

Bayside 2030



Delivery Program 2018-2021
Operational Program 2019-2020

6 Month Progress Report December 2019

1 About the Operational Plan

1.1 Integrated Planning & Reporting

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 2019 - 2020 sits within the Delivery Program. It spells out the actions and projects that will be undertaken by the Council in 2019 - 2020 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

This progress report provides the status of each action and project as at 31 December 2019. The performance against each action and project is colour coded as follows:

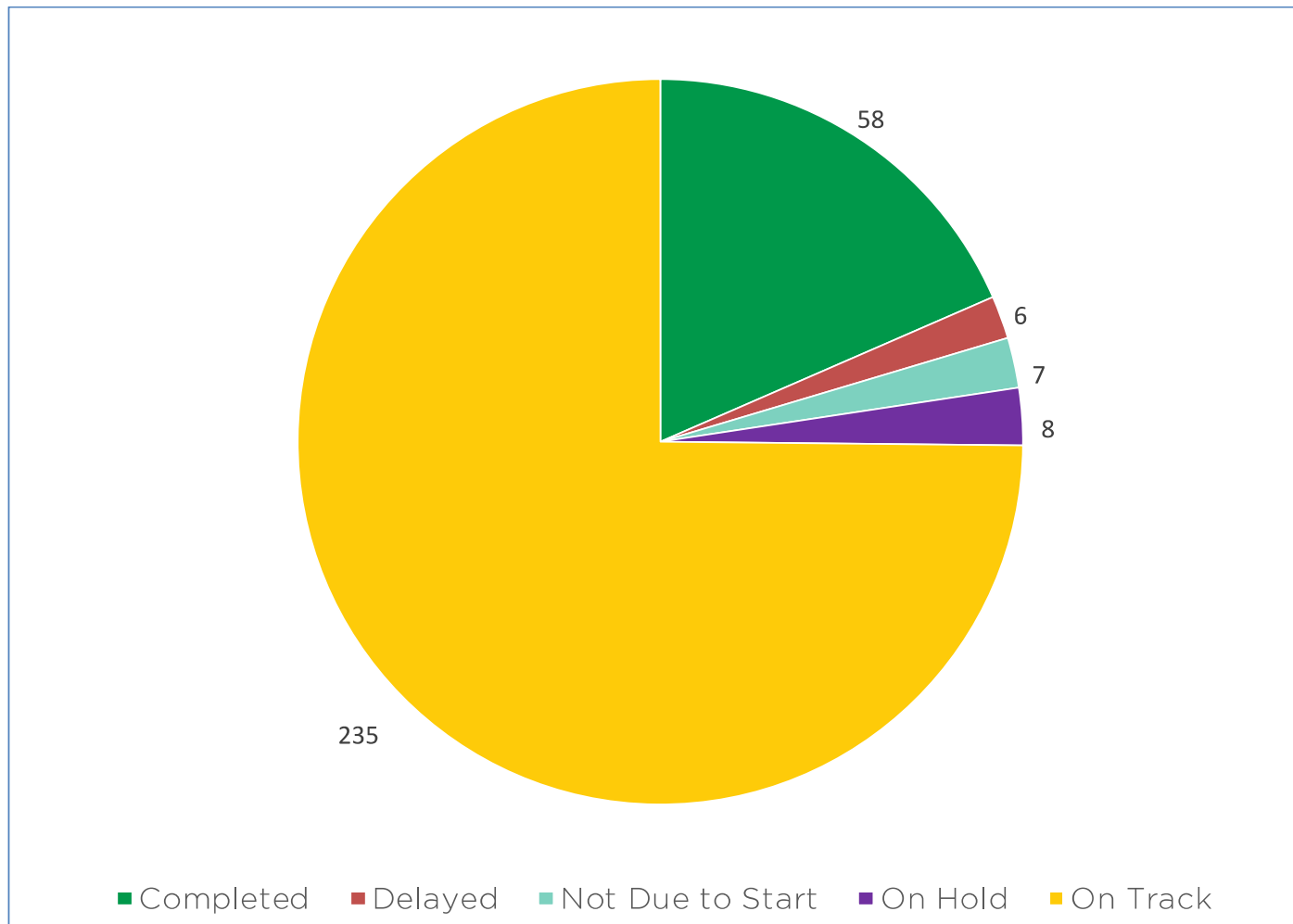
-  Completed
-  On Track – Nearing completion
-  Delayed – Behind schedule
-  On Hold – Not being undertaken at this time
-  No Due to Start yet

2 Overall Performance

2.1 Key Operational Achievements

The Operational Plan 2019/20 includes 314 actions across four themes. Of these, 19% have been completed, 75% are on track for completion, 2% are delayed, 2% are on hold and 2% are Not Due to Start

Chart – Status Summary as at 31 December 2019



The following are selected achievements for the six months to 31 December 2019.

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

- 100% graffiti removed within the required 72 hour response period
- Kogarah Collaboration Area Strategy endorsed
- Completed Cook Park wayfinding project
- Council's Guarantee of Service for street sweeping has been met with every street within the LGA being swept twice per month
- Active parks (Sports Fields) renovations completed, maintenance schedules for both active and passive parks on target with weekly, fortnightly monthly schedules
- Council was successful in receiving funding for 2 years from the Office of Emergency Management (NSW Government) for the Safe as Houses project to provide upskilling and engagement with managing emergencies in local communities with a pilot in Eastlakes.
- Council has completed 100% of the city wide asset condition and asset inventory audit of open space infrastructure, including all playgrounds, park furniture, and sport fields
- The Coffee with Council Project at two sites in Eastlakes has continued

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

- Six Citizenship Ceremonies conducted and presided over by the Mayor - to recognise our diversity and acknowledge our newest citizens
- Participated in the Connecting Communities Program in partnership with South east Sydney Local Health District
- Construction of Mutch Park skate park completed
- 1,200 of our community contributed their thoughts and ideas by completing surveys, dropping pins on a map, or submitting questions and comments
- Council presence on Social Media has become stronger and it will continue to grow
- Family Day Care are operating in accordance within the National Quality Framework and are meeting legislative and regulatory requirements in accordance with our funding requirements
- The Engagement and Communications Strategy adopted
- Youth services have provided innovative workshops/courses to support young people
- Sports fields have undergone aeration, earth quaking, fertilising, weed and pest control, top dressing and levelling repairs, several have also been re-surfaced

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

- Won “Keep Australia Beautiful” award
- Maintenance Programs have been delivered to approximately 400 Parks and Reserves; on weekly / fortnightly and monthly programs to provide fit for purpose
- Water management Strategy adopted by Council.
- Approximately 700+ trees planted as identified by CRM requests and interdepartmental projects throughout Parks, Reserves and Streetscapes.
- Council designed, printed and distributed the 2020 Clean Up, Waste and Recycling Calendars in early December 2019 to over 62,000 households.
- Tree planting teams continually work throughout the LGA replacing street tree removals and entire street plant-outs. Contractors are also engaged to plant out sensitive bushland corridors and open space






Theme Four - In 2030 Bayside will be a prosperous community








- Council is continually promoting its Certification Services to the local market
- A grant application made to hold a Migrant Women in Business forum
- Draft Bayside Transport Strategy completed in Q2
- 2 learner driver workshops and 3 child restraint check days completed as planned as well as speed campaign and breakfast torque combined with other councils
- Councils investment portfolio has maintained returns over the benchmark
- Working with the Chambers of Commerce across the LGA to build their capacity and strengthen the local economy including a round table initiative in December
- Ward boundary review completed
- The Swimming Pool Inspection Program adopted by Council


3 2019/2020 Action Updates

1: In 2030 Bayside will be a vibrant place








My place will be special to me










| Delivery Program Strategy | Action | Progress to 31December 2019 | Status |
|--|--|--|---|
| Gateway sites are welcoming and attractive | Ensure Bayside Council creates and maintains partnerships with government agencies and external bodies to advocate on behalf of the community (ie SSROC, AMAC) | Bayside continues to be an active participant of SSROC, Sydney Coastal Councils and others. While AMAC administration has relocated to Canterbury Bankstown Council, we have maintained membership of the Group. |  |
| | Improve traffic flow at Wentworth Avenue; Page Street and Baker Street intersections | 80% design drawings are complete and awaiting RMS approval . Completion of design pending RMS approval |  |
| | Upgrade gateway signage | Design, documentation and procurement phases completed. Services searches and traffic management plans underway. Implementation commenced. Program transferred to City Projects Team. |  |
| Roads rates and rubbish are not forgotten | Conduct litter collection along 8km of beachfront mechanically | Programmed maintenance schedules are on target for the beach cleaner rake. A recent purchase of new plant and machinery has ensured a reliable operation throughout the peak summer holiday season. |  |
| | Deliver an efficient street sweeping program across the Bayside Local Government area | Council's Guarantee of Service for street sweeping has been met with every street within the LGA being swept twice per month; resulting in 1088 tons of litter being removed from the streets within Bayside. |  |








| Delivery Program Strategy | Action | Progress to 31December 2019 | Status |
|---|--|---|---|
| | Enforce Abandoned Vehicle Policy by confirmed abandoned vehicles removed from road | <p>Program commenced on 1 July 2019 and is on track to be completed 31 June 2020 for current year.</p> <p>September 19: 1st Quarter reporting, 452 Abandoned Vehicle CRMs received with 368 Finalised. 84 Currently in process with none exceeding the 90-day removal period.</p> <p>December 19: 2nd Quarter reporting, 515 Abandoned Vehicle CRMs received with 445 Finalised. 70 Currently in process with none exceeding the 90-day removal period.</p> |  |
| | Provide an effective cleaning program of town centres | Council provides a daily Town Centre cleaning program in conjunction with a scheduled pavement cleansing program. In general, all programmed services have been met. |  |
| | Undertake litter education campaigns | In 2019, Council ran a successful litter awareness program with litter prevention signage implemented throughout Cook Park, on the 8km beachfront and in town centres. This program will continue in 2020. Council manages over 750 public place bins, as well as implementing temporary mobile bins for special events and during the warmer months. In early 2020, Council will introduce additional fixed bin infrastructure in identified areas. |  |
| | Undertake the Kerb and Gutter Renewal Program | Kerb & Gutter program completed |  |
| | Undertake the Road Pavement Renewal Program | Tender awarded for road re-sheeting program. Works commenced and on track by 30 June 2020 |  |
| Traffic and parking are a thing of the past | Enforce NSW Road Rules School Parking Patrol Program | <p>Program for 2019-2020 year commenced on 1 July 2019. The number of patrols undertaken is exceeding expectations.</p> <p>240 patrols required with 424 completed (176%). Total of 368 Penalty Notices issued during school enforcement.</p> |  |
| | Ensure regulation of timed parking in shopping centres and business centres | Program commenced on 1 July 2019 for current financial year. Number of patrols for timed parking and shopping centres is above expectations. There were 840 patrols required with 1721 completed (204%). |  |











| Delivery Program Strategy | Action | Progress to 31December 2019 | Status |
|---------------------------|---|---|---|
| | Explore opportunities for smart parking | Outcome of paid parking investigation is to be brought to Council prior to the end of the financial year. |  |











