 2019



The following are selected achievements for 1 July 2018 to 30 June 2019

Theme One - In 2030 Bayside we will be a vibrant place

- Branded gateway signage and new suburb signing being installed across the local government area.
- Park landscaping and seawall improvement works at Cahill Park and Pine Park substantially completed and opened to public before Christmas.
- Improve the foreshore parks at Cahill Park and Pine Park Project completed
- Preparations underway for April 2019 Arts Festival with program drafted and planning underway to deliver 25 events.
- Contributed to and or coordinated the following community safety forums: Let's Talk Youth Safety, Water Safety and Crime Prevention Week information session at Rockdale in conjunction with NSW Police.
- Council received a \$2.5 million grant from the NSW government for LEP/DCP review to prepare background studies, undertake community engagement and develop new planning controls.
- Community engagement for the Local Strategic Planning Statement commenced
- Council made submissions on F6 Project and participated in Stakeholder Group meetings.
- Arncliffe and Banksia Precinct planning controls completed.
- Sporting fields and facilities have been mapped and updated on Council's Website.
- 456 school parking patrols required with 892 completed

Theme Two - In 2030 our people will be connected in a smart city

- 2018/19 Community Grants program was successfully implemented
- Deliver of home shopping service for aged and people with disability was delivered
- 4 community play sessions have been conducted - August 2018, November 2018 twice and March 2019
- Youth attendance at Bayside drop-in and school holiday programs continues to increase. School holiday program activities are typically at capacity and with a wait list.
- Local History and Museum Services has delivered multiple events and exhibitions including Rockdale Opera Company's 70th Anniversary at Rockdale and Mascot, 'What's your story?' at the George Hanna Memorial Museum.
- Collaborated with the Botany History Trust on multiple events including a plaque unveiling to commemorate the Battle of Beersheba and two Armistice Day events.
- Youth attendance at Bayside drop-in and school holiday programs continues to increase
- Talking Bayside has a membership to 300 people
- The annual Ron Rathbone Local History Prize attracted 29 entrants

- Home Library Service delivers to 110 housebound residents and visit 14 nursing homes. A further 4 nursing homes in the Bexley area have been added to the Service
- Council held two pop up libraries, one at Eastlakes to celebrate South Eastern Community Connect's 40th Anniversary and one at the Mascot Memorial Park Christmas Markets and Carols
- Bayside Council Volunteer Policy has been approved

Theme Three - In 2030 Bayside will be green, leafy and sustainable






- Council's recycling calendars, clean up dates and Waste Services App information were delivered to Bayside residents
- Council's Waste Services App was awarded Highly Commended in the Sustainable Projects Award category of the Keep Australia Beautiful NSW Sustainable Cities Awards.
- Council was awarded Winner of the Circular Economy category of the Keep Australia Beautiful NSW Sustainable Cities Awards for the creation of Bayside Council's WARR Strategy 2030.
- Council consulted, designed, and introduced a new Waste Avoidance and Resource Recovery (WARR) Strategy 2030.
- Over \$2M of new fleet was delivered by December 2018, to support the delivery of waste services
- Council conducted a range of community environmental workshops and events including National Tree Day, wetland talks, energy efficiency workshop as well as working with large businesses with planting events and continuing Council's Bushcare program.
- High level review of stormwater drainage related to the revised Bayside West Precinct area completed
- Floodplain Risk Management Committee established; quarterly meetings held




Theme Four - In 2030 Bayside will be a prosperous community


- At the NSW Local Government Conference, the Mayor and Councillors successfully raised the motion of foreshore erosion along Botany Bay, securing funding.
- 8 students have commenced and been inducted into Council's workforce.
- Council delivered 4 workshops with BEC on Women Returning to Work, Partnered with IESMI to provide information to residents in employment, estimated 150 people attended
- An Employment and Economic Development Background Paper was completed and utilised as part of extensive community engagement for the development of Bayside Local Strategic Planning Statement
- The key focus in 'Providing excellence in customer service across Bayside Council community touch points' was the implementation of a new contact centre solution

1: In 2030 Bayside will be a vibrant place



My place will be special to me





Delivery Program Strategy	Action	Annual Target	Annual Comment	Status
Gateway sites are welcoming and attractive	Advocate to Roads & Maritime Services (RMS) to improve appearance and maintenance of major gateway sites on RMS roads	Advocacy letter with Mayoral Minute sent to Minister for Road, Maritime and Freight	Letter sent. New signage in place and maintenance agreement timeframes being met. Continued advocacy by Council with Roads & Maritime Services (RMS).	
Gateway sites are welcoming and attractive	Improve the foreshore parks at Cahill Park and Pine Park	Program complete	Project completed.	
Gateway sites are welcoming and attractive	Improve traffic flow at Wentworth Avenue; Page Street and Baker Street intersections	Implement approved programs	80% design has been submitted to RMS for approval. This approval is pending. Additional funding is being sought.	
Roads rates and rubbish are not forgotten	Deliver an efficient street sweeping program across the Bayside Local Government area	Mechanical street sweeping twice per month for all streets within the LGA.	Street sweepers have met the guarantee of service sweeping every street within the LGA at least twice a month and collected 2,424t of debris from our streets and gutters throughout the year.	
Roads rates and rubbish are not forgotten	Provide an effective cleaning program of town centres	Public Domain cleaning program improved with increased resources.	Council utilised new state-of-the-art plant and equipment including a ride-on footpath scrubber, high pressure water cleaning system and a mechanical footpath sweeper. This has led to an expansive and more productive Town Centre cleaning program. Routine cleaning programs have been effectively conducted.	






Delivery Program Strategy	Action	Annual Target	Annual Comment	Status
Roads rates and rubbish are not forgotten	Undertake litter campaigns and enforcement	Litter management and enforcement undertaken, and strategies implemented	<p>An additional 30,000L of temporary mobile bin capacity was introduced to the beachfront area in the warmer season to deal with increased waste generation. An additional 6,300L of fixed bin infrastructure and litter prevention signage was implemented throughout Cook Park & on the 8km beach in February 2019.</p> <p>An upgrade of all community public place waste bins was rolled out for the Mascot Station Precinct, including the installation of larger custom made stainless steel bin enclosures and an increase in fixed bin capacity of over 2,500L to the entire precinct. This will assist with bin accessibility, bin overflow issues, less heavy vehicle collections and a cleaner City.</p>	
Traffic and parking are a thing of the past	Enforce NSW Road Rules School Parking Patrol Program	Minimum annual target of 456 school patrols conducted	456 patrols required with 892 Completed. Target exceeded.	
Traffic and parking are a thing of the past	Harmonise Permit Parking policy	Outcomes of consultation reported	Fees and charges harmonised. Harmonised permit process implemented. Policy under review.	





Delivery Program Strategy	Action	Annual Target	Annual Comment	Status
Traffic and parking are a thing of the past	Implement priority short term actions from Brighton Le Sands Parking Strategy	Implementation commenced	Proposals submitted to Brighton Le Sands Working Party and Bayside Traffic Committee for consideration. Endorsed projects implemented in the Boulevard and Princess Street. Angle parking to be implemented in Hercules Road.	

Our places are accessible to all


Delivery Program Strategy	Action	Annual Target	Annual Comment	Status
Assets meet community expectations	Administer Council's Graffiti Removal Program in accordance with Council's policy	Graffiti removed in accordance to Service Standard	Graffiti removal program continues to be delivered in accordance with the safety levy collected on the west side of Bayside, wherein 100% graffiti is removed within the required 72 hour response period.	
Assets meet community expectations	Assess site conditions at Botany Golf Course to inform future recreation uses and environmental management	Site assessment complete	Desktop review of Botany Golf Course site conditions has commenced. The Bayside Social Infrastructure Strategy is also being progressed and will assist Council and the community in decision making for this asset in the future.	





Delivery Program Strategy	Action	Annual Target	Annual Comment	Status
Assets meet community expectations	Audit and monitor existing lease, seasonal permits and licenses for sporting facilities and open space	Harmonised and accessible database	<p>All applications have been processed seasonally.</p> <p>Meetings with Associations to increase participation for residents in the LGA.</p> <p>Sporting fields across the LGA are generally at capacity in winter and summer utilisation is increasing with maximum use at many grounds.</p>	
Assets meet community expectations	Deliver Parks and Open Space bookings through effective systems and procedures	Improvements actioned	<p>Processes and procedures have been reviewed and documented.</p> <p>All forms have been reviewed and simplified.</p> <p>Improved software has been investigated.</p>	
Assets meet community expectations	Deliver Sport and Recreation services to the Community through Council's Aquatic Centres, Golf Courses, Tennis and Squash Courts and other facilities	Service review conducted with recommendations for improvements	<p>All Sport and Recreation services continue to be offered to the public.</p> <p>The review of Golf Courses continues.</p> <p>Botany Pool services are currently under review.</p> <p>Botany Pool along with the Golf Courses review are due be completed in 2020/21.</p>	
Assets meet community expectations	Deliver the Botany Aquatic Centre upgrade feasibility and concept design	In Capital Works Program	Council undertook community consultation, prepared background paper to inform redevelopment options and reviewed potential funding sources	





Delivery Program Strategy	Action	Annual Target	Annual Comment	Status
Assets meet community expectations	Design and document access improvements to Botany Town Hall including a lift.	Tender documentation complete	This project has been put on hold pending the completion of the Conservation Management Plan and the Social Infrastructure Strategy. This project will be listed in the 2019/20 Capital Works Program.	
Assets meet community expectations	Develop and maintain key partnerships to improve community safety	Partnerships maintained	Attended all relevant interagency and Police Area Command meetings including domestic violence, Liquor Accord, St George Police Area Command. Liaison with Police occurs with hot spots and across major issues such as Domestic Violence and water safety.	
Assets meet community expectations	Ensure Council's properties and facilities are fit for purpose and meet statutory requirements.	All programmed maintenance work completed.	Council's Properties and Facilities have been well maintained meeting all statutory compliance requirements. This ensured all properties and facilities are fit for purpose.	
Assets meet community expectations	Harmonise processes for asset condition monitoring	New process drafted	Asset condition and asset performance rating templates developed and deployed for assessments of various asset categories including buildings, playgrounds, and fitness equipment and recreation assets.	
Assets meet community expectations	Implement Fire Safety Awareness and Action Program including the property database for Annual Fire Safety Statements	Plan operational	Database integration of all Annual Fire Safety Certificates issued on properties within the LGA have now found on one system has been completed. As a result of the State Government requesting Council to have a stronger focus on investigating buildings with Aluminium Composite Panel and undertake relevant action if required meant a delay in delivering a final Fire Safety Awareness and Action Program, how the draft has been complete.	






