

# Bayside 2030



Delivery Program 2018-2021  
Operational Plan 2020-2021

6 Month Progress Report at 30 June 2021

# 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 2020 - 2021 sits within the Delivery Program. It spells out the actions and projects that will be undertaken by the Council in 2020 - 2021 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 of 30 June 2021. The performance against each action and project is colour coded as follows:

-  Completed
-  Nearing completion/Progressing well
-  On Hold
-  Not Due to Start
-  Delayed

## 2 Overall Performance

### 2.1 Key Operational Achievements

The Operational Plan 2020/21 includes 260 actions across four themes. The final outcomes for 2020/21 are that 84% have been completed or are ongoing or progressing well for completion this year, 6% are on hold because of COVID-19 or a third-party delay and 9% have been delayed by COVID-19 or some other reason; less than 1% are Not Due to Start because the service was transferred to another agency.

**Chart – Status Summary as of 30 June 2021**



The following are selected achievements to 30 June 2021.

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

- The Arncliffe Youth Centre was officially opened
- The Garrigarang Early Learning Centre commenced operations in January 2021
- The Rockdale and Botany Bay Local Environmental Plans were consolidated into a Bayside Local Environmental Plan
- The Arncliffe-Banksia S7.11 DCP Arncliffe - Banksia Public Domain Plan has been implemented
- The Bayside Local Emergency Management Committee provided ongoing assistance during COVID-19 and endorsed the COVID-19 Summer Action Plan to manage outdoor spaces.

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

- An extensive Reconciliation Action Plan (RAP) engagement plan has been implemented with broad consultation completed across the community.
- Council invested in new parking technology which allows number plates to be scanned from a moving vehicle, improving surveillance of road and parking rules.
- Community Grants of approximately \$100,000 were distributed to community groups. Council was assisted in the process by an independent panel of community leaders.
- The Playspace Renewal & Shade Improvement Program for 2020/21 was completed as agreed.
- The Bayside Delivery Program and 2021/22 Operational Plan was developed and adopted.

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

- Recycled asphalt made from recycled materials including soft plastics, toner cartridges and glass continued to be used by Council.
- The tree canopy of the local government areas continues to be improved as part of the State Governments 5 million trees by 2030 initiative and is committed to planting over 800 trees and shrubs.
- Every household receives an improved clean-up service of four every 12 months.
- The stormwater infrastructure in Arncliffe, Willis and Guess Avenue upgrading has been completed including direction of surface runoff into the stormwater system.
- The Botany Bay Foreshore Beach Flood Plain Risk Management Study and Plan has been developed and adopted.






### **Theme Four - In 2030 Bayside will be a prosperous community**





- Council adopted the Bayside Housing Strategy and developed a plan to guide housing development until 2036.
- Council adopted an Affordable Housing Tenancy Program Policy and appointed a Community Housing Provider.
- A road safety program approved by Transport for NSW and related programs were delivered.





- The Risk & Audit Committee continued to provide external oversight and met five times during the year.
- The Bayside Business Improvement framework including a Business improvement operational Plan was approved and being implemented.
- Annual financial statements were completed, received, and lodged on time and included an unqualified audit report.
- A four-year Rates Harmonisation path and a long term financial plan were adopted.

# Theme 1: In 2030 Bayside will be a vibrant place






## My place will be special to me







DP Principal Activity	Action Name	Authorising Officer Position	Authorising Officer Division	Annual Comment	Traffic Lights
Gateway sites are welcoming and attractive	Delivery of City Projects Program	Major Projects Director	General Manager Unit	Completed except for projects that have been rescheduled.	
	Ensure Bayside Council creates and maintains partnerships with government agencies and external bodies to advocate on behalf of the community (ie SSROC, AMAC)	Manager Executive Services	General Manager Unit	Council continues to maintain memberships and links to our neighbouring Councils and relevant agencies where Bayside's interests are discussed and progressed as part of the larger Sydney metropolitan area. Memberships will be reviewed following the Council elections in September 2021.	
	Upgrade gateway signage	Major Projects Director	General Manager Unit	Completed	
Roads rates and rubbish are not forgotten	Conduct litter collection along 8km of beachfront mechanically	Manager Parks and Open Spaces	City Presentations	All programmed maintenance schedules completed for the beach cleaner in line with current maintenance timelines.	
	Deliver an efficient street sweeping program across the Bayside Local Government area	Manager City Works	City Presentations	Council has consistently met its service guarantee of sweeping every street twice per month and this has resulted in over 2000t of debris being collected from the streets and gutters and prevented from entering our stormwater drains	