Our places are accessible to all









| Delivery Program Strategy | Action | Progress to 31December 2019 | Status |
|------------------------------------|---|--|---|
| Assets meet community expectations | Administer Council's Graffiti Removal Program in accordance with Council's policy | 100% graffiti removed within the required 72-hour response period. A tender was finalised for contract management of this program. |  |
| | Audit and monitor seasonal permits for sporting facilities and open space | Strict guidelines implemented for application and allocation process. Informal and weekly formal checks of permit compliance being undertaken. |  |
| | Deliver Parks and Open Space bookings through effective systems and procedures | Bookings are delivered effectively through improved guidelines. A new software system is due to be trialed in February 2020. |  |
| | Deliver Sport and Recreation services to the Community through Council's Aquatic Centres, Golf Courses, Tennis and Squash Courts and other facilities | All services are being delivered to the public. Review of services provided at Botany Pool and Golf Courses continues. |  |
| | Design and document access improvements to Botany Town Hall including a lift | Design and documentation finalised and lift ordered. tender scheduled for 4 February 2020. |  |
| | Develop and maintain key partnerships to improve community safety | Attended all relevant interagency and Police Area Command meetings including Domestic Violence Interagency, Liquor Accord, St George Police Area Command and South Sydney Area Command. Meetings also occurred with police around issues in Bayside including anti-social behaviour in hotspots and domestic violence. |  |
| | Ensure Council's properties and facilities are fit for purpose and meet statutory requirements | Fire and statutory compliance checks and statements are being undertaken on schedule to be completed by end of financial year. |  |

| Delivery Program Strategy | Action | Progress to 31December 2019 | Status |
|---------------------------|---|--|---|
| | Explore parking and redevelopment opportunities for the Boulevard Carpark, Brighton Le Sands in accordance with adopted parking strategies and the masterplan | We are currently working with stakeholders, considering feasible re-development opportunities for the Boulevard carpark. |  |
| | Implement 50 asset condition audits for Council owned buildings | Council has completed 25 general condition audits and 8 detailed condition and compliance audits as at 31 December 2019. |  |
| | Implement a city-wide asset condition audit for Council footpaths, shared paths and cycle paths | Council has completed 100% condition and inventory audit of footpaths, shared paths and off-street cycleways completed as at 31 December 2019. |  |
| | Implement a city-wide asset condition audit for Council open space infrastructure | Council has completed 100% of the city-wide asset condition and asset inventory audit of open space infrastructure, including all playgrounds, park furniture, and sport fields. |  |
| | Implement a proactive program maintenance of facilities (pest control, cleaning , fire safety etc) | The development of proactive maintenance schedules for facilities maintenance is on track to be completed as per the 2019-20 program. |  |
| | Implement the Bayside Asset Management Strategy | Strategic Planning have progressed the preparation of Infrastructure Strategies in accordance with the Asset management Strategy. |  |
| | Implement the Fire Safety Awareness and Action Program including the management of Annual Fire Safety Statements | Draft Program have been prepared and currently being refined. |  |
| | Investigate grants and funding opportunities to enhance Sport and Recreation facilities within Bayside LGA | Relevant grants have been identified and passed onto Clubs through their Associations. Applications are being made. |  |
| | Maintain flood lighting within active parks | Maintained all lighting within active parks to accommodate winter sports. Timers set in line with bookings, audits conducted quarterly to identify necessary repairs and action accordingly. |  |







| Delivery Program Strategy | Action | Progress to 31December 2019 | Status |
|---------------------------|--|--|---|
| | Prepare feasibility study into Bayside East Flood mitigation options | Grant funding from DPIE awarded November 2019. Consultancy to be issued in 2020. |  |
| | Promote and increase usage of community facilities | <p>Identification of opportunities has occurred</p> <p>A draft needs analysis has been conducted and identified in conjunction with the Social Infrastructure Strategy.</p> <p>Gaps promoted to possible hirers</p> |  |
| | Property acquisitions and disposals are actioned in accordance with adopted strategies and Council resolutions | Acquisition and disposal programs to be scheduled upon completion of relevant strategies |  |
| | Report on the leasing performance of the Bayside Real Estate Portfolio - new leases, renewals and income | Working is being undertaken to procure an implement a new management system, which post its implementation will enable lease performance reporting. The first stage of the new management system, the procurement, is targeted for the end of Q4. |  |
| | Report on the leasing performance of the Mascot Administration Building and Coronation Hall | Council previously resolved to seek tenancies for both the former Mascot Administration Building and Coronation Hall. A lease agreement was struck with South Eastern Community Connect for the Coronation Hall which commenced in April 2019. Council has just negotiated an agreement for the former Mascot Administration Building on commercial terms in late December 2019. |  |
| | Undertake Bridges and Structures Rehab and Renewal Program including Swinbourne St retaining wall | Council resolved to not accept Tenders for Kingsland road retaining wall and Ermington Street retaining wall and staff directed to investigate alternative designs |  |
| | Undertake Cahill Park Seawall Construction (Stage 2) | Construction almost finalised with the remaining component of the seawall and landscaping to be completed by the end of the financial year. |  |







| Delivery Program Strategy | Action | Progress to 31December 2019 | Status |
|---|--|--|---|
| | Undertake restoration of Council assets impacted by public authorities works | Council has embarked on an extensive restoration package of works for the NBN company that will result in over 16,000m2 of footpath being reinstated, ensuring community safety. |  |
| | Upgrade Bonar Street & Mt Olympus Lighting | Mt Olympus lighting improvements to be completed as part of Arncliffe public domain upgrade, design complete. Construction underway. |  |
| | Upgrade Moate Ave Community Centre HVAC | Major Projects are currently working on this project, progressing well as per schedule. |  |
| Bayside provides safe and engaging spaces | Comply with Council's obligations under the Development Agreement to progress the construction of the Arncliffe Youth Centre | Council is fulfilling its obligations under the Development Agreement. Construction is progressing to programme. Structural Steel is currently being erected |  |
| | Continue to support the Summer Foreshore Program | Summer Foreshore program commenced on 1 November 2019 and is on track to be completed in April 2020. Patrols completed each Saturday and Sunday since 1 November 2019 with significant penalty notices issued by patrolling officers. Presence has been well received. |  |
| | Develop a Bayside Bus Shelter Strategy incorporating outdoor advertising opportunities | Bus Shelter advertising tender is being programmed for Q3 19/20. |  |
| | Masterplan the former Brighton Fisherman's Club Site, Kyeemagh | Concept Plan completed |  |
| | Report on the progress of the Bayside City Projects Program | Reporting requirements have now been confirmed and reports will be developed on a 6 monthly basis. |  |
| Open space is accessible and provides a range of active and passive recreation opportunities to match our growing community | Construct a synthetic playing field at Arncliffe Park | Construction underway (50% complete). |  |
| | Construct a synthetic playing field at Gardiner Park | Detailed design and documentation underway for tender in March/April 2020. |  |









| Delivery Program Strategy | Action | Progress to 31December 2019 | Status |
|---------------------------|--|---|---|
| | Deliver Sporting facilities and bookings Policy to ensure community focused sports and recreation services | Guidelines have been implemented to support community participation. |  |
| | Enforce the Companion Animal Act | Program for 2019-2020 year commenced on 1 July 2019. Program is being enforced and a number of dog attack investigations are in progress. |  |
| | Ensure all active and passive parks and well maintained and fit for purpose | Active parks (Sports Fields) renovations completed. Maintenance schedules for both active and passive parks on target with weekly, fortnightly monthly schedules. Weed control, fertilizing and topdressing completed. |  |
| | Finalise the Social Infrastructure Strategy | Draft Social Infrastructure Strategy progressed in Q2. To be reported to Council in Q3. |  |
| | Implement the Disability Inclusion Action Plan | The internal working group has been in discussion during the past 6 months and priority actions have been implemented. The Implementation Plan was included in Council's Annual Report 18-19 and forwarded to the Office of Local Government in December 2019. |  |
| | Maintain Council's civil assets being roads, drainage, kerb and gutter and footpaths | Council's roads drains and footpaths were maintained to agreed service levels - Council attended to 903 customer requests during the period including completing 213 footpath repairs, filling 193 potholes and undertaking 35 kerb or drainage lintel repairs. |  |
| | Manage Parks, Recreation and Open Space bookings through online booking system | New online system to be trialed in February. |  |
| | Renew Hensley Reserve Athletic Synthetic Track | Construction underway and will be completed by 30 June 2020 |  |
| | Upgrade Ador Reserve fencing | Scoping underway, will be completed by 30 June 2020. |  |
| | Upgrade Cahill Park Tennis Courts | Report presented to Sport and Recreation Committee and a review of opportunities within this space are being undertaken. |  |









| Delivery Program Strategy | Action | Progress to 31December 2019 | Status |
|---|---|--|---|
| | Upgrade Rockdale Park including water feature and amenities renewal | Construction well underway. |  |
| People who need it can access affordable housing | Advocate for affordable housing | The Draft Bayside Housing Strategy including ways in which Council can improve provision of affordable housing was finalised in December 2019. Council to consider in Q3 |  |
| | Investigate affordable housing contribution scheme | Housing Strategy currently being finalised and will inform policy direction for Affordable Housing Contribution Scheme |  |
| | Prepare the Community Housing Provider governance framework | Strategic Planning have commenced discussions with Property team to progress this project. |  |
| | Provide property support for development of Affordable Housing Property Strategy | Property will be providing support |  |
| SMART cities – making life better through smart use of technologies | Deploy mobile CCTV cameras in response to identified illegal dumping hotspots, reports of anti-social behaviours and requests from police | Cameras are deployed as required and requests from police for footage addressed according to CCTV protocol. |  |
| | Explore opportunities to use technology to provide better outcome for the community | Lorawan network project utilising smart sensors was approved for delivery in 2020. All opportunities to expand the use of the network to benefit the community will be explored. |  |
| We welcome tourists to our city | Continued implementation of branding of Bayside Council | Completion of Cook Park wayfinding project. Procurement of additional Gateway plinths completed. Implementation commenced. Project transferred to City Projects Team. |  |