Delivery Program Strategy	Action	Annual Target	Annual Comment	Status
Assets meet community expectations	Improve real estate portfolio through strategic management & actioning priorities	Portfolio priorities actioned	Work is on track and continuing to improve the real estate portfolio by managing expiries and debt management, being stage 1	
Assets meet community expectations	Investigate grants and funding opportunities to enhance Sport and Recreation facilities within Bayside LGA	Grant applications submitted	Sporting Clubs were encouraged and supported to apply for Grants as they became available.	
Assets meet community expectations	Review Community Services and Facilities to inform asset management	Review complete and recommendations identified	Council developed the scope for the Social Infrastructure Strategy, developed a working group and engaged consultants. A Social Infrastructure discussion paper was then completed and utilised as part of extensive community engagement for the development of Bayside Local Strategic Planning Statement. Preparation of the Social Infrastructure Strategy (which includes community facilities) is on track to meet the project milestones, with a strategy due in October 2019 to inform the Bayside LEP and DCP.	
Assets meet community expectations	Work with Department of Education (DoE) to explore opportunities for shared use of facilities	Identify priority areas and facilities for shared use	<p>Opportunities have been identified</p> <p>Access to Department of Education facilities needs to be considered through a cost benefit analysis.</p> <p>This analysis needs to occur on a case by case basis.</p>	






Delivery Program Strategy	Action	Annual Target	Annual Comment	Status
Bayside provides safe and engaging spaces	Bayside West (Arncliffe, Banksia) Strategic Infrastructure planning active transport routes and intersection upgrades	Investigations and planning commenced	Council has taken into consideration the Arncliffe and Banksia Green Plan and other strategic transport plans to inform long term infrastructure planning including the preparation of the Draft Arncliffe and Banksia Development Contributions Plan	
Bayside provides safe and engaging spaces	Comply with Council's obligations under the Development Agreement to progress the construction of the Arncliffe Youth Centre	Construction commenced	Council has complied with the requirements of the Development Agreement.	




Delivery Program Strategy	Action	Annual Target	Annual Comment	Status
Bayside provides safe and engaging spaces	Coordinate the anti-hooning task force	Task force established	<p>The Taskforce held an inaugural meeting on 29 May 2018 which was jointly hosted by Bayside Council and the NSW Police. Attendees included all emergency agencies.</p> <p>At the meeting, a brainstorming session was undertaken where the following measures were suggested:</p> <ul style="list-style-type: none"> •Speed / red light camera at the intersection of Bay Street and General Holmes Drive. •Signage – clear messaging on walkway overpass “be considerate”. •Extending participation and awareness of the local Area Command’s Community Precinct Committees. <p>Following the scheduled agenda items, there was general agreement that regular meetings were not necessary and that the Brighton Le Sands Working Group or the Bayside Traffic Committee were the appropriate forums to discuss any further action required to deter hoons. This was further confirmed to Council via Council Meeting 8 May 2019 - agenda item 8.11.</p>	

Delivery Program Strategy	Action	Annual Target	Annual Comment	Status
Bayside provides safe and engaging spaces	Develop a Bayside Housing Strategy including Affordable Housing strategies	Draft completed	Council developed the scope for the Housing Strategy, developed a working group and engaged consultants. A Housing Strategy Discussion paper was completed and utilised as part of extensive community engagement for the development of Bayside Local Strategic Planning Statement. An initial draft Housing Strategy has been developed and Council has commenced background work on a Bayside Affordable Housing Policy which will be finalised once the Housing Strategy is complete	
Bayside provides safe and engaging spaces	Review and expand the Summer Rangers Program in Cook Park in partnership with Waste and Cleansing.	Revised program successfully completed December 2018 to April 5 2019	Program extended from 12 weeks to 26 weeks with 23 dedicated shifts performed by Regulations staff specifically on the beachfront from Kyeemagh to Dolls Point through Cook Park.(weather Permitting) Over 2000 'Don't be a Tosser' litter bags supplied to patrons by patrols.	
Bayside provides safe and engaging spaces	Review open space in Wollli Creek and develop a strategy	Draft action plan reported	A review of the open space requirements in Wollli Creek was completed and will be reported to Council in relation to the Wollli Creek Town Park in September 2019	
Bayside provides safe and engaging spaces	Review Parks Plan of Management and Master Plan - Fisherman's Club and Muddy Creek environs	Acquire land	The Development Application for the demolition of the Fisherman's Club building is currently being assessed. The Muddy Creek Master Planning process has commenced, with a lead consultant appointed and community engagement underway. The current timeline for the finalisation of the Muddy Creek Masterplan is Q2 of 19/20. The finalised Master Plan will inform the revised Plan of Management for the Area.	



Delivery Program Strategy	Action	Annual Target	Annual Comment	Status
Open space is accessible and provides a range of active and passive recreation opportunities to match our growing community	Deliver maintenance to Council's civil assets being Roads, Drainage and footpaths.	Program and conduct maintenance as per agreed targets	<p>Council's roads drains and footpaths were maintained to agreed service levels - Council attended to 1,785 customer requests including 298 for storm water drainage, 336 potholes, 55 kerb maintenance requests, 619 for footpath maintenance, 335 for street sweeping with 142 inspections throughout the year.</p> <p>Council has proactively repaired 203 footpath defects, 21 kerb and gutter defects and 52 potholes during the 2018/19 year.</p>	
Open space is accessible and provides a range of active and passive recreation opportunities to match our growing community	Deliver Sporting facilities and bookings Policy to ensure community focused sports and recreation services.	Policy implemented and reviewed annually in line with community expectations	<p>Draft allocation Policy has been developed and is designed to support community participation.</p> <p>This is ready to go to the October Sport and Recreation Committee meeting.</p>	
Open space is accessible and provides a range of active and passive recreation opportunities to match our growing community	Enforce the Companion Animal Act	100% of reported Dog Attacks recorded on Office of Local Government (OLG) Companion Animals Register (CAR)	A total of 66 reports of Dog Attacks reported to Council for the financial year and entered on the Register within 72 hours. A further 7 reports were made to Police with action being taken by them as the investigating body.	
Open space is accessible and provides a range of active and passive recreation opportunities to match our growing community	Ensure all passive and recreational parks and associated infrastructure is well maintained and fit for purpose	All scheduled work completed year to date	Passive and recreational parks are well maintained and fit for purpose, Maintenance Mowing Programs have been delivered on weekly/fortnightly and monthly programs to provide fit for purpose Parks and Open Space. Associated infrastructure, landscaping, gardens, trees have been maintained within schedules. Park furniture is actively managed through property maintenance.	







Delivery Program Strategy	Action	Annual Target	Annual Comment	Status
Open space is accessible and provides a range of active and passive recreation opportunities to match our growing community	Implement the Disability Action Inclusion Plan	100% of identified actions implemented	Internal working group has met throughout the year and priority actions have been implemented. To be reported through the Office of Local Government by October 2019.	
Open space is accessible and provides a range of active and passive recreation opportunities to match our growing community	Manage Parks, Recreation and Open Space bookings through online booking system	Booking System implemented	Decision on the preferred system was delayed Implementation will occur once system is fully developed Some preparatory work has been conducted	
Open space is accessible and provides a range of active and passive recreation opportunities to match our growing community	Prepare Bayside Open Space and Recreation Strategy	Consultation engaged and draft complete	Council developed the scope for the Social Infrastructure Strategy, developed a working group and engaged consultants. A Social Infrastructure discussion paper, paper was then completed and utilised as part of extensive community engagement for the development of Bayside Local Strategic Planning Statement. Preparation of the Social Infrastructure Strategy (which includes open space and recreation) is on track to meet the project milestones, with a strategy due in October 2019 to inform the Bayside LEP and DCP.	
Open space is accessible and provides a range of active and passive recreation opportunities to match our growing community	Undertake background design and documentation for a synthetic playing field at Gardiner Park	DA Approved	Concept design completed with the project handed to the Major Projects Delivery Unit for delivery	
Open space is accessible and provides a range of active and passive recreation opportunities to match our growing community	Undertake background design and documentation for a synthetic playing field, lighting upgrades and stormwater upgrades in Arncliffe Park	DA approved	Detailed design complete, construction tendered in July 2019.	