DP Principal Activity	Action Name	Authorising Officer Position	Authorising Officer Division	Annual Comment	Traffic Lights
	Enforce Abandoned Vehicle Policy by confirmed abandoned vehicles removed from road	Manager Compliance & Certification	City Life	All required KPIs for this action have been met for this financial year and there are only 76 vehicles currently in process. All of these are within the required timeframe and will meet the KPI	
	Provide an effective cleaning program of town centres	Manager Waste & Cleansing	City Presentations	Council provides a daily cleaning program of Town and Neighbourhood Shopping Centre areas in conjunction with a scheduled pavement high pressure cleaning program. All programmed services were met in 2020/21. Council also provided a secondary 'in-house' toilet cleaning service that supported the primary contractor cleaning service in 2020/21.	
	Undertake litter education campaigns	Manager Waste & Cleansing	City Presentations	<p>In 2020/21, Council continued to run a litter awareness program with litter prevention signage implemented throughout the local government area, in addition to web, waste app, social media and community survey for the cigarette butt litter initiative. Council manages over 770 public place bins, as well as implementing temporary mobile bins during the warmer months.</p> <p>All schools within the local government area in 2020/21 were provided with the opportunity to receive a series of waste education modules in partnership with Keep Australia Beautiful NSW, which included litter education.</p>	
	Undertake the Kerb and Gutter Renewal Program	Manager City Works	City Presentations	Council undertakes periodic kerb and gutter maintenance with an allocated maintenance budget annually. Council completed 180 lineal metres of kerb and gutter maintenance. Additionally, as part of the capital road renewal asphalt program over 300m of kerb and gutter renewals and upgrades were completed. Also Council completed 805 kerb and gutter customer requests.	






DP Principal Activity	Action Name	Authorising Officer Position	Authorising Officer Division	Annual Comment	Traffic Lights
	Undertake the Road Pavement Renewal Program	Manager - City Infrastructure	City Futures	Council completed the annual asphalt program laying over 13,500 tons of asphalt at 36 different sites during the year. For the first time the program incorporated recycled crushed glass instead of sand in the asphalt mix throughout the whole program and this resulted in the use of 550 tons which is the equivalent of over 3 million recycled glass bottles. In addition, a heavy patching program resulted in part road renewal at 3 separate sites.	
Traffic and parking are a thing of the past	Enforce NSW Road Rules School Parking Patrol Program	Manager Compliance & Certification	City Life	School Zone Safety Enforcement continues to be a high priority for Council and the Regulations Team are continually improving their interaction with Principals, the Local Police Traffic Teams and TfNSW representatives. High Profile Patrols are conducted of schools both AM and PM every weekday. A zero tolerance is applied to all school zone offences where the danger to children is identified.	
	Ensure regulation of timed parking in shopping centres and business centres	Manager Compliance & Certification	City Life	Annual KPI exceeded to encourage turnover of parking in our business and shopping precincts ensuring shops and services can prosper. The introduction of the LPR Vehicle and its technology will result in a higher number of rotations throughout these times areas and provide a higher turnover of vehicles providing fairer timed parking management.	
	Roll out opportunities for smart parking	Coordinator Workplace Relations Safety and Wellness	General Manager Unit	The installation of LPR Fixed Camera has been delayed. Tenders being evaluated for parking meter installation and associated smart parking technology.	




## Our places are accessible to all





DP Principal Activity	Action Name	Authorising Officer Position	Authorising Officer Division	Annual Comment	Traffic Lights
Assets meet community expectations	Administer Council's Graffiti Removal Program in accordance with Council's policy	Manager Community Life	City Life	Rapid Removal completed on time and within budget	
	Deliver Parks and Open Space bookings through guidelines and procedures	Manager Sport & Recreation	City Life	All bookings are now entered into a new online booking system. This has been proven to be extremely accurate and transparent. All bookings are reviewed to ensure the established guidelines are applied each time.	
	Deliver Sport and Recreation services to the Community through Council's Aquatic Centres, Golf Courses, Tennis and Squash Courts	Manager Sport & Recreation	City Life	All services continue to be delivered to the public.	
	Develop and maintain key partnerships to improve community safety	Manager Community Life	City Life	Community Safety Precinct Committee meetings with Police were postponed until late 2020 and have continued since then. Police provided advice and recommendations at hotspot locations and participated in community interaction at Council activities. Liquor Accord meetings were attended to raise harm minimisation issues.	
	Ensure Council's properties and facilities are fit for purpose and meet statutory requirements	Manager City Works	City Presentations	All relevant fire and statutory compliance checks and statements including Annual Fire Safety Statements, Fall Protection systems, RCD and tagging and testing, TMVs and Backflow prevention devices, HVAC, and lifts carried out at all relevant Council properties (105)	