Our places are people focused









| Delivery Program Strategy | Action | Progress to 31December 2019 | Status |
|---|--|---|---|
| Local areas are activated with cafes, restaurants and cultural events | Conduct mandatory annual inspections of regulated premises (eg food businesses, skin penetration, hairdressers) | Inspections on track to be completed by March 2020 |  |
| | Deliver an inclusive Bayside Council Events Program which adds value to our community and City , activates public spaces and invigorates town centres | On Track as per adopted Event Calendar - However it has been a disappointing start to the 2020 year for Council run events due to issues beyond Council's control. The New Year's Eve Family Fireworks were cancelled due to high winds, dry weather and burning bushfires. The water slide events scheduled for Australia Day at the Botany Pool were cancelled due to level 2 water restrictions and swapped for "non-water" activities; and Lunar New Year Celebrations in Mascot have been postponed due to the Coronavirus outbreak. |  |
| | Deliver Bayside Arts Festival including Sculptures @ Bayside, the Visual Arts prize and photography competition | The 2020 Arts Festival including Sculptures@Bayside is currently in the planning stage for 4th to 26th April 2020. |  |
| | Engage with the local arts community through the Georges River and Bayside (GRAB) Arts and Cultural Forum | Planning is underway for a GRAB Forum as part of the Bayside Arts Festival in April. |  |
| | Finalise and Implement Bayside Council Draft Community Safety Plan, with a focus on external partnerships, addressing community perceptions of safety | The Community Safety Plan has been updated to be reported during the first half of 2020. Council was successful in receiving funding for 2 years from the Office of Emergency Management (NSW Government) for the Safe as Houses project to provide upskilling and engagement with managing emergencies in local communities with a pilot program planned for Eastlakes. |  |
| | Identify opportunities for public art through development applications and place based planning and ensure that they comply with Council's Public Art policy | The Public Art Policy is currently in draft format and expected to be finalised in early 2020. Planning is underway for Sculptures@Bayside. |  |





| Delivery Program Strategy | Action | Progress to 31December 2019 | Status |
|---|--|--|---|
| | Partner with community organisations to deliver a wide range of community events including Seniors and Youth Week activities | Seniors Week, Bayside Arts Festival and Harmony Day are in planning stage. An event for NAIDOC was held at Eastgardens in partnership with Westfield attracting many shoppers. An event for Youth Week will be held in early April in partnership with a number of organisations. |  |
| | Promote and oversee the use of footways for outdoor dining and retailing | Draft Policy has been presented to Council and Council have resolved to advertise the Policy in the new year. Once the Advertising period has been completed, the Policy will return to Council to be adopted. |  |
| | Support and celebrate our culturally diverse community through community led local initiatives | <p>The Coffee with Council Project at two sites in Eastlakes has continued. Council initiated this project to increase social inclusion and access to services for a diverse range of residents. With community support a range of Government Departments including Health, Police and Housing along with community agencies like the Deli, Kingsford Legal Centre, Mission Australia and South East Community Connect worked in partnership with Council.</p> <p>Two activities will be run for Harmony Day in March. Both one day events will celebrate local culture through performances, workshops, art and craft and a fashion show.</p> |  |
| | Upgrade Beach Hut Dolls Point | The planning for the upgrade of Le Beach Hut is currently being undertaken. |  |
| | Upgrade Cahill Park Amenities & Café | Development application has been approved and the construction contract has been awarded. |  |
| My community and Council work in partnership to deliver better local outcomes | Assets provided to Council by developers (ie. contributed assets) will be designed and constructed to a high quality and the design review times will be reduced | Contributed assets completed by developers are managed, delivered and handed over to Council through Public Domain frontage works process including design review, design approval, site inspection, compliance to DA Consent, asset handover requirement set by City Infrastructure for asset value and GIS recording of assets. |  |

| Delivery Program Strategy | Action | Progress to 31December 2019 | Status |
|---------------------------|--|---|---|
| | Continue to work with DPE to implement Kogarah Collaboration Area | Kogarah Collaboration Area Strategy was endorsed by council at the December Council meeting. In Q3/4 Council will work with GSC and Georges River Council to draft an Implementation Plan. |  |
| | Continue to work with Sydney Water for naturalisation of Muddy Creek | Sydney Water is progressing detailed design in collaboration with Council. |  |
| | Develop and Continue to work with DPE to implement the Kogarah Collaboration Area with the Greater Sydney Commission | Kogarah Collaboration Strategy has been endorsed. council will now work with the Greater Sydney Commission and Georges River Council to prepare an Implementation Plan in 2020. |  |
| | Finalise and implement an Outdoor Advertising Policy in accordance with State Environmental Planning Policy 64 | Draft Policy has been prepared and is being reviewed. |  |
| | Finalise and implement the Arncliffe – Banksia s.7.11 Development Contributions Plan | Draft prepared for Council consideration at February 2020 meeting prior to exhibition. |  |
| | Finalise Bayside Housing Strategy which facilitates housing diversity including affordable housing | Draft Bayside Housing Strategy prepared in Q2 for Council consideration in Q3. Public exhibition in Q3. |  |
| | Finalise draft Bayside Local Environmental Plan (LEP) | Draft Bayside Local Environmental Plan 2020 submitted to Department of Planning, Industry and Environment on 20 December 2020 with request for a Gateway Determination. |  |
| | Finalise the Bayside Local Strategic Planning Statement | Draft LSPS was on public exhibition in Q3/Q4 with the amended draft considered by Council at the December 2019 meeting. Council resolved to amend the Draft LSPS prior to submitting it to the Greater Sydney Commission for final endorsement. |  |


| Delivery Program Strategy | Action | Progress to 31December 2019 | Status |
|---------------------------|---|--|---|
| | Finalise the draft Bayside Development Control Plan (DCP) | Preliminary draft DCP progressed in Q2 with consideration by Council expected in March 2020 and public exhibition in May/June 2020. |  |
| | Finalise the Land Use Limitation Study | Draft Land Use Limitations Study complete. Council to consider the Study in Q3. |  |
| | Implement the Bayside Voluntary Planning Agreement Policy | Draft Planning Agreement Policy has been prepared and is under review prior to reporting to Council. Related action (completed) is Internal Audit of Voluntary Planning Agreement Policies and procedures. |  |
| | Improve lease/licence arrangements for open space land owned by other government agencies | Discussions with relevant government agencies are underway, and we are tracking for Q3 19/20 |  |
| | Plan for and advocate to minimise the impact of the proposed F6 / WestConnex | Fortnightly meetings with RMS, submission to the public exhibition of EIS and independent assessment of Request for Environmental Factors in relation to compensatory works in open space areas affected by the motorway |  |
| | Progress planning proposals to amend the Local Environmental Plan and Development Control Plan | Progressed assessment and reporting of Planning Proposals including: Botany Road and Coward Street, Mascot, 187 Slade Road, Bexley North, Westfield Eastgardens (Amended), Development Control Plans finalised: Arncliffe and Banksia DCP Chapter 7 |  |
| | Provide planning advice to the organisation | Advice provided as and when required. |  |
| | Start to prepare a Bayside s.7.11 Development Contributions Plan to consolidate Rockdale and Botany Bay Plans | Awaiting input from draft strategies (Transport, Housing, Social Infrastructure) |  |








| Delivery Program Strategy | Action | Progress to 31December 2019 | Status |
|--|--|--|---|
| | Use digital platforms to increase utilisation and better customer experience when booking sporting facilities and open space parks | System due to be trialed in February |  |
| Places have their own village atmosphere and sense of identity | Finalise acquisitions associated with the Rockdale Town Centre Masterplan | Urban Design review of the Rockdale Town Centre Masterplan underway including consideration of Council assets. Key input to the review is the recommendations of the Employment and centres Strategy. |  |
| | Finalise and implement the Rockdale Town Centre Master Plan | Urban Design review of the Rockdale Town Centre Masterplan underway including consideration of Council assets. Key input to the review are the recommendations of the Employment and centres Strategy. |  |
| | Finalise Eastlakes Town Centre Masterplan | Community consultation/public exhibition of the Draft Masterplan in Q1. Council to consider adoption of the Masterplan in Q3. |  |
| | Finalise Economic & Centres Strategy | Draft Economic and Centres Strategy completed in Q2. To be considered by Council in Q3 prior to public exhibition |  |
| | Finalise the Brighton Le Sands Master Plan | Draft Brighton Le Sands Masterplan to be considered at the February 2020 Council meeting with public exhibition in Q3. |  |
| | Implement Arncliffe and Banksia Public Domain Plan | Council endorsed the Arncliffe and Banksia Public Domain Plan at the December 2019 meeting but requested review of tree street allocation. |  |
| | Improve Ramsgate Beach TC Wayfinding Signage | Project completed November 2019. |  |
| | Strengthen local business through engagement and collaboration on town centre issues | Businesses in Mascot and Bexley engaged to identify opportunities for collaboration including local business participation in Council-run festivals and events. |  |







| Delivery Program Strategy | Action | Progress to 31December 2019 | Status |
|---|---|---|---|
| | Undertake Banksmeadow Town Centre rehabilitation & traffic improvements | Only remaining item is the installation of lighting and the pedestrian crossing. The installation of the lighting is being delayed by Ausgrid as an outage is required. The installation of the pedestrian crossing can only occur once the light has been installed. |  |
| | Undertake Botany Town Hall roof restoration & access improvements | Roof restoration contract signed. Contractor will commence in January 2020. Lift order has been placed. |  |
| | Undertake landscape construction services throughout the LGA | Landscaping construction projects have been completed within passive parks, active parks and streetscapes. |  |
| | Undertake planning and design of Swinbourne Street | Tender for construction will be advertised in February 2020. |  |
| Public spaces are innovative and put people first | Achieve value for the community in response to any F6 property acquisition notices issued by the Roads and Maritime Services | Council at their meeting of 11 December 2019 established resolutions to endorse, subject to certain conditions, an agreement with Transport for NSW (former Roads and Maritime Services) on the proposed acquisitions required for the M6 Project (former F6) project. Further work is being undertaken to achieve strong community outcomes relating to the upgrade of the public reserves known as Brighton Memorial and McCarthy Reserve/Ador Park. |  |
| | Develop a Bayside Property Strategy to optimise community benefits | The draft Property strategy is being prepared in consultation with stakeholders |  |
| | Improve the vibrancy of village centres at Banksmeadow; Swinbourne Street and Kingsgrove village centres | Kingsgrove complete , Banksmeadow only requires street lighting and pedestrian crossing awaiting Ausgrid approval. Swinbourne Street tender for construction will be advertised in February 2020 |  |
| | Plan and deliver a range of programs, initiatives and events across all libraries that engage, support and enrich our community | Library programs are designed to achieve maximum exposure, while meeting the needs of the immediate community in the surrounding area. Programs are tailored to suit individual venues. Formal exhibitions such as People and Planes at George Hanna Memorial Museum, school holiday program 'Up in the Spring night Sky at Rockdale' using telescopes on the balcony at Rockdale Library and Little Green Sparks, a science discovery program for children aged 4-8 at Sans Souci. |  |

| Delivery Program Strategy | Action | Progress to 31December 2019 | Status |
|---|---|--|---|
| | Promote and enable public access to utilise library spaces including study facilities and meeting rooms | Study rooms are offered at Eastgardens and Rockdale Libraries. Meeting rooms are available at Eastgardens, Rockdale and Sans Souci Libraries. Study rooms are free and meeting rooms are available for community hire when not in use for library facilitated programs or activities. An online booking tool was introduced to facilitate access to the study rooms at Eastgardens and Rockdale libraries. This has been met by the community with great enthusiasm and the study rooms are well utilised. Opportunities to increase the capacity in the use of meeting rooms at Eastgardens and Rockdale libraries is being reviewed. |  |
| | Respond to community complaints about unauthorised development, uses or unsafe structures | 656 building compliance related complaints were received and actioned in the period from 1 July 2019 – 31 December 2019. |  |
| | Review and update Bayside Park's Plan of Management | Review of status of POMs has commenced. Project Manager has been appointed to assist |  |
| There is an appropriate community owned response to threats | Support Bayside Local Emergency Management Committee and provide assistance to Emergency agencies | Council has chaired 2 Local Emergency Management Committees on 9/7/2019 and 29/10/2019 and attended 1 Regional Emergency Management meeting throughout the period and provided assistance to Emergency agencies for incidents within the Local Government area as required (Coward Street warehouse fire, storm events etc.) |  |