Delivery Program Strategy	Action	Annual Target	Annual Comment	Status
People who need it can access affordable housing	Advocate for the strengthening of NSW Government policy to facilitate affordable housing across NSW	Attend quarterly meetings with key advocacy groups including SSROC as well as ongoing discussions with State Government agencies and Eastern City District Councils	Attended and participated in SSROC meetings, Shelter NSW affordable housing discussions and LEP Review Technical Working Groups as well as submitted Council submission in support of amendments to SEPP 70 (Affordable Housing) to facilitate Affordable Housing Contribution Schemes across Sydney. Council is preparing the Bayside Housing Strategy to better understand housing diversity across the LGA	
People who need it can access affordable housing	Develop a Community Housing Provider governance framework	Governance framework adopted & implemented	Preliminary background research has been undertaken to inform Council governance arrangements	
SMART cities – making life better through smart use of technologies	Build and launch a Bayside Council App to enable easier requests, connection and communication with our customers	App in operation	Application integration capacity has been established to provide connectivity with internal systems for external facing Applications.	
SMART cities – making life better through smart use of technologies	Deploy mobile CCTV cameras in accordance with Council's CCTV Camera Management Protocol, in response to identified illegal dumping hotspots, reports of anti-social behaviours and requests from police	Internal CCTV Committee meet quarterly 100% CCTV cameras deployed within 5 working days	Internal CCTV Committee meets quarterly and 100% CCTV mobile cameras deployed within 5 working days as required	
SMART cities – making life better through smart use of technologies	Explore opportunities to use technology to provide better outcome for the community	SMART City Technology Framework drafted	Business Improvement and Innovation unit has been formed to assist Council in adopting technology that assists community goals	





Delivery Program Strategy	Action	Annual Target	Annual Comment	Status
SMART cities – making life better through smart use of technologies	Investigate ways to integrate smart building technology to improve management of public buildings to improve operational efficiency, reduce energy costs and improve security	Feasibility report completed	Electronic locking systems implemented with new buildings and Wi-Fi access at major facilities. Smart cities to be considered as part of a future community strategic plan as technology becomes more reliable and robust for public networks.	
We welcome tourists to our city	Rebranding of Bayside signage	Commence implementation	Target achieved and exceeded. A suite of 102 large park signs completed. 4 new entry signs completed.	
We welcome tourists to our city	Short term use strategy for Mascot Administration Building and Coronation Hall	Occupation of site implemented.	During the 2018/2019 the short-term use strategy for the Mascot Administration Building and Coronation Hall was developed and endorsed by Council. This strategy centered on the leasing the subject buildings and to date Council has a tenancy for the Coronation Hall Building and have secured offers for the Administration Building.	




Our places are people focused





Delivery Program Strategy	Action	Annual Target	Annual Comment	Status
Local areas are activated with cafes, restaurants and cultural events	Conduct food shop inspections	100% number of proactive and reactive inspection of food premises conducted	100% of all programmed retail food premises were inspected. This is a total of 835 food premises.	
Local areas are activated with cafes, restaurants and cultural events	Deliver an inclusive Bayside Council Events Program which adds value to our community and City, activates public spaces and invigorates town centres	Delivered in accordance with approved program	The current yearly program is on track. All events have been held in accordance with Council's resolution. Highlights have included the NYE Fireworks, Lunar New Year, Seniors Garden Party, Anzac Day Dawn Service. Plans are in hand for Bayside's Spring Fair and Bayside's Food and Wine Festival.	





Delivery Program Strategy	Action	Annual Target	Annual Comment	Status
Local areas are activated with cafes, restaurants and cultural events	Deliver Bayside Arts Festival including Sculptures @ Bayside, the Visual Arts prize and photography competition.	Deliver 25 participatory community art events across the LGA	Arts Festival delivered with all events oversubscribed. The Festival featured 31 sculptures and participation estimated at 10,000 people.	
Local areas are activated with cafes, restaurants and cultural events	Engage with the local arts community through the Georges River and Bayside (GRAB) Arts and Cultural Forum	Co-deliver 4 events Engage with over 100 artists over the year	Successful visual arts GRaB forum held during the Bayside Arts Festival May 2019,	
Local areas are activated with cafes, restaurants and cultural events	Identify opportunities for public art through development applications and place-based planning and ensure that they comply with Council's Public Art policy.	4 public art projects delivered	Place based public art was delivered through Sculptures of Bayside and the acquisition of the Hippo. Two public art pieces were delivered through private development and one art exhibition staged in Rockdale library exhibiting a local artist's work.	
Local areas are activated with cafes, restaurants and cultural events	Implement Bayside Council Community Safety Plan, with a focus on external partnerships, addressing community perceptions of safety	6 Community Safety Forums conducted	6 safety sessions delivered across the year.	
Local areas are activated with cafes, restaurants and cultural events	Partner with community organisations to deliver a wide range of community events including Seniors Month and Youth Week activities	Deliver a 5% increase in participation year on year Deliver an 80% participant satisfaction score	Seniors Week, Youth Week, NAIDOC, Harmony Day and Bayside Arts Festival were delivered in partnership a range of community organisations.	
Local areas are activated with cafes, restaurants and cultural events	Support and celebrate our culturally diverse community through community led local and place-based initiatives	Support community led local and place-based initiatives	Partnership with TAFE to train local CALD community members in order to successfully undertake community events. Commenced Coffee with Council Project at two sites in Eastlakes.	

Delivery Program Strategy	Action	Annual Target	Annual Comment	Status
My community and Council work in partnership to deliver better local outcomes	Consolidate Bayside planning environment through development of new Planning Controls (Local Environmental Plan (LEP) and Development Control Plan (DCP))	Background studies complete	Council has engaged consultants to prepare technical studies across a range of issues including Housing, Heritage and Transport. In developing these technical studies background discussion papers were prepared and were subject to extensive stakeholder engagement. These discussion papers and community input were used to help develop the Bayside Local Strategic Planning Statement. The Technical Studies will guide the development of the Bayside Local Environmental Plan and Development Control Plan. Council has met the necessary timeframes in 18/19	
My community and Council work in partnership to deliver better local outcomes	Develop a Bayside Council Voluntary Planning Agreement Policy	Voluntary Planning Agreement Policy completed	Draft Policy being reviewed by Council staff prior to reporting to Council	
My community and Council work in partnership to deliver better local outcomes	Develop a Bayside s.7.11 Development Contributions Plan to consolidate Rockdale and Botany Bay Plans	Demographics study to inform new plan complete	Council is preparing background work including the Bayside Housing Strategy and the Social Infrastructure Strategy to inform the preparation of the Bayside Development Contributions Plan in 2020.	
My community and Council work in partnership to deliver better local outcomes	Develop a Local Strategic Planning Statement	Draft Local Strategic Planning statement completed	Council has prepared a draft Local Strategic Planning Statement following the completion of discussion papers and community consultation, to be considered at the August 2019 Council meeting	
My community and Council work in partnership to deliver better local outcomes	Develop the Arncliffe – Banksia s.7.11 Development Contributions Plan	Plan drafted	Draft work schedule is with quantity surveyor for pricing works items. Next stage is review by Strategic Asset Committee	




Delivery Program Strategy	Action	Annual Target	Annual Comment	Status
My community and Council work in partnership to deliver better local outcomes	Plan for and advocate to minimise the impact of the proposed F6 / WestConnex	Strategies implemented	Council submissions F6 - Project Overview August 2018, Environmental Impact Statement December 2018, Preferred Infrastructure Report April 2019. Council staff met fortnightly with RMS staff to identify opportunities to minimise impacts of Stage 1 F6 including supporting the development of the Recreation Needs Analysis and negotiating opportunities of open space compensatory work to be delivered by RMS. Council also met with NSW Department of Planning and Environment to discuss the proposed F6 project. Council has also provided comment in relation to the M5 and proposed compensatory open space resources being delivered and its urban design impact at Arncliffe	
My community and Council work in partnership to deliver better local outcomes	Prepare SEPP 64 Policy regarding Outdoor Advertising	Policy adopted by Council	Council staff reviewed SEPP 64 and identified opportunities for the development of a Bayside specific Outdoor Advertising policy	
My community and Council work in partnership to deliver better local outcomes	Progress Cook Cove Project	Resolve land acquisition	Not progressing any acquisition at this time	
My community and Council work in partnership to deliver better local outcomes	Progress planning proposals to amend the Local Environmental Plan and Development Control Plan	No. of Planning Proposals determined	Two Planning Proposals were submitted for notification to the NSW Department of Planning & Environment. One Planning Proposal was exhibited. Ten Planning Proposals were either already under assessment, or were lodged for assessment, and have been progressed during this reporting cycle. The Arncliffe and Banksia Precincts 2018 SEPP was notified 12 October 2018.	