DP Principal Activity	Action Name	Authorising Officer Position	Authorising Officer Division	Annual Comment	Traffic Lights
	Explore parking and redevelopment opportunities for the Boulevard Carpark, Brighton Le Sands in accordance with adopted parking strategies and the masterplan	Manager Property	City Performance	Council is investigating options for redevelopment.	
	Finalise feasibility study into Bayside East Flood mitigation options	Manager - City Infrastructure	City Futures	Feasibility study was completed. The option shown to be feasible are being considered for detailed design subject to funding.	
	Implement a city-wide asset condition audit for Council footpaths, shared paths and cycle paths	Manager - City Infrastructure	City Futures	The city-wide audit was completed ahead of schedule in the prior year. Monitoring and updates to condition are part of an ongoing program.	
	Implement a city-wide asset condition audit for Council open space infrastructure	Manager - City Infrastructure	City Futures	Part of an ongoing inspection program, including compliance audits on playgrounds	
	Implement a proactive maintenance program of Council facilities (pest control, cleaning, fire safety etc)	Manager City Works	City Presentations	Proactive maintenance schedules including pest control, cleaning, gutter cleaning, hydraulic and electrical for facilities maintenance completed as per the 2020-21 program.	
	Implement the Bayside Asset Management Strategy	Manager - City Infrastructure	City Futures	Draft Asset Management Plans for infrastructure assets have been prepared.	





DP Principal Activity	Action Name	Authorising Officer Position	Authorising Officer Division	Annual Comment	Traffic Lights
	Implement the Fire Safety Awareness and Action Program including the management of Annual Fire Safety Statements	Manager Compliance & Certification	City Life	As a result of COVID- 19 the program was put on hold as it limited access to residential flat buildings and commercial buildings due to Government restrictions and the new focus on the removal of combustible cladding. Council undertook a desktop and external inspection of buildings to ensure they did not have any combustible cladding. Council issued 15 Cladding Rectification Notices or Orders, and 7 properties have had the combustible cladding removed have had rectification works.	
	Investigate grants and funding opportunities to enhance Sport and Recreation facilities within Bayside LGA	Manager Sport & Recreation	City Life	All relevant grant opportunities promoted to Clubs and Association.	
	Issue seasonal permits for sporting facilities and open space	Manager Sport & Recreation	City Life	100% of seasonal permits issued.	
	Maintain flood lighting within recreational parks	Manager Parks and Open Spaces	City Presentations	Council maintained all lighting within active parks to accommodate all active parks sports and users. Timers set in line with bookings, audits conducted quarterly to identify necessary repairs and action accordingly. Active Parks and passive parks lighting maintained to a fit for purpose standard throughout the LGA.	
	Promote and increase usage of community facilities	Manager Sport & Recreation	City Life	Opportunities for hirers were identified. A need analysis was conducted and identified in conjunction with the Social Infrastructure Strategy. Gaps promoted to possible hirers with overall usage increased.	




DP Principal Activity	Action Name	Authorising Officer Position	Authorising Officer Division	Annual Comment	Traffic Lights
	Property acquisitions and disposals are actioned in accordance with adopted strategies and Council resolutions	Manager Property	City Performance	All current Council resolutions for acquisitions and disposals have been actioned.	
	Report on the leasing performance of the Bayside Real Estate Portfolio - new leases, renewals and income	Manager Property	City Performance	Procurement of new property management system has been endorsed and underway. System will be implemented by February 2022. Internal reporting continues via the monthly Property Portfolio report which captures a lease/license snapshot as well as project updates.	
	Report on the leasing performance of the Mascot Administration Building and Coronation Hall	Manager Property	City Performance	Council considered a report in June 2021 formally concluding the leasing process in its current form for 141 Coward St Mascot. The two remaining building subject to this action item are currently leased.	
	Undertake 50 asset condition audits for Council owned buildings	Manager - City Infrastructure	City Futures	Every building owned by Council was inspected as part of the building's revaluation project in 2020/2021.	
	Undertake Bridges and Structures Rehab and Renewal Program including Swinbourne St retaining wall	Manager - City Infrastructure	City Futures	Renewal program commenced. Swinbourne Street retaining wall renewal complete	