Our places connect people







| Delivery Program Strategy | Action | Progress to 31December 2019 | Status |
|--|---|--|---|
| Our heritage and history is valued and respected | Finalise Bayside Heritage Strategy including Indigenous Heritage Strategy | Draft Strategies are complete. Community engagement (letterbox drop and Have Your Say) implemented in Q2 about proposed Heritage Conservation Areas. Feedback received and a report will be considered by council in Q3 about proposed changes to heritage controls and interpretation activities. |  |




| Delivery Program Strategy | Action | Progress to 31December 2019 | Status |
|--|--|--|---|
| | Implement the outcomes of the Library Services review | A review of Bexley and Brighton Libraries was completed and presented to Council in July 2019. The review included independent reports on the condition of the buildings and assessment of the utilisation. The Council adopted the permanent closure and demolition of Bexley Library due to the poor condition of the building. The building was not fit for purpose to support contemporary library services and use. It was noted that Brighton Library was also in fair condition and not fit for purpose, the Council recommended engaging community for feedback on the future of the site. |  |
| | Maintain Heritage Conservation Management Plans Register for key community facilities | Current documents are stored in the corporate record management system. |  |
| | Plan, promote and implement collaborative Local History & Museum programs | Community History Team has worked on a variety of programs. Some examples are: People and Planes, an exhibition celebrating the 100 year anniversary of Mascot airport from a community perspective; Memories from the fringe, guided tours of the exhibition; the Daredevil Dairyman; and the Ron Rathbone Local History competition. Community History staff collaborated with the Botany Historical Trust on a project partially funded by grant monies to unveil a new commemorative plaque at the Arthur Park Memorial. |  |
| | Prepare Conservation Management Plans for individual buildings | Conservation Management Plan completed for Botany Town Hall. |  |
| | Preserve, maintain and create community history collections that are accessible to the community | This is managed and maintained by the Community History Team |  |
| Walking and cycling is easy in the city and is located off road in open space where possible | Improve cycleways at Bayside East | Substantial planning commenced. Draft concept plans have been completed. Work continues on detailed design. |  |
| We are one city with shared objectives and desires | Manage community bookings through online booking system | Booking system to be trialed in February 2020. |  |

| Delivery Program Strategy | Action | Progress to 31December 2019 | Status |
|---------------------------|---|---|---|
| | Manage the Design Review Panel for development applications in accordance with legislative requirements | A new DRP has been formed in 2019. Management of the panel is ongoing, and performance has been monitored. A procedure for staff processes has been completed in December 2019. |  |
| | Manage the Design Review Panel for Planning Proposals in accordance with legislative requirements | Being manage according to legislative requirements. |  |
| | Prepare submissions and reporting to Council on environmental planning instruments and policy | <p>Several policies were reported to Council for endorsement of submissions. These included:</p> <ul style="list-style-type: none"> * Kingsford to Kensington (K2K) Planning Proposal & S7.11 Plan * Short Term Rental Accommodation * Low Rise Medium Density Housing Code. |  |
| | Prepare submissions and reporting to Council on state significant development | <p>State Significant Development proposals were reported to Council for endorsement of submissions, including;</p> <ul style="list-style-type: none"> * Eastlakes Crown Group Part 3A Mod 4 (Amended Proposal) * SUEZ Cogeneration Plant * Sydney Gateway Project (EIS) * Botany Rail Duplication * QANTAS Training Facility * DNATA Catering Facility * Botany Bay Cruise Ship Terminal |  |
| | Provide a Development Advisory Service | Development Advisory Services provided to residents, developers, and internal stakeholders over counter and via phone and email, with focus on providing up to date advice and improving procedures and ways to do business. |  |
| | Provide an effective Development Assessment service | Development Services are continuing to provide effective assessment and pre-lodgement services to both internal and external customers. Procedures for staff have been completed that will aim to provide consistent assessment across all staff to a high standard. |  |







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







The community is valued











| Delivery Program Strategy | Action | Progress to 31December 2019 | Status |
|--|---|--|---|
| Aboriginal culture and history is recognised and celebrated | Develop a Reconciliation Action Plan and implement actions to increase interaction with our Aboriginal & Torres Strait Islander community | Consultation has commenced with internal staff and external community groups. |  |
| All segments of our community are catered for – children, families, young people and seniors | Administer Bayside Council's Community Grants and Donations Policy and programs | Community Grants program was successfully implemented as per Council's Community Grants and Donations Policy for Round 1. xx projects were funded under community grants and a range of projects delivered to seniors and youth as well as through general donations. |  |
| | Build capacity of seniors and other community groups to deliver relevant programs to their members | A new group was formed in the second half of 2019 called "Bayside Seniors Network" to consult to provide support on training needs and other matters. Training sessions will be provided on a range of topics in 2020. |  |
| | Deliver a range of social and recreational programs to older people in Bayside | Council has continued to provide an interesting range of social and recreational programs to older people. Plans are on track for activities throughout February and March 2020 - over 25 activities around technology, health, leisure including free Aqua classes at both Aquatic centres will be available. |  |
| | Manage and operate a Family Day Care Service | Family Day Care are operating in accordance within the National Quality Framework and are meeting legislative and regulatory requirements in accordance with our funding requirements. 76 Education and Care support visits have been conducted to Family Day Care Educators. |  |
| | Manage and operate a School Aged Care (Before and After School Care/Vacation Care) Service | School Aged Services are operating in accordance with legislative and regulatory requirements and in accordance with funding requirements. School Age Care have a utilisation rate of 76% |  |






| Delivery Program Strategy | Action | Progress to 31December 2019 | Status |
|---------------------------|--|--|---|
| | Manage and operate Long Day Care Centres | Long Day Care Centres are operating in accordance within the National Quality Framework and are meeting legislative and regulatory requirements in accordance with our funding requirements. Bayside Council Long Day Care Centre is operating with a combined utilisation rate of 86%. |  |
| | Meet requirements under Federal and State funding agreements in relation to Community Builders and Commonwealth Home Support Program outputs | <p>All requirements were met in relation to State and Federal funded programs. These included sector support for the Commonwealth Home Support Program through a session at Eastgardens providing information for seniors and carers in October, an aged care expo in partnership with Sydney Community Forum and planning for a partnership to address elder abuse.</p> <p>Programs including skill development, resource provision and referral were provided for young people and resources on domestic violence were delivered in partnership with other community groups.</p> |  |
| | Monitor and review effectiveness of Council's direct Community services | Transition of aged services was completed by July. Youth and Children's services continue to be benchmarked and monitored. |  |

| Delivery Program Strategy | Action | Progress to 31December 2019 | Status |
|---------------------------|--|---|--------|
| | Partner with local services to deliver programs which address gaps in service delivery for children and young people | <p>Sydney Children's Hospital - Language Development Workshop 0-3 years - 15 families attended</p> <p>Medit8 – partnered with the Yoga foundation, who taught young people techniques on mediation (6weeks workshop) - 17 young people attended</p> <p>Playsafe – Partnered with South Eastern Sydney Local Health District (SESLHD), all 3 drop-ins providing young people with information and support around sexual health - 45 young people attended</p> <p>First Aid Course – Partnered with 2connect Youth and Families & Reviva - 22 young people attended and they received their First Aid Certificate</p> <p>STI Testing at Youth Drop In – Partnered with SESLHD, Young people 16+ were given the opportunity to learn more on testing and and were able to take a test at Youth Drop in - 12 young people attended</p> <p>Healthy Lifestyle – Partnered with Better Health Company and Think Eat and Move (TEAM) attended Youth Drop In sessions and engaged with young people regarding healthy lifestyles - 40 young people attended</p> | ● |
| | Review social planning in the areas of Ageing , CALD, Families, Children & Safety | Work is currently underway on the Community Safety Strategy and the Children Youth and Family Strategy. | ● |
| | Support local youth through provision of youth drop-in and school holiday activities | Innovative workshops and courses were provided to support young people. Drop-ins and holiday programs are well attended with many activities having a wait list during the holiday program. | ● |




| Delivery Program Strategy | Action | Progress to 31December 2019 | Status |
|--|--|---|---|
| | Undertake Playspace Renewal & Shade Improvement Program | Kingsgrove Avenue Reserve, Charles Daly Reserve and Scott Park Playground construction completed. Charles Street Reserve construction commenced. Three playground concept designs completed. RFQ released for six playgrounds to be designed by external consultants |  |
| Cultural diversity is reflected and celebrated in the city's activities | Develop and implement a Community Capacity Building program with partners to support our community through local initiatives | A program was held in partnership with 2Connect and 30 young people for International Day of Disability. Other projects were run in partnership with local community organisations around domestic violence including a resource manual. Grandparents Week included an intergenerational project with South East Community Connect and local childcare centres. |  |
| | Review guidelines and policies for events to ensure they are up to date | Currently working with Councils Governance team in conjunction with recent audit to review and enhance policies and procedures. |  |
| 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 | 3 Community Play Sessions have been conducted - "Play sessions Under the Stars" and "Play Session with Grandparents Day". The Community Play Session had 15 families in attendance. The service also facilitated a play session as an end of year celebration - jungle and mingle with 30 families in attendance. |  |
| | Promote and deliver a sustainable Bayside Home Library Service | Home Library Services are delivered to housebound residents. There are 112 members on the service and 12 nursing homes are visited. Loans for this reporting period were >3900 items. |  |
| Opportunities for passive and active activities are available to community members, including people with pets | Confirm tenancies of the Rockdale PCYC Building for recreation and community uses | Negotiations continue with PCYC to secure a 5 year lease and a long term agreement to lease. |  |