Delivery Program Strategy	Action	Annual Target	Annual Comment	Status
My community and Council work in partnership to deliver better local outcomes	Work with NSW Department of Planning and Environment to finalise the LEP and DCP amendments for the Bayside West Priority Precinct – Arncliffe and Banksia	Project completed	Arncliffe and Banksia Precinct planning controls completed. State Environmental Planning Policy Arncliffe & Banksia Precincts 2018 was notified by the NSW Department of Planning & Environment on 12 October 2018. Development Control Plan adopted by Council in December 2018	
Places have their own village atmosphere and sense of identity	Finalise and implement the Brighton Le Sands Master Plan	Master Plan completed	Council has established a Brighton le sands Working Party and engaged consultants to develop urban design forms for the area, undertake economic analysis and prepare a community engagement plan. The Brighton Le sands Working party have provided feedback into this process particularly in relation to urban design options. It is anticipated the Masterplan will be released by November 2019 for community consultation.	
Places have their own village atmosphere and sense of identity	Review and update the Rockdale Town Centre Master Plan	Recommended actions identified for LEP and DCP amendments	Council staff have undertaken a review of the current master plan and development controls with existing and approved building forms analysed to establish the contextual opportunities and constraints of the town centre. Built form diagrams have been developed to respond to the established context and provide a cohesive built form strategy for the town centre and to finalise LEP and DCP controls for the Rockdale Town centre. Staff have also ensured that the Rockdale Town Centre is included as part of the State Government Kogarah Collaboration Health and Education Precinct.	



Delivery Program Strategy	Action	Annual Target	Annual Comment	Status
Places have their own village atmosphere and sense of identity	Undertake Centres analysis to inform new planning controls in LEP and DCP and ensure land use tables promote activity in Centres that is responsive to place	Draft Strategy completed	Draft Employment and Centres Strategy being progressed. Discussion Paper finalised and used to inform community workshops and the draft Bayside Local Strategic Planning Statement.	
Public spaces are innovative and put people first	Improve the vibrancy of village centres at Banksmeadow; Swinbourne Street and Kingsgrove village centres	Complete works as planned.	Kingsgrove Town Centre will be completed in August 2019. Banksmeadow Town Centre will be completed in August 2019. Swinbourne Town Centre has been rescheduled pending traffic study outcomes.	
Public spaces are innovative and put people first	Respond to community complaints about unauthorised development, uses or unsafe structures	Complaints responded to in Accordance with Council's Enforcement Policy (ongoing)	Health & Environmental Compliance received a total of 2,690 customer requests in the 2018/19 financial year. 100% were actioned in accordance with Council's Enforcement Policy.	
Public spaces are innovative and put people first	Review and update Bayside Parks Plan of Management	Brief prepared for update in 2019/20	Staff have attended State Government workshops, successfully received funding to commence this project; a working group established, collation of background data commenced including the identification of reserves that require an updated Plan of Management under the new State Government legislation.	


Delivery Program Strategy	Action	Annual Target	Annual Comment	Status
Public spaces are innovative and put people first	Use digital platforms to increase utilisation and better customer experience when booking sporting facilities and open space parks	Implement and use digital platform	<p>Sporting fields can be easily identified via the website</p> <p>This provides a simple but effective means of visual communication.</p> <p>This website page is constantly used by officers when assisting the public with booking applications.</p>	
There is an appropriate community owned response to threats	Adhere to NSW Government / Police guidelines for security at major events	Safe events with mandatory adherence to guidelines	Events Team continue to receive up to date strategy & intelligence briefings by police and security operators. Every major event is compliance checked by local and state authorities.	
There is an appropriate community owned response to threats	Design and install safety barriers in significant locations	Barriers installed	Further locations identified. Design and installation pending allocation of funding.	
There is an appropriate community owned response to threats	Support Bayside Local Emergency Management Committee and provide assistance to Emergency agencies	Management of the Local Emergency agencies is ongoing, and support provided as required	<p>Council has chaired 4 Local Emergency Management Committee's and attended 4 Regional Emergency Management meetings throughout the year and provided assistance to Emergency agencies for incidents within the LGA on 14 occasions (Mascot Towers, Botany Road water main etc). The Botany Bay Precinct Emergency Sub-Plan was updated, endorsed and adopted during the period.</p> <p>Details of the Bayside EMPlan and Botany Bay sub-plan are available on Council's website at https://www.bayside.nsw.gov.au/community/community-safety</p>	

Our places connect people

Delivery Program Strategy	Action	Annual Target	Annual Comment	Status
Our heritage and history are valued and respected	Collaborate with Sydney Water to deliver usable open space on Sydney Water land under license to Council to maintain.	Strategies identified & confirmed	Discussions with Sydney Water have been progressed and have resulted in construction licenses for Mutch Park Skate Park and Rhodes Reserve construction. Sydney Water has completed the works at Linear Park and Council will be planning what work is required to integrate the adjacent Council owned spaces in 2019/2020.	
Our heritage and history are valued and respected	Deliver ongoing Local History and Museum Services	Exhibitions and projects delivered	Community History has been very active this year and worked closely with the Botany Historical Trust to commemorate the Battle of Beersheba and Armistice Day. Additionally, they have worked with local members of the community to present events including; Death in the air, life on the ground, The Pemberton Baths, and The Botany Wool Talk. Exhibitions have included; the Rockdale Opera Company's 70th Anniversary, 'What's your story', and Anzac Day. The annual Ron Rathbone Local History Prize was successful in attracting new entrants from the community and generating a continued interest in Community across the LGA. In the background to this the Community History Team has been working steadily to prepare for the incoming exhibition 'People and Planes'.	
Our heritage and history are valued and respected	Maintain Heritage Conservation Management Plans Register for key community facilities	Register developed	Register included in corporate asset management system to identify buildings with local and/or state heritage listing.	






Delivery Program Strategy	Action	Annual Target	Annual Comment	Status
Our heritage and history are valued and respected	Prepare Conservation Management Plans for individual buildings	CMPs developed	Council's heritage advisory consultant provided heritage advice for Sir Joseph Banks Park, Botany Town Hall, Wilsons Cottage and Lydham Hall Conservation Management Plans and provided advice to Council staff for planned works that are scheduled to occur on sites with existing CMPs	
Our heritage and history are valued and respected	Review Bayside Heritage Conservation Areas and Heritage items to inform the new Bayside LEP and DCP	Draft Strategy completed	Council developed the scope for the Bayside Indigenous Heritage Strategy and Bayside Heritage Strategy, developed working groups and engaged consultants. Consultants finalised the Bayside Indigenous Heritage Strategy and Bayside Heritage Strategy discussion papers and utilised as part of extensive community engagement for the development of Bayside Local Strategic Planning Statement. Preparation of the strategies (which includes is on track to meet the project milestones, with strategies due in October 2019 to inform the Bayside LEP and DCP.	








Delivery Program Strategy	Action	Annual Target	Annual Comment	Status
Our heritage and history are valued and respected	Revise Library model to incorporate all libraries	Investigate alternatives and formulate recommendations	A significant amount of work has been undertaken to revise and harmonise Bayside's library model. A restructure of the unit was completed and implemented in February 2019 including the permanent appointment of a new Manager. Business processes were updated and harmonized across all libraries. Harmonisation of library systems were finalised and new technology introduced including a new print management and public PC booking solution. Implementation of outstanding recommendations from the library review completed in 2016 has also progressed including the completion of building condition and operational sustainability assessments of Bexley and Brighton Libraries. The outcome and recommendations of the assessments will be submitted to Council in July 2019 for consideration.	
Walking and cycling is easy in the city and is located off road in open space where possible	Develop the Bayside Integrated Transport and Infrastructure Plan incorporating the Bayside Cycling Strategy	Consultants engaged and Draft being prepared	Council developed the scope for the Transport Strategy, developed a working group and engaged consultants. A Transport Discussion paper was then completed and utilised as part of extensive community engagement for the development of Bayside Local Strategic Planning Statement. Preparation of the Transport Strategy is on track to meet the project milestones, with a draft strategy to inform the Bayside LEP and DCP and bike plan due in October 2019.	






Delivery Program Strategy	Action	Annual Target	Annual Comment	Status
We are one city with shared objectives and desires	Manage Community bookings through online booking system	Systems being used	<p>Extensive online booking EOI process conducted.</p> <p>Preferred supplier identified.</p> <p>Further work to customise system is now being conducted for future implementation.</p> <p>This will be finalised in early 2020.</p>	




2: In 2030 our people will be connected in a smart city






The community is valued




Delivery Program Strategy	Action	Annual Target	Annual Comment	Status
Aboriginal culture and history are recognised and celebrated	Develop Bayside Council Reconciliation Action Plan to provide a framework of practical actions to build respectful relationships and create opportunities engagement with our Aboriginal community	Reconciliation Action Plan Drafted	Reconciliation Action Plan on hold pending recruitment of specialist position.	
All segments of our community are catered for – children, families, young people and seniors	Administer Bayside Council's community grants and Financial Assistance programs	Grants Programs implemented	2018/19 Community Grants program was successfully implemented as per Council's Community Grants and Donations Policy. 22 projects were funded under community grants and a range of projects delivered to seniors and youth as well as general donations.	
All segments of our community are catered for – children, families, young people and seniors	Collaborate with local service providers to support the delivery of enhanced service delivery models in-line with FACS' Early Intervention Reform Approach	Participation in relevant children, family and youth inter-agencies	Continuing to provide support to ABCD projects including Bangladeshi Women's group, Nepalese parenting, youth peer support and leadership.	
All segments of our community are catered for – children, families, young people and seniors	Deliver home shopping service for aged and people with disability	Service provided in accordance with funding guidelines	Home Shopping Service was delivered in accordance with Commonwealth Home Support Program Guidelines.	
All segments of our community are catered for – children, families, young people and seniors	Manage and deliver relevant and effective services and programs and support services for children, aged & people with disability	Service provided in accordance with regulatory, legislative and funding guidelines.	Services have continued to be delivered through The Commonwealth Home Support Program. The new Child Care Subsidy arrangements have been implemented throughout the year. Children and aged care services are operating and meeting all regulatory and legislative requirements.	