DP Principal Activity	Action Name	Authorising Officer Position	Authorising Officer Division	Annual Comment	Traffic Lights
	Undertake restoration of Council assets impacted by public authority works e.g. gas, power etc.	Manager City Works	City Presentations	In the last year Council successfully managed over \$1.5M worth of restorations on behalf of the NBN company after successfully winning the work from Downer EDI who were contracted to NBN to provide the service. Because so many residents were making representations relating to the poor quality of work delivered by NBN contractors Council was able to negotiate with the contractor and in doing so improved the quality and speed of delivery of these works. Over 10,000sq metres of road and footpath were replaced during the year as part of the program.	
Bayside provides safe and engaging spaces	Conduct a community survey to seek feedback on library services, programs and facilities	Manager Customer Experience	City Life	A community survey about the Library Opening Hours was completed through Council's Have Your Say Platform and the seven libraries. The survey results indicated that the community was satisfied with the 'pre COVID-19' operating hours. A Library Strategy and action plan is being developed and scheduled for completion by the end of 2021. Further community engagement will occur as part of the development of the Strategy.	
	Continue to support the Summer Foreshores Program	Manager Compliance & Certification	City Life	The Summer Foreshore Program regulates areas during the hot busy Summer Holiday period. This year saw the introduction of Beach Ambassadors and higher visibility of Police. The Community Room in Brighton Le Sands allowed the program to be coordinated from a close location and allowed for meal breaks and briefings to be conducted. This season has been praised and was a great success.	


DP Principal Activity	Action Name	Authorising Officer Position	Authorising Officer Division	Annual Comment	Traffic Lights
	Implement State Library NSW Local Priority Grant funded Library Initiatives	Manager Customer Experience	City Life	<p>A number of NSW Local Priority Grant Funded Library Initiatives have been completed. The Bexley North Library Improvements included the replacement of self-loan kiosk station, the installation of new furniture and blinds in the computer zone and the installation of new media information screen. The Rockdale Library Improvements include new furniture including additional study desks, additional scanning wand to undertake stock take and locate books and harmonisation of internal signages.</p> <p>A number of NSW Local Priority Grant Funded Library Initiatives are in progress with an expected completion date by September 2021. This includes installing audio and webcam technology in collaborative / study spaces to enable more flexibility in their use and a pilot of a self-service zone at Rockdale Library and Customer Service Centre where visitors can access Council's services online (eg pay their rates whilst visiting the library).</p>	
	Masterplan the former Brighton Fisherman's Club Site, Kyeemagh	Manager - Strategic Planning	City Futures	Community engagement to inform the draft Masterplan has concluded. A draft Masterplan will be submitted to a Council Meeting in 2021/22.	
	Report on the progress of the Bayside City Projects Program	Manager - City Infrastructure	City Futures	The report on City Projects Program progress included in the 2019/20 annual report.	
Open space is accessible and provides a range of	Deliver Sporting facilities and bookings Policy to ensure community focused sports and recreation services	Manager Sport & Recreation	City Life	Guidelines have been implemented to support, ensure and protect community participation	






DP Principal Activity	Action Name	Authorising Officer Position	Authorising Officer Division	Annual Comment	Traffic Lights
active and passive recreation opportunities to match our growing community	Enforce the Companion Animal Act	Manager Compliance & Certification	City Life	Animal Control Contractors in conjunction with Rangers are patrolling Councils allocated Off Leash Dog areas as well as Councils parks and open space and regularly enforce effective animal control in public. Whilst not popular there are strict regulations regulating companion animals in public space and with the number of attacks being reported increasing, enforcement is necessary to educate those identified who choose to disregard their obligations.	
	Ensure all active and passive parks are well maintained and fit for purpose	Manager Parks and Open Spaces	City Presentations	All maintenance of active and passive parks completed as per agreed schedules.	
	Implement the Disability Inclusion Action Plan	Manager Community Life	City Life	COVID-19 delayed community consultation for the new Disability Inclusion Action Plan 2021-2025 (DIAP). The NSW Government has now extended the timeframe for the delivery of the new plan until 2022.  Council has delivered three Community Engagement workshops in April 2021 and internal stakeholder's workshops were conducted in May 2021. The DIAP is currently being drafted. Reporting on the current plan continues on a 6-monthly basis.	
	Implement the Social Infrastructure Strategy	Manager - Strategic Planning	City Futures	The draft Social Infrastructure Strategy has been prepared and will inform an Implementation Plan. It is anticipated that this strategy will be reported to the Council by the end of 2021.	