| Delivery Program Strategy | Action | Progress to 31December 2019 | Status |
|--|---|---|---|
| | Deliver ongoing programs and events across all libraries to enhance life-long learning opportunities for the range of demographic groups within the community | The library provides a variety of programs and activities to target people from different demographics and support their lifelong learning needs and interests. Examples include early literacy programs, book clubs, author talks, coding and Stem classes, school holiday programs, Mandarin classes, English conversation classes, Falls prevention programs, Thai Chi classes, knitting groups, etc. Council actively seeks collaborations with other agencies to expand the range of activities on offer. One such collaboration was with the SLNSW and Telstra to provide Tech Savvy Senior Sessions in English and other community languages. These sessions have been in high demand and have resulted in expansion of other services such as one-on-one support for seniors to address their digital literacy needs. |  |
| | Undertake Linear Park embellishment | Implementation underway. |  |
| | Undertake reactive sportsfield renovation works | Sports fields have undergone aeration, fertilising, weed and pest control, top dressing and levelling repairs, several open space areas have also been re-surfaced. Some with minor turf repairs at the end of winter sport season. Facilities without irrigation have had ongoing watering although via Councils water cart utilising using bore water. |  |
| | Upgrade Bonar St Park | Detailed design completed, construction to commence in April 2020. |  |
| 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) | Participation has continued with participation in Board and Steering Committee Meetings. Support for community development projects has continued including projects at two sites at Eastlakes. |  |
| | Collaborate with Office of Sport to contribute to positive regional outcomes, planning and grants opportunities | <p>All grant requests reviewed and applied for when appropriate within requested timeframe.</p> <p>Grant application timelines from Government are communicated through the appropriate Associations.</p> <p>Six grant applications have been lodged by Clubs in the LGA so far, this financial year.</p> |  |

| Delivery Program Strategy | Action | Progress to 31December 2019 | Status |
|---------------------------|--|---|---|
| | Conduct minimum of 4 Food handling Workshops with food businesses across our Local Government Area. | Preparation for workshop has commenced and workshops will be delivered commencing April to June 2020 |  |
| | Construct a skate park at Mutch Park to increase recreation opportunities for youth | Project Completed |  |
| | Establish the Sport and Recreation Working Party with sporting clubs key stakeholders | Sport and Recreation Committee members and appropriate staff liaise with key stakeholders regularly. Any genuine issues are raised and dealt with at the Committee meetings. |  |
| | Partner with local and NSW stakeholders to advocate on behalf of the community and deliver social and health initiatives | Council works in partnership with Connecting Communities meetings (NSW Health and other state agencies) and advocates on behalf of Bayside communities. As a result, additional health initiatives including the Eastlakes project, Coffee with Council, are being implemented to address social isolation and increasing access to local services. |  |
| | Promote and support active recreation, leisure and sporting activities and initiatives | Council continues to meet with relevant stakeholders to encourage Sport and Recreation opportunities. All facilities continue to be booked to community groups looking to encourage sporting opportunities and recreation programs. |  |
| | Undertake Angelo Anestis Carpark Access Improvement | Concept designs being completed. |  |
| | Undertake fit out of the new Arncliffe Youth Centre | Will commence once Arncliffe Youth Centre building has been constructed. |  |
| | Upgrade Ador Reserve Amenities | Construction is well underway. |  |
| | Upgrade Arncliffe Youth Centre | Construction is well underway. |  |
| | Upgrade AS Tanner Reserve Amenities & Arche's Hall | Project completed. |  |



| Delivery Program Strategy | Action | Progress to 31December 2019 | Status |
|--|---|--|---|
| | Upgrade Brighton Baths Amenities Building - Roof Rehabilitation | Roof repairs to the Hurricanes tenancy are complete. Broader remediation, maintenance and cosmetic works at Brighton Baths Amenities Building went out to tender on 4 February 2020 and tender closes on 3 March 2020. |  |
| | Upgrade L'Estrange Park Amenities & embellishment | Consultation with Club on detailed design has been completed. Scheduled for construction in 2020/21. |  |
| | Upgrade Syd Frost Memorial Hall & Amenities | Construction is well underway. |  |
| We can participate in cultural and arts events which reflect and involve the community | Hold Pop up Libraries in target areas to activate areas, promote library services and programs and support community activities | The Pop Up Library promotes both Bayside Council and it's libraries through outreach, promoting programs and giving away discarded library books at Council events or at times supporting large community events. A pop up library was held at Eastlakes Reserve to support the Spring Fair. |  |
| | Investigate sponsorship opportunities for event provision | Council has confirmed sponsorship for events and continues to follow new leads for sponsorship. |  |






We are unified and excited about the future








| Delivery Program Strategy | Action | Progress to 31December 2019 | Status |
|---|---|--|---|
| Community leadership is developed and supported | Ensure response to media enquiries in timely manner | Council's Communications Team respond in a timely manner to all media enquiries. The normal turnaround time is by close of business although this can vary depending on deadlines and the complexity of the information requested. |  |
| | Work with key stakeholders including NSW Family and Community Services (FACS), South East Sydney Local Health District (SESLHD), community partners and NGOs to address identified gaps | Stage 3 of Doing it Differently funding allowed implementation of a project at Eastlakes to engage with local residents and enable greater access to local services. A number of partners including Police, Health, Housing and local community groups. Steering Committee meetings continued. Council also participated in the Connecting Communities Board Meetings with South East Sydney Local Health District and other partners. |  |
| The city is run by, with and for the people | Develop a long-term Staff Accommodation Strategy | Long Term Accommodation has been placed on hold until we have finalised appropriate masterplans. |  |






| Delivery Program Strategy | Action | Progress to 31December 2019 | Status |
|---|---|--|---|
| | Provide advice on event planning as requested | Events team regularly work with internal and external customers to provide advice on running events in the Bayside LGA |  |
| 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 | Six Citizenship Ceremonies were held, and 717 candidates were invited to make the Australian citizenship pledge. |  |
| | Implementation of employee self-service to ensure application of leave and other employee activities are effective, efficient and provides relevant governance control measures | Employee Self Service is currently on hold until the Post implementation review of ICHRIS payroll system is finalised. |  |

We benefit from technology

| Delivery Program Strategy | Action | Progress to 31December 2019 | Status |
|---|---|---|--|
| Council engages with us and decision making is transparent, and data driven | Councillors utilise social media to engage with the community | Increasing use of social media by Councillors. Planned GM Briefing Session to raise awareness and potential opportunities for Councillors to raise profiles in this communication channel. |  |
| | Develop and maintain the 'Talking Bayside' Community Panel | Talking Bayside Community Panel is now at 514, an increase of 58% on last quarter. Talking Bayside panel members are invited to attend face to face engagements via email notification and are also sent a monthly newsletter updating them of projects. The increase is a result of a new project page and a promotional plan was put in place to reconnect with old members and create new members. |  |

| Delivery Program Strategy | Action | Progress to 31December 2019 | Status |
|---------------------------|--|--|---|
| | Engage the community through a variety of methods as outlined in Council's Communication & Community Engagement Strategy | <p>Engagement strategies were completed for 48 projects and over 11,000 visitors to 'Have Your Say' (HYS) site.</p> <p>Major engagement projects included LSPS, Bike Plan, Arncliffe Youth Survey, numerous master plans and multiple traffic projects. Many engagements include face-to-face activities, as well as an online component and via traditional media. Engagements are now accompanied by an Engagement and Communications plan which ensures timely and planned engagement with the community.</p> <p>1,200 visitors contributed their thoughts and ideas by completing surveys, dropping pins on a map, or submitting questions and comments.</p> |  |
| | Ensure all documents are produced in accordance with Council's image and branding | <p>All key communication platforms are used to promote and grow Council's reputation and image within the local community and with key stakeholders.</p> <p>Council's graphic designer, together with the Communications Team, ensure all documents are produced in accordance with Council's image and branding.</p> |  |
| | Improve community engagement at Council events | On track, Council's community engagement team are provided with the opportunity to run engagement activities at all suitable events. Ensuring a council presence is an important aspect of all council run events to ensure the community have the opportunity to provide feedback, ask questions or collect information. |  |
| | Review and update the Delivery Program & Operational Plan for 2020/21 | Consultant engaged to undertake review and update. Work has commenced for exhibition and then adoption in June 2020. |  |
| | Review the Communication & Community Engagement Strategy | The Engagement and Communications Strategy which includes the new legislative requirement of a community participation was adopted by Council following a 28 day exhibition period. The number of projects being consulted on continues to grow. |  |




| Delivery Program Strategy | Action | Progress to 31December 2019 | Status |
|---|--|--|---|
| | Undertake IP&R reporting as required by the Act (6 monthly, annual report) | Six monthly report presented to Council Meeting of 11 September 2019 and included in the Annual Report 2018-19. |  |
| Technological change has been harnessed and we are sharing the benefits | Enhance our digital platforms | Digital platforms managed in accordance with contracts and service levels with regular reviews. |  |
| | Implement a Social Media Strategy including policy; framework and content management approach across all platforms | <p>Work has commenced on preparing both a Social Media Strategy and Policy across all platforms.</p> <p>Council recognises that a comprehensive Social Media Strategy is needed. Work has begun to formulate the strategy which will include an update Social Media policy as well as guidelines for managing and distributing content across all platforms. This is in the early stages but should be completed before the next review period. This should have been further developed but has been delayed because pressing issues occurred within the Events and Communications Team.</p> |  |
| | Implement online facility booking system | A proof of concept utilising existing software for bookings is currently being tested to determine if it is fit for purpose or whether an alternative solution needs to be considered. A decision on this is expected to be made during the 3rd quarter. |  |
| | Publish Council's events calendar – providing quarterly updates to the community | Calendar Published at the commencement of each quarter |  |
| We are a digital community | Implement Bayside Council Digital Technology Strategy | The key actions identified in the strategy have been progressively implemented and are on-track. |  |
| | Plan, source and provide collections and resources that respond and support the community's educational and recreational needs | The library delivers a range of electronic resources ranging from books, magazines, live streaming films, audio recording to learning and information databases. |  |