Delivery Program Strategy	Action	Annual Target	Annual Comment	Status
All segments of our community are catered for – children, families, young people and seniors	Manage and operate Family Day Care Service	100 Education and Care Service Visits provided	175 Education and Care support visits have been conducted.	
All segments of our community are catered for – children, families, young people and seniors	Manage and operate Long Day Care Centres	Utilisation rate above 85%	The Child Care Centres have a combined utilisation rate of 88%	
All segments of our community are catered for – children, families, young people and seniors	Manage and operate Meals on Wheels program	Service provided in accordance with funding guidelines	Service has been provided in accordance with the Commonwealth Home Support Program Guidelines.	
All segments of our community are catered for – children, families, young people and seniors	Manage and operate School Aged Care (Before and After School Care/Vacation Care)	Utilisation rate above 85%	School Aged Care combined utilisation rate is 86%	
All segments of our community are catered for – children, families, young people and seniors	Monitor effectiveness of Council's direct Community services.	Implement agreed service review improvements	Review of Aged and Disability Services was finalised. Following Council approval services were transitioned to local community-based organisations. Youth and Children's services continue to be benchmarked and monitored. The Community Grants and Donations Program was reviewed and updated with a new policy.	
All segments of our community are catered for – children, families, young people and seniors	Review and develop Bayside Place Based Social Plan (including Aging, Disability, Youth, CALD, Families and Children plans)	Ongoing implementation of actions identified in Plans	Bayside is continuing to support a range place based and other community development projects on both sides of the LGA that derive from social planning.	
All segments of our community are catered for – children, families, young people and seniors	Support local youth through provision of and support for youth drop in activities and school holiday activities, providing a soft entry point for Youth Service providers	Increase in participation by 5% year on year	Youth attendance at Bayside drop-in and school holiday programs continues to increase. School holiday program activities are typically at capacity and with a wait list.	

Delivery Program Strategy	Action	Annual Target	Annual Comment	Status
All segments of our community are catered for – children, families, young people and seniors	Support Seniors Groups and Associations to become incorporated and to deliver relevant creative aging programs to their members	Members are satisfied with range and delivery of programs	Seniors groups received direct support in a variety of ways including through the Seniors Month Program, the TAFE partnership training program and consultation relating to the development of a Bayside Seniors Services collaboration. One on one support is available to seniors' groups as required.	
Cultural diversity is reflected and celebrated in the city's activities	Develop and implement a Community Capacity Building program with partners to support and celebrate our culturally diverse community through local and place-based initiatives	8 local place-based initiatives with attendance targets	Community Capacity Building contributed to and delivered initiatives such as: Migrant Info Day, Children's Week, International Day Disability, Intergenerational Knitting Group, Intergenerational Singing Projects, Girls Yoga and commenced Eastlakes development project	
Cultural diversity is reflected and celebrated in the city's activities	Review National Days and Cultural Events Program	National Events held as scheduled.	Council has held several Flag Raising ceremonies in the Rockdale Town Hall to celebrate a number of National Days.	
Cultural diversity is reflected and celebrated in the city's activities	Strengthen our commitment to "Welcome Nation" program for refugees.	Minimum of 5 refugees supported with employment experience and training.	Two of our refugees have secured permanent employment with Council.	
Flexible/care support arrangements for seniors, children and people with disabilities are available across the Bayside	Deliver Bayside Home Library Service	Service levels maintained or increased	Home Library Services are highly valued by the residents who receive them. Overall numbers have been stable for almost 2 years now. There is capacity to promote and expand this service which is something we will focus on in the coming year. Annual loans have exceeded 8,500.	

Delivery Program Strategy	Action	Annual Target	Annual Comment	Status
Flexible/care support arrangements for seniors, children and people with disabilities are available across the Bayside	Deliver community play session throughout Bayside to support families and children	4 community play sessions held with a minimum 10 family's participation	4 community play sessions have been conducted - August 2018, November 2018 twice and March 2019 with approximately 15 families attending.	
Opportunities for passive and active activities are available to community members, including people with pets	Deliver ongoing programs and events across all libraries to enhance life-long learning opportunities for the range of demographic groups within the community	Programs implemented	The library continues to collaborate with relevant service providers to meet existing and emerging needs / interests of the community. The library innovates and we introduced new activities to include Scratch Two which extends the original code club, Little Green Sparks which is a stem-based science program, partnerships with the ATO and BEC to support local business needs across three locations; Eastgardens, Rockdale, and Sans Souci. Bayside Library secured two rounds of grant funding from the State Library of NSW and Telstra to extend out Tech Savvy Seniors programs to support the digital literacy needs of older people. These sessions take place in a range of community languages. This is a high need area for people when many of the services they depend on are moving to online forums; including service providers such as Service NSW. To meet this need we have expanded our programs to offer one on one coaching for individuals to extend the basic learning from Tech Savvy Seniors Sessions.	
Opportunities for passive and active activities are available to community members, including people with pets	Promote and hold Community pet 'microchip day' to promote responsible pet ownership	Complete 1 microchip day	2 Microchip days were held with the assistance of our Local Vets at Bexley, Kogarah, Mascot and Maroubra on 25th and 27th June 2019.	






Delivery Program Strategy	Action	Annual Target	Annual Comment	Status
We are a healthy community with access to active recreation and health education	Co-deliver Connecting Communities program in partnership with South Eastern Sydney Local Health (SESLHD) through Council's Memorandum of Understanding with SESLHD, and using the Asset Based Community Development (ABCD) approach	4 ABCD Projects delivered	Six Asset Based Community Development Projects being supported. Projects include Nepalese parenting, Student leadership and disability support.	
We are a healthy community with access to active recreation and health education	Collaborate with Office of Sport to contribute to positive regional outcomes, planning and grants opportunities	Commencing funded projects in line with approved program 100% response to regional requests.	Council Officers continue to work closely with the Office of Sport to be aware of any opportunities within the LGA. Strategic meetings are held with relevant stakeholders to maximise any opportunities. Grant applications are encouraged and supported by Council.	
We are a healthy community with access to active recreation and health education	Conduct minimum of 4 Food handling Workshops with food businesses across our Local Government Area.	Completion of 4 food handling workshops April – June 2019	Five (5) food handling workshops were hosted by Council between April 2019 - June 2019. Various locations across the local government area. Minimum requirement is four (4). Exceeded target.	
We are a healthy community with access to active recreation and health education	Construct a skate park at Mutch Park to increase recreation opportunities for youth.	Skate park open	Project has progressed as per the construction program; the project will be completed by 30 September 2019.	
We are a healthy community with access to active recreation and health education	Establish the Sport and Recreation working party with sporting clubs' key stakeholders.	4 working party meetings conducted	The terms of reference were not established. The benefits of having this working party will be reviewed.	

Delivery Program Strategy	Action	Annual Target	Annual Comment	Status
We are a healthy community with access to active recreation and health education	Partner with local and NSW stakeholders to advocate on behalf of the community and deliver local health initiatives	4 initiatives delivered	Council works in partnership with Connecting Communities meetings (NSW Health and other state agencies) and advocate on behalf of Bayside communities. As a result, additional health initiatives to address social isolation and increasing access to local services are being implemented.	
We are a healthy community with access to active recreation and health education	Promote and support active recreation, leisure and sporting activities and initiatives	Work with clubs and associations to increase participation in active recreation	<p>Sports and recreation continues to meet with relevant stakeholders to encourage Sport and Recreation opportunities.</p> <p>All facilities continue to be booked to community groups looking to encourage sporting opportunities and recreation programs.</p> <p>Programs include Seniors opportunities, pre-school group participation through to our regular dance, aerobic and sporting group competitions for males and females.</p>	
We are a healthy community with access to active recreation and health education	Review the effectiveness of the Food Handling Workshops, identify specific issues and develop a tailored educational program.	Tailored education program developed	A review of the Food Handling Workshop was undertaken which included the purchasing of the GlitterBug products which allowed food business owners to see the effectiveness of hand washing, as well as sanitising demonstrations using bleach and the incorporation of quiz to test their knowledge. All attendees received 95% and above and as such, received a Certificate of Attendance that went towards points in favour of their next routine inspection.	






Delivery Program Strategy	Action	Annual Target	Annual Comment	Status
We can participate in cultural and arts events which reflect and involve the community	Funding opportunities for events identified and pursued	Pursue agreed funding opportunities	Council has actively sort and been successful in obtaining corporate sponsorship for several events during the past 12-month period namely, Carols by the Sea, the Lunar New Year Festival, Bayside Garden Competition which will be judged in September and the Bayside Food and Wine Fair to be held in October. All sponsors are included on the event's promotional material.	
We can participate in cultural and arts events which reflect and involve the community	Hold Pop up Libraries in target areas where a library does not currently operate	4 pop up libraries established each year	Our Pop-up library is proving a great way to increase visibility of Library Services at Community Events and locations. The community response has been positive and created an opportunity to enquire about services, collections and programs available at our permanent library locations. This year we held 3 pop up libraries and worked on a number of collaborative programs to support community activities and events.	