DP Principal Activity	Action Name	Authorising Officer Position	Authorising Officer Division	Annual Comment	Traffic Lights
	Maintain Council's civil assets being roads, drainage, kerb and gutter and footpaths	Manager City Works	City Presentations	Council's roads drains and footpaths were maintained to agreed service levels. During the period Council attended to customer requests including completing footpath repairs 1165, pothole repairs 329, and 805 kerb and gutter repairs. We maintain an area of some 50 sq km's. We have processed 2,298 customer requests for the financial year in total	
People who need it can access affordable housing	Advocate for affordable housing	Manager - Strategic Planning	City Futures	Council has adopted the Bayside Housing Strategy, the Affordable Housing Tenancy Program Policy, appointed a Community Housing Provider and prepared an evidence base to inform an Affordable Housing Policy.	
	Implement the Community Housing Provider governance framework	Manager - Strategic Planning	City Futures	The Bayside Affordable Housing Program Tenancy Policy which forms part of the governance framework was adopted by Council in March 2021 and a Community Housing Provider (Evolve) was subsequently appointed following a competitive tender process.	
	Provide property support for development of Affordable Housing Property Strategy	Manager Property	City Performance	Council has developed the affordable housing tenancy policy and procured a community housing provider to manage the affordable housing units on behalf of Council. Property also facilitating the transfer of assets from developers. The first batch of 5 units will be transferred and ready for occupation in August 2021. Transfer date for remaining assets to be determined.	






DP Principal Activity	Action Name	Authorising Officer Position	Authorising Officer Division	Annual Comment	Traffic Lights
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	Manager Community Life	City Life	Antisocial and behaviour is reported to police. Cameras are deployed in hotspot locations and footage requests addressed according to protocols.	
	Explore opportunities to use technology to provide better outcome for the community	Coordinator Workplace Relations Safety and Wellness	General Manager Unit	A Business Improvement Operational Plan was approved and is being implemented. Opportunities to improve the use of technology has been identified in formulating the Plan.	
We welcome tourists to our city	Continued implementation of Bayside outdoor branding and signage	Major Projects Director	General Manager Unit	2020/21 program for implementation was completed.	







## Our places are people focused






DP Principal Activity	Action Name	Authorising Officer Position	Authorising Officer Division	Annual Comment	Traffic Lights
Local areas are activated with cafes, restaurants	Conduct mandatory annual inspections of regulated premises (eg food businesses, skin penetration, hairdressers)	Manager Compliance & Certification	City Life	Annual inspections for regulated premises (including food businesses, skin penetration and hairdressers, cooling towers, swimming pools) nearing completion.	








DP Principal Activity	Action Name	Authorising Officer Position	Authorising Officer Division	Annual Comment	Traffic Lights
and cultural events	Deliver an inclusive Bayside Council Events Program which adds value to our community and City , activates public spaces and invigorates town centres	Head of Communications and Events	General Manager Unit	A large portion of the events program was not delivered due to COVID-19 pandemic and the associated Public Health Orders in place. Council delivered, with local RSL Sub Branches, the Mascot Pre-Anzac Day March and the Botany Dawn Service. Council also officially opened the Arncliffe Youth Centre and a ceremony to rename Jellicoe Park, Pagewood, to incorporate the George Lundy Sporting Fields in memory of a local sporting stalwart and community volunteer.	
	Deliver Bayside Arts Festival including Sculptures @ Bayside, the Visual Arts prize and photography competition	Manager Community Life	City Life	Bayside Arts Festival was not held in 2020 due to COVID-19. The date for future exhibitions to be held in 2022 is to be finalised.	
	Engage with the local arts community through the Georges River and Bayside (GRAB) Arts and Cultural Forum	Manager Community Life	City Life	This work was placed on hold due to COVID-19 and will be revisited in 2022.	
	Identify opportunities for public art through place based planning and ensure that they comply with Council's Public Art policy	Manager Community Life	City Life	Projects have been considered under Council's draft Public Art Policy. Sculptures@Bayside was delayed due to COVID-19 and is planned for 2022.	
	Implement Bayside Council Community Safety Plan, with a focus on external partnerships, addressing community perceptions of safety	Manager Community Life	City Life	Council's Community Safety Strategy is in draft and will go to Council after further engagement. Cyber Safety sessions were delivered in 2020/2021. Meetings and collaboration with NSW Police have continued. Malicious damage/graffiti removal progressed within budget and in required timeframes.	