| Delivery Program Strategy | Action | Progress to 31December 2019 | Status |
|--|---|--|---|
| We can access information and services online and through social media | Continue to monitor and update website content to provide accessible and up to date information on activities; events and services across Bayside | <p>The website continues to be reviewed and the content regarding all of Council's services needs to be upgraded and improved to ensure it meets customer expectation. Analysis of search functionality to ensure information that our customers are seeking, is readily available and easily understood.</p> <p>The Communications Team populate the latest news section of the website with Media Release and Announcements. The Events pages are also updated on a regular basis to provide maximum exposure and create community awareness around what Council is doing.</p> |  |
| | Implement online services and smart forms | Council has developed online forms for making an insurance claim and for applying for a resident parking permit. Both demonstrate Council's capacity to create a more customer friendly environment. A lot more is to be done in this area. |  |
| | Improve online presence on Social Media | Over the past 12 months Council presence on Social Media has become stronger and it will continue to grow. The next step is to look how to engage with followers, keep them interested and ensure that all Council's services, activities, events and programs are promoted. Council's social media platforms of choice should become a primary source of information for its residents, whilst still being complemented by traditional forms such as the local paper or community newsletter. |  |
| | Maintain accurate property register to reflect changes to registered strata and deposited plans | Procedure maintained to obtain strata and deposited plans registers in Bayside from NSW Land Registry Services and enter into the Land Management System. |  |
| | Ongoing issuing of planning certificates | Processed each business day, as required. |  |






| Delivery Program Strategy | Action | Progress to 31December 2019 | Status |
|---------------------------|--|---|--------|
| | Produce newsletters (quarterly), media releases, e-newsletters (monthly) to inform the community about Council | <p>Council produces quarterly newsletters and monthly e-newsletters as well as providing weekly media releases to the local newspapers.</p> <p>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.</p> | ● |
| | Provide access to Telephone Interpreter Service so key documents are available in alternative languages | How to access the Telephone Interpreter Service so key documents are available in alternative languages is included in all publications and on all flyers and information booklets. In fact, on all external council documents. | ● |

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




Our waste is well managed











| Delivery Program Strategy | Action | Progress to 31 December 2019 | Status |
|---|---|---|---|
| I can reduce my waste through recycling and community education | Coopartner with pharmacies to safely dispose of medical sharps | Council has expanded the medical sharps program by partnering with additional pharmacies within the Bayside area so that residents can safely drop off and dispose of their medical sharps and 16 pharmacies across 11 Bayside suburbs. |  |
| | Implement Councils Waste Avoidance Resource Recovery Strategy (WARRS) 2030 + Action Plan. | <p>Council continues to design and implement strategies, procedures, program and initiatives that work towards goals set out in the Waste Avoidance and Resource Recovery (WARR) Strategy 2030. Council has completed 15 of 24 WARR Strategy initiatives for the 19-20 program.</p> <p>In 2019/20, Council was winner of four Keep Australia Beautiful Sustainable Cities awards that included:</p> <ul style="list-style-type: none"> * Circular Economy Award; * Recycled Organics Award; * Coastal and Waterways Protection Award; * Runner Up Overall Metropolitan Council Sustainable Cities Award. <p>Council was also winner of the 2019/20 Local Government NSW Excellence in the Environment Award for Community Waste Services.</p> |  |
| | Increase in landfill diversion from kerbside clean up services | <p>Council is working closely with the NSW EPA and industry specialists to ensure Council's landfill diversion targets are met. This includes the use of alternate waste technologies within a circular economy. In addition, Council has been awarded the following:</p> <ul style="list-style-type: none"> * award winning community recycling drop off events for a wide range of materials including: metals, whitegoods, e-waste, green-waste, cardboard, clothing, toner/cartridges; * award winning recycled organics program; * award winning recycled asphalt project; * and processing contracts that assist in higher diversion rates, such as the recycled mattress contract. |  |









| Delivery Program Strategy | Action | Progress to 31December 2019 | Status |
|---------------------------|--|--|---|
| | Inform residents about Councils Domestic Waste and Clean Up programs (via electronic and print media) | <p>Council designed, printed and distributed the 2020 Clean Up, Waste and Recycling Calendars in December 2019 to over 62,000 households.</p> <p>The Waste Services App and Council's website were updated at the start of the new year and online Waste Services Guide was also updated for 2020.</p> <p>Additionally, Council interact with the community regularly on social media and print media in relation to new or modified service information.</p> |  |
| | Program and offer waste education programs to all primary schools and at 6 community events per annum | In 2019 Bayside Council partnered with Keep Australia Beautiful NSW and offered all primary schools within our Local Government Area with waste education modules. A total of 2,875 students participated in numerous modules from 14 schools, to 108 classes, over 26 days, raising awareness of the impacts of litter and waste related solutions. Council is also on track to deliver more than 6 waste related community events or initiatives in 2019/20. |  |
| | Provide an effective public place litter bin program | Council conducts town centre and public place litter bin collections daily. |  |
| | Seek funding through the NSW Environment Protection Authority's "Waste Less, Recycle More" Waste and Resource Recovery Initiative. | A number of programs and initiatives were designed, implemented and/or reviewed within this financial year, with funding approved and provided by NSW EPA, such as Beach Litter Bin Prevention program, and upgrade of Community Recycling drop off events. Council received \$181k in EPA funding. |  |
| | Undertake 22 annual recycling drop off events per year | Council has delivered all the scheduled community drop off events thus far, with longer drop off events (+3 hours per event) and additional recyclable material permitted to be dropped off, starting in February 2020. |  |
| | Undertake the management of essential waste and recycling services to over 62,000 households | Management of essential waste and recycling services of over 62,000 households is on track. This includes garbage, organics, recycling kerbside bin collections, bulk bin collections, kerbside and on-site clean up services, as well as public place bin collections, providing 22 community drop off events per annum, and community waste education and regulation. |  |





| Delivery Program Strategy | Action | Progress to 31December 2019 | Status |
|--|---|---|---|
| Illegal Dumping is a thing of the past | Ascertain hotspots through mapping and analysing reported incidents of illegal dumping | Council continued and updated a thorough analysis of known 'hotspots' determined by street and suburb, utilising an automated heat-map created by Council's customer requests via phone, email, walk-in and/or Council's waste app. This program guides the successful relocation of multiple CCTV solar cameras to data supported known 'hotspot' areas as required. |  |
| | Investigate incidents of illegal dumping and enforce compliance | 1800 illegal dumping incidents were investigated by Council and/or the Sydney Regional Illegal Dumping (RID) Squad. Council and RID continue to conduct monthly operations, targeting hotspot areas, providing educational information in letter boxes, engaging the community and installing education / deterrence signage. |  |
| | Maintain the contaminated land management and recording system through the development process | Continuous updates to contamination information spreadsheet. Ongoing assessment of Development applications in relation to contamination |  |
| | Remove and dispose of illegally dumped materials throughout the LGA within Service Level Agreement timeframes | Program has been delivered in alliance with Regional Illegal Dumping Squad (RID) with all requests investigated and collected by Council, or those responsible for the offence. To date, Council investigated 1800 instances of illegal dumping. |  |
| | Upgrading links to high speed internet to support more CCTV camera usage | This action is currently on hold pending the roll out of NBN in identified locations. |  |

We are prepared for Climate Change

| Delivery Program Strategy | Action | Progress to 31December 2019 | Status |
|--|--|--|---|
| Our city is prepared and able to cope with severe weather events | Construct stormwater infrastructure at Arncliffe St, Willis St and Guess Ave | Design completed and construction tender awarded December 2019. |  |
| | Finalise Botany Bay Foreshore Beach Flood Plain Risk Management Study and Plan | Draft options for flood mitigation identified and modelled. Report review underway |  |
| | Finalise Stormwater & Flood Management Strategy | Background report to be updated to include recommended actions. |  |




| Delivery Program Strategy | Action | Progress to 31December 2019 | Status |
|---|--|---|---|
| | Improve water quality and upgrade infrastructure at Bardwell Creek | Detailed design complete ready for tender for construction 2020-2021 |  |
| | Investigate upgrades to trunk drainage in response to the land use changes in Bayside West precinct | Floodplain Risk Management Plans are being finalised and will inform this project. This review has received grant funding from DPIE and will commence in 2020. |  |
| | Prepare Bayside West Floodplain risk management study | Grant funding from DPIE awarded November 2019. To be progressed in 2020 |  |
| | Undertake Bonar Street Stormwater Project (Stage 1) | Construction tender awarded. |  |
| | Undertake Stormwater Drainage Rehab and Renewal Program | Contract awarded for stormwater pipe inspections program, and contract substantially completed. |  |
| Waterways and green corridors are regenerated and preserved | Carry out turf maintenance of approx. 374 parks and reserves and approx. 150 lineal kilometres of grass verges | Maintenance Programs have been delivered to 374 Parks and Reserves; on weekly / fortnightly and monthly programs to provide fit for purpose Parks and Open Space Areas for the community. |  |
| | Continue to work with Sydney Water to identify opportunities for stormwater management in Dominey Reserve | Terms of Reference to be developed in conjunction with Sydney Water. |  |
| | Implement key priorities in Council's adopted Biodiversity Strategy to protect and enhance natural areas | Bushcare regeneration program at key sites have started. |  |
| | Implement the Water Management Strategy | Water management Strategy completed and adopted by Council. |  |
| | Improve the tree canopy across LGA | In the first 6 months of 2019-2020, Council has contributed an additional 499 trees to improve Bayside's tree canopy. |  |

| Delivery Program Strategy | Action | Progress to 31December 2019 | Status |
|---|---|--|---|
| | Investigate water quality and drainage infrastructure in and near Sir Joseph Banks Park to inform future planning | Installation of a water aeration system to improve water quality has been scheduled for March 2020 |  |
| | Maintain all garden areas on council assets within LGA | Maintenance Programs have been delivered to 374 Parks and Reserves along with streetscape gardens; on weekly / fortnightly and monthly programs to provide fit for purpose Parks and Open Space Areas for the community. In general, all service delivery programmes have been completed as scheduled. |  |
| | Manage and maintain all trees within LGA | Respond and provide reactive maintenance services to meet customer requirements. Conduct street tree programmed maintenance. Conduct Bush Regeneration Tree maintenance. Manage tree maintenance contractors and private tree concerns. |  |
| | Protect and restore the health of waterways and wetlands through planned Gross Pollutant Traps (GPTs) inspection and cleaning program | 61 GPTs were maintained during the period resulting in 15 tons of litter, sediment and vegetation being captured and prevented from entering Council's waterways |  |
| | Undertake landscape & construction maintenance services | Post construction landscape maintenance schedules are on target for all landscaping projects completed by the Parks and Open Space Department. 2019 has also seen several landscaping projects delivered in line with park & open space improvements. |  |
| | Undertake tree planting in public domain & open space | Parks Teams continued to work throughout the local government area replacing street tree removals and conducting entire street plant-outs. Contractors were also engaged to plant out sensitive bushland corridors and open space. |  |
| We increase our use of renewable energy | Develop ESD policy and targets for council facilities | Draft Discussion Paper and Policy prepared. To be reviewed and progressed in liaison with stakeholders in Q3. |  |
| | Installation of water and energy efficiency initiatives in community and administrative buildings | Progressed preliminaries for installation of solar panels at Bexley Pool |  |




| Delivery Program Strategy | Action | Progress to 31December 2019 | Status |
|---|--|--|---|
| | Support sustainability efforts through sensors and data analytics (Smart Meters) | This action is on hold and options will be explored further in the future. |  |
| We understand climate change and are prepared for the impacts | Finalise the Bayside Environmental Strategy | Scoping of the Bayside Environmental Strategy commenced in Q2. |  |
| | Implement the community sustainability program via events and workshops | Ongoing program of events including environmental education and workshops. |  |
| | Plan & design for the effects of climate change on the community | Sea level rise flood mapping completed. |  |