We are unified and excited about the future






Delivery Program Strategy	Action	Annual Target	Annual Comment	Status
Community leadership is developed and supported	Media support to promote Council's reputation and image	Community Newsletters Media & Press Releases Facebook posts Twitter feeds	Council continues to keep the community and key stakeholders informed and up to date. The quarterly community newsletter has been produced and distributed to 60,000 households. The monthly e-newsletter has been prepared and distributed to over 40,000 registered emails. Daily posts are shared on Facebook and Twitter. Media Releases are prepared and distributed to local newspapers.	

Delivery Program Strategy	Action	Annual Target	Annual Comment	Status
Community leadership is developed and supported	Work with key stakeholders including NSW Family and Community Services (FACS), South East Sydney Local Health District (SESLHD), community partners and NGOs to map existing services and identify gaps	4 Stakeholder planning days conducted. Service map developed.	A further two meetings (total of six) were held with partners including Family and Community Services, Health, Housing and other Councils. Service gaps were identified, and issues mapped. Projects arising from this work are being developed.	
The city is run by, with and for the people	Assist specialised areas/groups with community event planning and promotion	18 events held in partnership	The Events Team are happy to work with other business units to ensure their events or programs are a success. In the past 12 months the team has assisted City Life to hold a movie night at the Botany Pool, organised plaque unveiling for special projects as well as offering advice and support to a number of external organisations such as the Mascot RSL Sub Branch for their Pre-Anzac Day March and St Catherine's Greek Church for their Easter Processions.	
The city is run by, with and for the people	Represent council and the community's interests on regional boards and forums such as the Mayoral Aviation Council and the SSROC	Participated in relevant forums	Continued membership and advocacy at SSROC. Councillor attendance at the Australian Mayoral Aviation Council identified the need to review membership in terms of cost/benefit in light of the established partnership between Council and the Sydney Airport Corporation Limited, which includes membership on the Sydney Airport Community Forum and the Sydney Airport Planning Coordinators Forum.	
We are all included and have a part to play in the city	Citizenship Ceremonies conducted and presided over by the Mayor - to recognise our diversity and acknowledge our newest citizens	Citizenship Ceremonies held	Council has held 10 ceremonies throughout the past 12 months welcoming over 1200 new citizens.	
We are all included and have a part to play in the city	Educate local primary school students on the role of local government	12 civics workshops delivered to local schools	Project delayed due to resourcing issues.	

We benefit from technology




Delivery Program Strategy	Action	Annual Target	Annual Comment	Status
Council engages with us and decision making is transparent, and data driven	Community Forums are held twice yearly to inform the community of Council's progress	Two Community Forums convened and well attended	The community forums have been cancelled for the year 2019. A combination of increased online presence offering multiple avenues to ask Council direct questions and a more targeted engagement approach on specific projects has led to the decision to cancel 2019 forums.	
Council engages with us and decision making is transparent and data driven	Council's Integrated Planning and Reporting is responsive and accountable	Integrated Plans delivered	Six monthly reporting on Operational Plan completed. New Integrated Planning & Reporting software implemented.	
Council engages with us and decision making is transparent and data driven	Develop and maintain the 'Talking Bayside' Community Panel	300 residents signed up and actively participating in panel	Talking Bayside has been reviewed. Talking Bayside has a new project page and a promotional plan was put in place to reconnect with old members and create new members. The successful campaign has increased profile and raised membership to 300 people.	
Council engages with us and decision making is transparent and data driven	Engage the community through a variety of methods as outlined in Council's Communication & Community Engagement Strategy	Ongoing identification and delivery of a diverse range of engagement methods	The draft Engagement and Communications Strategy is complete. A resource page has been developed for staff which guides the delivery of a diverse range of engagement methods for the community. The number of projects being consulted on continues to grow.	
Council engages with us and decision making is transparent and data driven	Media support to promote Council's reputation and image	Community Newsletters Media & Press Releases Facebook posts Twitter feeds	Council continues to keep the community and key stakeholders informed and up to date. The quarterly community newsletter has been produced and distributed to 60,000 households. The monthly e-newsletter has been prepared and distributed to over 40,000 registered emails. Daily posts are shared on Facebook and Twitter. Media Releases are prepared and distributed to local newspapers.	




Delivery Program Strategy	Action	Annual Target	Annual Comment	Status
Technological change has been harnessed and we are sharing the benefits	Develop a Social Media Strategy including policy; framework and content management approach across all platforms.	Strategy adopted and implementation commenced	Work has begun on putting together a Social Media Strategy and Policy. It will also contain guidelines for managing and distributing content across all platforms.	
Technological change has been harnessed and we are sharing the benefits	Develop Bayside Council Digital Technology Strategy	Strategy adopted and implementation commenced	A Digital Strategy has been prepared and endorsed by the Executive and has been presented to the Councillors at GM Briefing.	
Technological change has been harnessed and we are sharing the benefits	Publish Council's events calendar – providing quarterly updates to the community	Update and publish 4 Events Calendars	Regular Events Committee meetings held to ensure Event information is up to date. And a quarterly event is published featuring the highlights from major events, library programs or community projects. Four calendars are produced each year and distributed at various outlets across the LGA.	
We are a digital community	Increase access to online digital resources throughout library services.	Increased usage of online resources by 10%	As awareness of electronic resources grows so do our statistics. This has been assisted through related activities and strategies such as pop-up libraries and programs that use and promote e-resources such as our film club and range of tech savvy senior programs. Annual usage statistics demonstrated a percentage increase from 2017/2018 to 2018/2019 of approximately 1120%. Most of this usage can be attributed to the increasing popularity of Digital eMagazines	





Delivery Program Strategy	Action	Annual Target	Annual Comment	Status
We can access information and services online and through social media	Community and stakeholders are informed about Council business, news and activities.	Various communication mediums updated with relevant news	<p>The biggest change to Council's external communications in the past 12 months has been the use of our social media platforms - Facebook and Instagram to promote key messages and disseminate information. The content and consistency of posting has greatly increase council's engagement on both platforms and our likes and followers are growing.</p> <p>The Communications Team will continue to build on this, while also ensuring that the more traditional forms of communication are not neglected.</p>	
We can access information and services online and through social media	Council's website continues to provide accessible and up to date information on activities; events and services across Bayside	Website is continuously reviewed and updated to meet community expectations	Lots of work in the back end to enhance the user experience. New work commencing on the front facing customer aspect of the website to explore online options that meet customer expectation and enhance the overall online experience, minimizing the need to attend Council offices.	
We can access information and services online and through social media	Council's website is accessible and up to date	Updates to ensure relevant content	Content is currently being reviewed to ensure it meets customer expectation. Analysis of search functionality to ensure information that our customers are seeking, is readily available and easily understood.	
We can access information and services online and through social media	Key documents are available in alternative formats and community languages	Action Plan implemented	Council provides information on how to access support to read or view all documents, correspondence and information. This includes support for the hearing impaired, visually impaired and non-English speaking community.	
We can access information and services online and through social media	Prepare system capability and data to enable public mapping of key Council infrastructure and services	Available for public use	Public Maps capability has been developed and tested. Opportunity created for inclusion into Council's web page	

3: In 2030 Bayside will be green, leafy and sustainable


Our waste is well managed







Delivery Program Strategy	Action	Annual Target	Annual Comment	Status
I can reduce my waste through recycling and community education	Implement Councils Waste Avoidance Resource Recovery Strategy (WARRS) 2030 + Action Plan.	Strategies aligned with Council and regional objectives	<p>Council consulted, designed, introduced and adopted a new Waste Avoidance and Resource Recovery (WARR) Strategy 2030. It was endorsed by Council in July 2018. Council's WARR Action Plan for 2018/19 has been successfully delivered.</p> <p>Council was awarded Winner of the Circular Economy category of the Keep Australia Beautiful NSW Sustainable Cities Awards for the creation of Bayside Council's WARR Strategy 2030.</p>	
I can reduce my waste through recycling and community education	Inform residents about Councils Domestic Waste and Clean Up programs	<p>Recycling Calendars and Waste Services Guides delivered</p> <p>Information provided on Council's website and Mobile App</p>	<p>Council's recycling calendars clean up dates and Waste Services App information were delivered to all Bayside residents. This information can also be accessed by all residents on Council's website, Council's Customer Services and Waste Services App, which includes a digital Waste & Cleansing Services Guide 2019. In 2018, Council's Waste Services App was awarded Highly Commended in the Sustainable Projects Award category of the Keep Australia Beautiful NSW Sustainable Cities Awards.</p>	
I can reduce my waste through recycling and community education	Meet statutory compliance and reporting obligations	100% compliance with statutory reporting	Council has completed all required statutory compliance and reporting obligations.	