4: In 2030 we will be a prosperous community







Local housing, employment and business opportunities are generated


| Delivery Program Strategy | Action | Progress to 31December 2019 | 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 | Finalise the Transport Strategy | Draft bayside Transport Strategy completed in Q2. To be considered by Council in Q3 prior to public exhibition. |  |
| | Prepare and finalise Development Control Plan (DCP) amendments | Finalised DCP Chapter Arncliffe and Banksia and provisions relating to required DCP for the BATA Planning Proposal. |  |
| | Prepare and finalise Local Environment Plan (LEP) amendments | The following LEP amendments were completed (notified) in Q2 and Q3: * BATA, Eastgardens (BBLEP 2013 Amdt 8) * 75-81 Railway Street, Rockdale (RLEP 2011 Amdt 20) * Bidjigal Road, Arncliffe (RLEP 2011 Amdt 21) |  |

Opportunities for economic development are recognised








| Delivery Program Strategy | Action | Progress to 31December 2019 | Status |
|--|---|--|---|
| Major employers support/partner with local small business | Administer Local Area Funds | Projects to be funded by Local Area Funds are being identified as part of City Projects Program |  |
| | Support and inform small business through forums and partnerships | Attended multiple chamber of commerce meetings to inform small businesses of council initiatives. Agreed to participate in the Small Business Commission's Local Procurement Pilot to work closer with small local businesses. |  |
| We are an international hub for transport and logistics related business | Develop a qualitative Risk Assessment of Botany Industrial areas | Council is in ongoing discussions with the Department of Planning, Industry and Environment in relation to the Qualitative Risk Assessment and included information in the Bayside Land Use Limitations Study. |  |










The transport system works










| Delivery Program Strategy | Action | Progress to 31December 2019 | Status |
|---|---|--|---|
| We can easily travel around the LGA – traffic problems and gridlock are a thing of the past | Advocate for improvements in transport | Submission to NSW government in relation to the proposed M6 Motorway advocating for better outcomes for all types of transport including walking and cycling; technical input to Transport for NSW Movement and Place proposals for Bayside, South East Sydney Transport Strategy, Road Network Plans, Kogarah Collaboration Strategy, Bayside Transport Plan and Bayside Bike Plan. |  |
| | Finalise the Bayside Employment and Economic Development Strategy to identify opportunities for activation of local areas | The Draft Employment and Centres Strategy completed in Q2. To be considered by Council in Q3 prior to public exhibition. |  |
| | Implement the Road Safety Program with annual matching funding from NSW Roads and Maritime Services | 2 learner driver workshops and 3 child restraint check days completed as planned as well as speed campaign and breakfast torque combined with other councils. |  |
| | Undertake Mascot Station Precinct Traffic Improvements | Transport for NSW are undertaking concept development of their infrastructure. Council infrastructure is being designed to complement Transport for NSW works. |  |
| | Undertake Traffic Committee projects | Constructed projects include: Charles St Rubber cushions Clareville Rd traffic island Bay St & Daniel St, Botany traffic islands Hale St, Botany intersection works Design & approvals of all Blackspot projects completed - 5 projects Approval to proceed by RMS on Sutherland & King St signals received. Program transferred to City Projects Team. |  |
| | Upgrade Wentworth Avenue / Baker Street & Page Street Intersection | Approval of 80% design is pending from RMS. |  |






| Delivery Program Strategy | Action | Progress to 31December 2019 | Status |
|---|-------------------------------|---|---|
| We can easily travel to work by accessible, reliable public transport | Undertake bus shelter renewal | Program confirmed. Bus shelters ordered. Timeframe to implement to be confirmed by delivery team. Project transferred to City Projects Team. |  |






Transparent & accountable governance







| Delivery Program Strategy | Action | Progress to 31December 2019 | Status |
|---------------------------|--|---|---|
| Ethical Governance | Administer Bayside Council's Traffic Committee | Bayside Traffic Committee meetings held as per schedule with agendas and minutes published. |  |
| | Complete the decommission of legacy IT systems | Redundant IT systems continue to be decommissioned with the Authority financial management system due to be fully decommissioned during the first quarter of 2020/21. |  |
| | Develop a contractor management framework | The development of the Contractor Management Framework has been delayed due to competing priorities and will be progressed during the 2020/21 financial year. |  |
| | Effectively manage enterprise risks | Strategic and Operational Risk Registers reviewed quarterly. Risk Management activities reported quarterly to the Executive and Risk & Audit Committees. |  |
| | Enhanced IT governance, including the remediation of outstanding IT Audit issues | All outstanding audit issues have been remediated and the IT control environment is currently being reviewed by internal and external audit. |  |
| | Finalise the harmonisation of key Council policies | A priority list of key policies for review and harmonisation has been finalised and are progressively being updated and implemented. |  |
| | Finalise the procurement framework | The procurement framework has been reviewed and finalised and forms the basis for our procurement guidelines and purchasing decisions. |  |







| Delivery Program Strategy | Action | Progress to 31December 2019 | Status |
|---------------------------|--|--|---|
| | Implement Internal Audit Program | Internal Audit Program for FY2019/20 has been reviewed by the Executive and the Risk and Audit Committee, and all changes have been accepted. Audit for Q3 is currently underway and planning for Q4 audits have commenced. Internal Audit will have an updated draft 3 year audit plan for FY2020/21 - 2023/24 by the May Risk and Audit Committee meeting. |  |
| | Implement the Archival & Disposal Record Strategy | The archival & disposal strategy has been finalised and is in the process of being implemented using an assessment tool to manage the process for electronic files. |  |
| | Implement the Information Management Governance Strategy | Actions supporting the strategy developed and categorised into short, medium and long terms projects and tasks to be implemented over the next two years. Seven short term actions identified for commencement during six months to 31 December 2019 have commenced and two have been completed. |  |
| | Implementation of IT strategy | Priority IT projects have been progressively implemented by the IT team throughout the year. |  |
| | Maintain, co-ordinate and support Council's Committee system | Agendas are published in a timely manner and distributed to Councillors, members of the executive and to the website. Timeliness of producing agendas supports transparency and accountability. |  |
| | Monitor and report on compliance with purchasing procedures | The current system provides limited reports on supplier spend analysis and purchasing compliance. The upgrade of this system will provide improved reporting capability. |  |
| | Prepare Councillor Induction Program | Review of previous induction program commenced. New Program to be developed during next six months for implementation following September 2020 local government elections. |  |
| | Provide information access proactively and/or in a timely manner | 32 Formal Information Access requests received and processed within timeframes. Opportunities to provide information proactively on website with three items added to the Disclosures Log in six months to 31 December 2019. |  |
| | Review and test Business Continuity Plans | BCPs for remote sites adopted on 5/9/19 |  |











| Delivery Program Strategy | Action | Progress to 31December 2019 | Status |
|------------------------------------|---|--|---|
| | Review and update Council's IT Business Continuity Plan | This review is expected to commence during the 4th quarter of this financial year and will be completed in the new financial year. |  |
| | Support the Local Government Election process | NSW electoral commission appointed in November 2019 as the returning officer / organisation coordinating the election. Council signed the agreement with the NSW electoral commission. |  |
| | Support the Risk & Audit Committee | There were three meetings of the committee during the 1st six months and two further meetings planned for the remainder of the financial year. All meetings are supported with agendas, minutes and distribution of business papers. All queries from the committee are attended to by Council officers. |  |
| | Undertake a Ward Boundary Review | Adopted by Council at its 13 November 2019 meeting. |  |
| | Undertake Councillor Professional Development | Final year of term - exploring opportunities to prepare for new term 2020-2024. Social Media awareness masterclass is on the agenda for 2019/2020. |  |
| | Undertake GM briefing session with Councillors to ensure strategic thinking and effective decision making | Resuming weekly GM Briefing Session calendar end January 2020. Briefings provide opportunity for increasing Councillor awareness and providing information to inform decision making. |  |
| High Standards of Customer Service | Community facing IT services are managed as a priority | All community facing IT services have continued to operate and any service issues were actioned as a priority. |  |
| | Deliver IT support - hardware, software and systems | All IT service requests are actioned and prioritised to meet customer service requirements. |  |
| | Develop and deliver a program of organisational service reviews | Organisational service reviews are ongoing. During the last quarter a new restructure was implemented which re-aligned parts of the structure to better support our increased focus on asset management and delivery of the City Projects Program. |  |





| Delivery Program Strategy | Action | Progress to 31December 2019 | Status |
|---------------------------|---|---|---|
| | Develop and implement a continuous improvement framework to increase the efficiency and effectiveness of service delivery across the organisation | A newly created Business Improvement & Organisational Development business unit has been recently established as part of the organisational structure which will be focused on identifying and supporting business units implement operational improvements across the organisation. |  |
| | Embed newly established business processes and controls for customer experience services | <p>The recommendations from the Cash Handling Audit undertaken early 2019 have been completed or are on track to be completed.</p> <p>Bayside cash handling policy was adopted in 24 October 2019 . The cash handling guidelines are being updated to align with the new policy.</p> <p>Day to day cash handling operational procedures have also been updated and embedded with the Customer Service Team.</p> <p>Bayside Complaints Management Policy was adopted by Council on 13 November 2019. The Complaint Management Guidelines will be finalised by March 2020 and be rolled out across Council.</p> |  |
| | Improved response to public enquiries & requests relating to traffic and parking issues | With the traffic engineer position being filled in October 2019, the number of outstanding CRMs has reduced despite same number of incoming CRMs on a monthly basis with improved response times for customers. |  |
| | Participate in customer service and library networks, including benchmarking opportunities where relevant | Relevant staff continue to liaise with and attend various industry forums and networks. Staff also regularly contact other Councils to exchange knowledge and information and benchmark. These relationships assist in value adding and enhancing the services, policy, procedures and practices implemented by Bayside. |  |
| | Provide flood level advice to the community | Delivered as requested by applicants |  |

| Delivery Program Strategy | Action | Progress to 31December 2019 | Status |
|---------------------------|---|--|---|
| | <p>Provide responsive customer service (counter, call centre, customer requests and complaints)</p> | <p>Process improvement initiatives have been implemented to provide more responsive service and functions including dedicated rates queue during peak periods, improved message system, development and distribution of a Rates Information Guide and Residential Parking Permit Guide.</p> <p>The result is a significant improvement in meeting customer service KPI's, closure rates on outstanding complaints (CRM's) and clearer information to customers to manage their expectations of Council services.</p> |  |
| | <p>Review and implement a Customer Experience Improvement Strategy & Plan (including establishing baseline service standards) that anticipates and responds to our customers service expectations</p> | <p>An audit of Customer Service processes was completed in July / August 2019. While Customer Service is performing to a high standard the auditors recommended several improvements such as a Customer Service Policy and Charter, a Customer Service Strategy and Plan and additional KPI's.</p> <p>Based on the outcomes of the audit the timeframes to plan and implement the recommendations have been agreed, which may impact the delivery of the Strategy and Plan.</p> |  |
| Skilled Staff | <p>Conduct a staff survey to inform the creation of a Staff Engagement Strategy</p> | <p>Research has been completed pertaining to the different staff surveys available and the impact they may have upon the performance of the organisation.</p> |  |
| | <p>Continue to reduce employees' absenteeism caused by injury through a comprehensive return to work framework</p> | <p>External consultant engaged to conduct an audit review based on current information and documentation, identification of gaps and full development of a WHS Framework within the Local Government industry. Due to commence January 2020.</p> <p>Further recommendations and advice to follow regarding a gap analysis with current Return To Work practice, in accordance with SIRA, and Councils Insurer StateCover Mutual Ltd</p> |  |
| | <p>Create a customer centric culture where all staff are providing a positive experience every time, for all of its customers</p> | <p>Communication & Customer service training completed for Customer Service & Library staff. Commenced training plan for customer service guidelines across all Council.</p> |  |




| Delivery Program Strategy | Action | Progress to 31December 2019 | Status |
|---------------------------|---|--|---|
| | Deliver an annual supplier and staff procurement education program | The program continues to be delivered on an ongoing basis. This includes training for all new employees as part of the staff induction process, targeted systems training and communication with our suppliers and reminders of our policies a guiding principle such as the code of conduct which includes our commitment to 'a thank-you is enough'. |  |
| | Deliver leadership programs to develop current and future leadership capabilities and promote and encourage strong, driven and accountable leaders | Leadership Strategy Day held. |  |
| | Implement a fully compliant payroll framework, including policy and procedures of identified processes | Payroll Procedure has been completed, which assist the pay officers in completing the pay process from beginning to end. |  |
| | Implement a work health and safety digital solution that provides real time data to Managers and Executive whilst ensuring Council is compliant with legislative requirements | External consultant engaged to conduct an audit review based on current information and documentation, identification of gaps and full development of a WHS Framework within the Local Government industry. |  |
| | Review and implement PULSE a digital solution for employee's performance agreements that provides an active solution for Council to monitor progress on project, activities and tasks | The options for an electronic performance review solution are being investigated with a business case to be developed prior to testing the market for the most suitable solution for Council |  |
| | Review, research and develop recruitment policy and processes and 3 months Induction program that effectively induct employees to the organisation and their job responsibilities | <p>Recruitment policy has been drafted and it has been named Talent Acquisition Policy along with an Employment Screening Procedure. This policy will be the framework for the recruitment & selection of employees to Bayside. Career Bay will be implemented by end of April 2020.</p> <p>The induction program now sits with Business Improvement & Organisational Development.</p> |  |






| Delivery Program Strategy | Action | Progress to 31December 2019 | Status |
|------------------------------------|---|--|---|
| | <p>WH&S inspections carried out in accordance with annual schedule, corrective actions identified, recorded and implemented</p> | <p>Annual Workplace Inspection Schedule for 2020 in DRAFT, to be finalised. WHS Committee to carry out schedules as per scheduled WHS Inspection Schedule.</p> <p>Info Council will be utilised (plan for 2020) for WHS Committee Meetings, including allocation of action items, corrective actions implemented, completed and recorded.</p> <p>External consultant engaged from "Minerva Consulting Group" to conduct an audit review based on current information and documentation, identification of gaps and provide further advice.</p> |  |
| <p>Strong Financial Management</p> | <p>Complete the remediation of audit issues to remove the external audit disclaimer of opinion on Council's financial statements (Project 2020)</p> | <p>The financial reports and audit process was completed in November 2019. The audited financial statements were lodged with the Office of Local Government in January 2020. The final audit opinion continued as a disclaimed opinion due to outstanding issues with the accuracy of the Stormwater Drainage asset class.</p> |  |
| | <p>Develop and implement procurement data analytics and reporting for strategic procurement decision making</p> | <p>Procurement data analytics have been established and will be continuing to be enhanced as we upgrade and improve the use of our systems and the quality of our data.</p> |  |
| | <p>Develop and implement the TechnologyOne review roadmap</p> | <p>A project team has been established to implement an upgrade of our financial management system (TechnologyOne) and also implement the improvements identified as part of the review that was undertaken. The project is on schedule to deliver against the identified milestones in the detailed project plan.</p> |  |
| | <p>Embed the business process and control framework for financial and asset management (Project 2020)</p> | <p>Monthly control processes and reconciliation reviews are in place for the 2019/20 financial year. This is being supported by the engagement of independent external consulting services to embed further improvements to the controls and processes over asset management.</p> |  |
| | <p>Ensure a timely completion of Council's audited financial statements</p> | <p>Council has agreed on the Audit Engagement Plan (AEP) with the Audit Office of NSW which is scheduled to comply with the statutory reporting requirements for the financial statements to be completed and lodged with the Office of Local Government by 31 October 2020. This target is expected to be met.</p> |  |

| Delivery Program Strategy | Action | Progress to 31December 2019 | Status |
|--|--|--|---|
| | Implement continuous improvement actions for internal financial reporting | Finance business partners meet regularly with all budget managers to review and monitor their budget. All Managers have been provided budget enquiry tools and reports for ongoing monitoring of their budgets. |  |
| | Implement continuous improvement for financial operations | Continuous improvements are being implemented to the financial operations team with improved reconciliation processes and system based controls. |  |
| | Implement, monitor and review a new financial reporting framework | Monthly reviews of reconciliations are being completed and further work is planned to further review the framework and implement any improvements identified. |  |
| | Maintain procurement data repositories | Council uses the TechnologyOne financial system for the ongoing management of its procurement data. |  |
| | Manage and review Councils Financial Position on a continual basis | Quarterly reviews are completed in accordance with statutory requirements. |  |
| | Maximise returns on Council's investment portfolio to exceed benchmark | Councils investment portfolio has maintained returns over the benchmark. |  |
| | Process and administer Voluntary Planning Agreements | Negotiated Planning Agreements, prepared documentation, briefed Councillors and publicly exhibited documents. Completion of process and system review to implement improvements to governance of Planning Agreements |  |
| | Provide effective management of Council's fleet | In the process of developing a Fleet Management tool - which will provide Council with an up to date Fleet Asset register, together with reporting and replacement program |  |
| | Provide effective management of Council's stores operation | Stores is operating as normal - a review of process and operations will be required at some point. |  |
| Provide procurement advice to the organisation | Ongoing procurement advice and training is provided across the organisation. Training is provided as part of the staff induction program as well as ad-hoc procurement systems training as required. |  | |

| Delivery Program Strategy | Action | Progress to 31December 2019 | Status |
|---------------------------|---|--|---|
| | Review and update the Long Term Financial Plan | Enterprise Budget Model has rolled the income and expenditure forecast forward on the base model, however due to delays in completion of audit for 2018-19 financial accounts the capital expenditure forecast has not been completed. |  |
| | Review Council's financial sustainability strategies including current and future rating options. | An external contractor has been engaged to assist with the development of a financial model for rates harmonisation purposes based on the latest Valuer General local government base valuation year |  |
| | Undertake a review for harmonisation of Council's rating structure's | An external contractor has been engaged to assist with the development of a financial model for rates harmonisation purposes based on the latest Valuer General local government base valuation year. |  |
| | Undertake legislative financial management and reporting | Council is meeting its legislative requirements for quarterly budget reviews and will complete external financial reporting requirements in line with statutory requirements. |  |

We are prepared for a sharing economy

| Delivery Program Strategy | Action | Progress to 31December 2019 | Status |
|---|---|---|---|
| Innovative businesses are supported to locate in Bayside | Facilitate programs to develop skills for current and future businesses | A grant application has been submitted to hold a Migrant Women in Business forum. A Future of Work survey is being finalised to guide future workshops and programs for current and emerging businesses. |  |
| | Partner with Botany Enterprise Centre, TAFE and others to strengthen local business | Council is working with the Chambers of Commerce across the LGA to build their capacity and strengthen the local economy. This included a round table initiative in December with all Chambers to better understand the needs of their members. |  |
| Local plans and regulations have kept pace with the sharing economy | Deliver effective and competitive Complying Development (CDC) and Construction Certificate (CC) Services. | Council is continually promoting its Certification Services to the local market. |  |

| Delivery Program Strategy | Action | Progress to 31December 2019 | Status |
|---------------------------|---|---|---|
| | Investigate and implement opportunities to improve development assessment processing times and customer satisfaction for development applications | New conditions have been updated and are being inputted in the system. Clearing House proceeds consistently three times a week to ensure applications are validated and allocated quickly. Development Services are continuing to improve DA processing times. Development Services have reduced the number of older applications (over 100 days) to less than 100 applications. Bayside now refers external applications via the e-referral system on the NSW Planning Portal. Council is preparing for system changes and new Bayside LEP and DCP 2020. |  |
| | Report on the performance of the Bayside Local Planning Panel in regard to determination of Development Applications | Development Services continues to provide feedback to Governance and the Bayside Local Planning Panel on outcomes of meetings and determinations. Development Services assists in providing feedback from the BLPP to Strategic Planning to affect policy in line with assessment and determination of applications. Development Services provides quarterly reports to the Department of Planning Industry and Environment on Panel functions. |  |
| | Report on the performance of the Bayside Local Planning Panel in regard to Planning Proposal recommendations | Mechanisms for reporting to be identified and approved |  |
| | Undertake Building Information Certificates assessments | Council is continually processing Building Information Certificates |  |
| | Undertake swimming pool inspections to ensure that all swimming pools are inspected within a 3-year period | The Swimming Pool Inspection Program was adopted by Council to incorporate the entire LGA. Inspections are being conducted across the LGA. |  |