Delivery Program Strategy	Action	Annual Target	Annual Comment	Status
I can reduce my waste through recycling and community education	Program and offer interactive recycling education programs to 35 schools and at 6 community events per annum	35 school workshops and 6 community education events held	<p>In 2018/19 Council conducted the following education and regulation programs and/or workshops:</p> <ol style="list-style-type: none"> 1. Education programs to 108 school classes (2,875 students), 2. Ten (10) Regional Illegal Dumping (RID) Operation Jacobs, 3. Three (3) RID Operation Tangarra, 4. Two (2) Community Education Movie Nights, 5. One (1) Kid's Recycling Workshop, 6. Fourteen (14) School Worm Farm & Compost Workshops, 7. Six (6) Community Education Workshops. 	
I can reduce my waste through recycling and community education	Seek funding through the NSW Environment Protection Authority's 'Waste Less, Recycle More' Waste and Resource Recovery Initiative.	Ongoing management of current available funding	<p>A number of programs and initiatives were design, implemented and/or reviewed within this financial year, with funding approved and provided by NSW EPA, i.e.:</p> <p>Beach Litter Bin Prevention program.</p> <p>Community Recycling drop off Facilities.</p>	
I can reduce my waste through recycling and community education	Undertake the management of essential waste and recycling services to over 62,000 households	Domestic Waste services conducted in line with Statutory requirements	<p>Domestic Waste Services have been conducted in line with statutory requirements to over 63,000 households or 170,000 residents. Services included:</p> <ul style="list-style-type: none"> * kerbside bin management, * kerbside clean-up services, * kerbside on-call and booked services, * community recycling drop-off events, and * litter management. <p>Over \$2M of new fleet was delivered by December 2018, to support the delivery of these essential services.</p>	






Delivery Program Strategy	Action	Annual Target	Annual Comment	Status
Illegal Dumping is a thing of the past	Ascertain hotspots through mapping and analysing reported incidents of illegal dumping	Proactive and reactive strategies to reduce illegal dumping identified and implemented	In 2018/19, Council continued and updated a thorough analysis of known 'hotspots' determined by street and suburb, utilising a new level of data sophistication. This program guides the successful relocation of multiple CCTV solar cameras to data supported known 'hotspots' areas, as required.	
Illegal Dumping is a thing of the past	Investigate incidents of illegal dumping and enforce compliance	100% reported incidents investigated	All incidents were investigated by Council or the Sydney Regional Illegal Dumping (RID) Squad. In 2018/19, Council and RID investigated 3,496 incidents. In 2018/19, Council and RID conducted monthly operations, targeting hotspot areas, providing educational information in letter boxes, engaging the community and installing education / deterrence signage.	
Illegal Dumping is a thing of the past	Maintain the contaminated land management and recording system through the development process	Implications of review identified	All Site Audit Statements received by Council were entered into the applicable Councils database at the time of receipt and sent to GIS for addition to the pathways system.	
Illegal Dumping is a thing of the past	Remove and dispose of illegally dumped materials throughout the City	Illegally dumped materials removed within identified timeframe	Program was delivered in alliance with Regional Illegal Dumping Squad (RID) with all requests investigated (3496) and collected by Council or those responsible for the offence.	






We are prepared for Climate Change

Delivery Program Strategy	Action	Annual Target	Annual Comment	Status
Our city is prepared and able to cope with severe weather events	Botany Bay Foreshore Beach Flood Plain Risk Management Study and Plan	Completed	This is a two year project with the component scheduled for 18/19 (Flood Study Review) completed	

Delivery Program Strategy	Action	Annual Target	Annual Comment	Status
Our city is prepared and able to cope with severe weather events	Improve water quality and upgrade infrastructure at Russel Ave and Bardwell Valley	Design complete and community engagement commenced	Detailed design of Bardwell Valley Water Quality device is 80% complete.	
Our city is prepared and able to cope with severe weather events	Investigate upgrades to trunk drainage in response to the land use changes in Bayside West precinct	Upgrades identified	High level review of stormwater drainage related to the revised Bayside West Precinct area completed. Works required identified in draft Arncliffe and Banksia Development Contributions Plan work schedule.	
Our city is prepared and able to cope with severe weather events	Undertake two-dimensional Flood Study Review of the Bardwell Creek Drainage Catchment	Study completed	Bardwell Creek Flood Study Review completed and available on Council website.	
Our city is prepared and able to cope with severe weather events	Upgrade Stormwater Infrastructure at Arncliffe St, Willis St and Guess Ave	Construction underway	Detailed design 95% complete, to be tendered in next 3 months.	
Waterways and green corridors are regenerated and preserved	Carry out turf maintenance of approx. 400 parks and reserves and approx. 150 lineal kilometres of grass verges	Manage and maintain all turf areas effectively	Maintenance Programs have been delivered on weekly/fortnightly and monthly schedules to provide fit for purpose Parks and Open Space. Sports field renovations delivered prior to winter season commencement, examples. Topdressing, Aeration, Fertilising, weed spraying & over sowing at Sports fields. Grass verge maintenance programs performed at required frequencies.	
Waterways and green corridors are regenerated and preserved	Develop an integrated water management needs analysis for Bayside Council	Scope of future work identified	Final draft of water management strategy completed with priority actions identified. This Strategy will be reported to Executive	


Delivery Program Strategy	Action	Annual Target	Annual Comment	Status
Waterways and green corridors are regenerated and preserved	Implement key priorities in Council's adopted Biodiversity Strategy to protect and enhance natural areas	Agreed priorities implemented	Council undertook bushland regeneration in 18 priority natural areas. Across Bayside 80 hectares of natural areas had management works undertaken and over 15,000 plants planted. In comparison to last financial year there was registered Bushcare volunteer increase from 86 to 138 and approximately 600 in-kind to 1709 hours annually	
Waterways and green corridors are regenerated and preserved	Improve water quality and manage stormwater in Dominey Reserve and downstream	Recommendations identified for extension to open space	Project deferred until 2020 due to timing of supporting funding.	
Waterways and green corridors are regenerated and preserved	Improved tree canopy across LGA	Delivered in accordance approved plan	Continuation of Street Tree Planting program at various locations across the LGA. Council planted an additional 784 trees throughout the 2018-19 financial year.	
Waterways and green corridors are regenerated and preserved	Investigate water quality and drainage infrastructure in and near Sir Joseph Banks Park to inform future planning	Consultants engaged and water quality investigations complete	Project deferred to 2019-2020	
Waterways and green corridors are regenerated and preserved	Maintain all garden areas on council assets within LGA	Maintenance programs delivered as scheduled	Garden areas have been maintained throughout the Local Government Area, garden crews attend to all required maintenance on a monthly schedule to ensure service delivery. With Plants and materials being sourced through Bayside's Joint Venture Partner the Bayside Garden Centre.	

Delivery Program Strategy	Action	Annual Target	Annual Comment	Status
Waterways and green corridors are regenerated and preserved	Manage and maintain all trees within LGA	Maintenance programs delivered as scheduled	Tree Management and maintenance is conducted through the customer request system and also following set maintenance schedules. Both street trees and park trees are maintained by qualified tree services team. Private trees are managed by the Tree Management Officer within in the Parks and Open space department throughout the LGA.	
Waterways and green corridors are regenerated and preserved	Protect and restore the health of waterways and wetlands through planned Gross Pollutant Traps (GPTs) inspection and cleaning program	Program implemented	Council serviced 61 GPTs throughout the year preventing 145.24 t of waste from entering our waterways throughout the Local Government Area	
Waterways and green corridors are regenerated and preserved	Undertake Landscape Maintenance Services	Landscape maintenance services conducted in line with maintenance schedules	Council has continued to provide landscaping maintenance services within all active parks and passive parks. Council has also have delivered landscaping services for town centres, city gateways, memorial sites, and other council initiatives.	
Waterways and green corridors are regenerated and preserved	Water quality improvements to enhance riparian zones and waterway assets	Documentation and specification complete	80% detailed design of Water Quality improvements to Coolibah Reserve, Bardwell Valley.	
We increase our use of renewable energy	Installation of water and energy efficiency initiatives in community buildings	Installations commenced	Council identified a range of energy and water initiatives for Council facilities to reduce its environmental footprint. From this Council initiated a procurement process for the installation of solar at Rockdale Town hall and completed a Heritage Impact Statement. LED lighting replacement completed at Bexley Depot Offices and energy and water efficiency upgrades at AS Tanner Hall and Amenities completed	



Delivery Program Strategy	Action	Annual Target	Annual Comment	Status
We understand climate change and are prepared for the impacts	Develop Bayside Environmental Strategy to assist in forward planning for infrastructure, assets and inform land use decisions	Strategy underway	Council developed the scope for the first stage of the Environmental Strategy, developed a working group and engaged consultants. An Environmental Discussion paper was then completed and utilised as part of extensive community engagement for the development of Bayside Local Strategic Planning Statement. Council has now commenced a review of Local Environmental Plan (LEP) and Development Control Plan environmental controls to be integrated into the draft Bayside LEP	
We understand climate change and are prepared for the impacts	Implement community sustainability program of events and workshops	12 workshops conducted	Council conducted a range of community environmental workshops and events including National Tree Day, wetland talks, energy efficiency workshop as well as working with large businesses with planting events and continuing Council's Bushcare program.	
We understand climate change and are prepared for the impacts	Plan for the effects of climate change on the floodplain with the Floodplain Management Committee	Identification of Floodplain Risk Management initiatives	Floodplain Risk Management Committee established; quarterly meetings held.	
We understand climate change and are prepared for the impacts	Review condition of the Cahill Park Sea Wall	Works identified	Cahill Sea Wall has been reviewed scoped and included in the contract works currently underway in Cahill Park. Work is expected to be complete early 2019	
We understand climate change and are prepared for the impacts	Review condition of the seawall at Sandringham	Investigations complete and findings produced	Project deferred to 2019-2020	




4: In 2030 we will be a prosperous community

Local housing, employment and business opportunities are generated



Delivery Program Strategy	Action	Annual Target	Annual Comment	Status
Bayside will be a 30 minute city – residents work locally or work off site – no one has to travel more than 30 minutes to work	Advocate for an integrated, accessible and affordable transport system	Attend workshops, meetings & regular discussions with key stakeholders including cycling groups, RMS, Transport NSW. Make submissions to major transport project Environmental Assessments i.e. the F6.	Council made a number of submissions on the F6 Stage 1 project, met with State Government representatives to discuss Stage 1 F6, Sydney Gateway project and South East Transport Strategy. Council has also commenced the development of the Bayside Transport Strategy and has undertaken extensive community and stakeholder engagement to develop the Bayside Transport discussion paper.	

Opportunities for economic development are recognised




Delivery Program Strategy	Action	Annual Target	Annual Comment	Status
Major employers support/partner with local small business	Administer Local Area Funds	Program prepared	Program identification is ongoing as part of the development of the city projects program.	
Major employers support/partner with local small business	Implement Bayside Economic Strategy	Strategy drafted	The strategy has undergone some consultation in conjunction with the development of the Local Strategic Planning Statement and is on track to be delivered in 2020.	



Delivery Program Strategy	Action	Annual Target	Annual Comment	Status
We are an international hub for transport and logistics related business	Finalise a qualitative Risk Assessment of Botany Industrial areas	Recommendations actioned	The first stage of this project is developing the Land Use Limitations Study which is providing an overarching perspective to Qualitative Risk assessment of Botany Industrial Area. This is almost at completion and consultants have now been engaged to undertake a more detailed review of the current Qualitative Risk assessment and identification of the next critical steps. This review is anticipated to be completed by October 2019.	
We are an international hub for transport and logistics related business	Manage the Airport Business Unit	Council will meet its contractual services with evidence of receiving no penalty points for non-delivery of services	Council no longer has the contract to manage the Airport Business due to unsuccessful tender bid.	
We are an international hub for transport and logistics related business	Provide advocacy and representations on traffic issues and freight movements associated with the developments and operations of Port Botany and Sydney Airport	Attend quarterly meetings with Port Botany Consultative Committee and Port Botany Planning Manager, Sydney Airport Community Liaison Group and Sydney Airport Planning Coordination team	Staff attended Port Botany Consultative Committee, Sydney Airport Community Forum, Sydney Airport Planning meetings, Sydney Gateway briefing, South East Transport Strategy Working Group. Sydney Airport and Sydney Port are members of Council's Transport Strategy Working Group	





The transport system works



Delivery Program Strategy	Action	Annual Target	Annual Comment	Status
We can easily travel around the LGA – traffic problems and gridlock are a thing of the past	Develop Bayside Employment and Economic Development Strategy to identify opportunities for activation of local areas	Draft Strategy completed by 2019	Council developed the scope for the Employment and Economic Development Strategy, developed a working group and engaged consultants. An Employment and Economic Development Background Paper was completed and utilised as part of extensive community engagement for the development of Bayside Local Strategic Planning Statement. Council is now working with consultants on the next stages of the project, with the project due for completion in October 2019 to inform the Bayside Local Environmental Plan.	
We can easily travel around the LGA – traffic problems and gridlock are a thing of the past	Implement the Road Safety Program with annual matching funding from NSW Roads and Maritime Services	Program complete	Road Safety Program completed. Grant Funding approved for 2019-2020 projects by RMS. Program planning commenced for next financial year projects. List of projects completed in Quarter 3 & Quarter 4 January 2019 – June 2019 3 x Child Restraint Check Days were held on 12 February, 9 April & 11 June 2019 1 x Helping Learner Driver workshops held 16 March 2019	

Transparent & accountable governance




Delivery Program Strategy	Action	Annual Target	Annual Comment	Status
Ethical Governance	Enhance public access to information	Decrease in numbers of formal applications	Undertaking awareness strategies in the use of proactive release and disclosure log to provide access to wider public interest issues. Further digitisation of Council records to facilitate simplified access process.	
Ethical Governance	Review improve and lobby for change at State Government; Regional and Local level to advocate and exchange information to inform and improve decision making	Implement agreed strategies	Advocacy on behalf of the community continues on issues of transport congestion; traffic improvement; and funding opportunities to ensure Council is taking advantage of any and all opportunities for Bayside residents and businesses.	
High Standards of Customer Service	Participate in the National Local Government Customer Service Network Benchmarking Program and report performance	Evaluate results and prepare action plan	<p>The mystery shopping initiative was completed with the outcome showing an improvement in the overall performance of the Customer Service Team and against other Councils / industry.</p> <p>Participating National Local Government Customer Network Benchmarking Program will be explored in 2019/20 once customer experience performance KPIs are reviewed.</p>	

Delivery Program Strategy	Action	Annual Target	Annual Comment	Status
High Standards of Customer Service	Provide excellence in customer service across Bayside Council community touch points	Baseline satisfaction increased by 10%	<p>The key focus in 'Providing excellence in customer service across Bayside Council community touch points' was the implementation of a new contact centre solution. This contemporary solution has enabled improved responsiveness and management of calls, improved staff performance and access to data for training and performance reporting.</p> <p>The focus for 2019/20 will shift towards the provision of on-line solutions to improve customer experience.</p>	
Skilled Staff	Annual Supplier and Staff procurement education programs delivered	Agreed program targets achieved	<p>Procurement Education for staff is delivered through Induction Programs, Focus Groups and Training Sessions which include the provision of educational resources and one on one support. The Procurement Policy and Procurement Guidelines is available to all staff via the Intranet.</p> <p>Procurement Education for suppliers is delivered through the issuing of information packs to all new suppliers and bi-annual mail outs to existing suppliers in regard to our Procurement Policy, Statement of Business Ethics and 'Doing Business with Bayside' Guide.</p>	

Delivery Program Strategy	Action	Annual Target	Annual Comment	Status
Skilled Staff	Develop a Bayside Council Volunteer Strategy which supports Council and partners in the recruitment, training and support of volunteers	5 positions filled by graduates, trainee ships and apprentices	Bayside Council Volunteer Policy and Forms have been created and approved by the Executive and the Staff Consultative Committee. Further, a time sheet system has been developed and implemented to capture the value Bayside Council's volunteers brings to the community.	
Skilled Staff	Develop and implement graduate, traineeship and apprenticeship programs	Volunteer strategy adopted	Since 5th of November 2018 8 students have commenced and been inducted. A student program was developed to provide the students with skills required at work and in addition each student was allocated a mentor to support them during their journey into the organisation. Further, Child Care services engage trainees for the traineeship program to address the shortage of Child Care Workers in the market. 5 apprentices have been engaged in trade's area to support training for young people as well as addressing skill shortage in the trade's area.	
Skilled Staff	Implement Bayside Council's leadership development program for the financial year of 2018 and 2019.	Program implemented with 85% attendance	The training needs analysis of Managers and Coordinators is completed. Based on the outcome of the training needs analysis a leadership training strategy has been developed and was implemented in accordance with the training plan.	
Skilled Staff	Implement self- service human resources system	System implemented	This project has been delayed. Before implementing the Self Service System, a post implementation review had been completed of the main payroll system. The post implementation review was completed in June 2019.	

Delivery Program Strategy	Action	Annual Target	Annual Comment	Status
Strong Financial Management	Implement, monitor and review new financial reporting framework.	Evaluation of framework completed and suggested improvements reported.	2017/2018 Financial Statement were completed. The 2018/2019 Financial Statement are currently in progress in accordance with statutory time frames.	
Strong Financial Management	Review and implement Investment Strategy	Adopted Investment Strategy	A revised investment policy was approved by Council in June 2019 and an independent investment advisor is to be appointed during the 2019/20 financial year.	

We are prepared for a sharing economy

Delivery Program Strategy	Action	Annual Target	Annual Comment	Status
Innovative businesses are supported to locate in Bayside	Facilitate bridging programs for students between BEC, TAFE and business	4 Employment Action Workshops + 2 Women Return to Work Workshop	Delivered workshops with BEC on Women Return to Work, Partnered with IESMI to provide information to residents in employment, estimated 150 people attended.	
Innovative businesses are supported to locate in Bayside	Partner with Botany Enterprise Centre to deliver Building Better Business Workshop programs for local business operators	4 Building Better Business Workshops	Four workshops in partnership with BEC completed in 2018: Starting a Business in Australia (August), Moving From Home Based Business to The Next Level, Marketing: On-line, Off Line, Social Media and Women Returning To Work (October 2018).	
Local plans and regulations have kept pace with the sharing economy	Deliver effective and competitive Complying Development (CDC) and Construction Certificate (CC) Services.	Improvements identified and agreed	Market share steady at around 15% with 90% of CDCs assessed within 20 days No valid complaints received regarding these application types during this period. Regular messages of appreciation from applicant/customers for timely and efficient service delivery.	

Delivery Program Strategy	Action	Annual Target	Annual Comment	Status
Local plans and regulations have kept pace with the sharing economy	Investigate and implement opportunities to improve assessment processing times and customer satisfaction for development applications	Opportunities identified and agreed	Conditions Review has been completed and is in the process of being inputted into the system. Development Services has achieved a significant reduction in the backlog of applications and improved processing times, including a 48% improvement in applications undetermined within 80 days, a 51% improvement in applications undetermined within 100 days and a 34% improvement in applications undetermined over 100 days. Clearing House proceeds consistently three times a week to ensure applications are validated and allocated quickly. Working on improvements towards the Premiers target of 90% of new housing applications processed within 40 days.	