DP Principal Activity	Action Name	Authorising Officer Position	Authorising Officer Division	Annual Comment	Traffic Lights
	Partner with community organisations to deliver a wide range of community events including Seniors and Youth Week activities	Manager Community Life	City Life	A successful youth week program was implemented with high participation, resulting in continued activities at the Skate park with other community-based organisations continuing to be on site throughout the year. The Seniors week calendar consisted of health and wellbeing activities, ran in line with COVID-19 restriction safety plans and the participation rate was high.	
	Promote and oversee the use of footways for outdoor dining and retailing	Manager Compliance & Certification	City Life	Council wide Policy was adopted and was to come into force on the 1 January 2021. However, as a result of COVID 19 and Government restrictions that impacted on locate businesses trading, Council offered business a relief package that waived fees for a period of 6 months.	
	Support and celebrate our culturally diverse community through community led local initiatives	Manager Community Life	City Life	While activities were reduced due to COVID-19, Council created a video "Supporting and Celebrating our Multicultural Community" which outlines Council's inclusive practices and services for the CALD community. The Migrant Women's Business Network - International Women's Day dinner was successfully implemented.	
	Upgrade Beach Hut Dolls Point	Major Projects Director	General Manager Unit	Design completed and DA prepared.	
My community and Council work in partnership to deliver	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	Manager - Development Services	City Futures	Contributed Assets by developers are compliant with DA Consent Conditions and Public Domain approved designs. Contributed Asset data are being captured through improved process in accordance with City Infrastructure Asset Management Policy, recording correct attributes and costs of assets to be logged into Council Asset Management Module and IntraMaps.	


DP Principal Activity	Action Name	Authorising Officer Position	Authorising Officer Division	Annual Comment	Traffic Lights
better local outcomes	Continue to work with DPE to implement the Kogarah Collaboration Area with the Greater Sydney Commission	Manager - Strategic Planning	City Futures	Council worked with the Greater Sydney Commission and Georges River Council to establish a governance structure, a Joint Councillor Reference Group, specialised Working Groups and an MoU with the Department of Education about shared use of open space. Council also has progressed the MetroGreenspace Spatial Framework and the Draft Bayside Transport Strategy which cover areas of the Kogarah Collaboration area.	
	Continue to work with Sydney Water for naturalisation of Muddy Creek	Major Projects Director	General Manager Unit	Sydney Water has not commenced works.	
	Finalise a Bayside s.7.11 Development Contributions Plan to consolidate Rockdale and Botany Bay Plans	Manager - Strategic Planning	City Futures	Background work for the preparation of a consolidated Local Infrastructure Plan (formerly Development Contributions Plan) has commenced.	
	Finalise draft Bayside Local Environmental Plan (LEP)	Manager - Strategic Planning	City Futures	Consolidation of the Rockdale and Botany Bay Local Environmental Plans into a Bayside Local Environmental Plan has been completed and it is expected to be published shortly by the Department of Planning, Industry and Environment.	
	Finalise the draft Bayside Development Control Plan (DCP)	Manager - Strategic Planning	City Futures	The draft Bayside DCP has been prepared. Further refinement is required, and it is anticipated to be placed on exhibition in early 2022. Work on this project has been delayed due to the necessity to undertake the Public Spaces Legacy Program as a priority.	

DP Principal Activity	Action Name	Authorising Officer Position	Authorising Officer Division	Annual Comment	Traffic Lights
	Implement an Outdoor Advertising Policy in accordance with State Environmental Planning Policy 64	Manager - Strategic Planning	City Futures	A draft policy is in preparation. Consultation with Transport for NSW is required as part of the process. It is expected that the Policy will be adopted by the end of 2021.	
	Implement Bayside Housing Strategy which facilitates housing diversity including affordable housing	Manager - Strategic Planning	City Futures	The Bayside Local Housing Strategy has been approved by Council is with the Department of Planning, Industry and Environment for review and endorsement. The Strategy includes actions relating to Affordable Housing. An Affordable Housing Evidence Base has been prepared and drafting of an Affordable Housing Policy has commenced.	
	Implement the Arncliffe - Banksia s.7.11 Development Contributions Plan	Manager - Strategic Planning	City Futures	The Arncliffe-Banksia S7.11 DCP has been implemented.	
	Implement the Bayside Local Strategic Planning Statement	Manager - Strategic Planning	City Futures	Adopted by Council March 2020. Actions have been identified to be implemented over a number of timeframes through land use planning - short, medium and long term.	
	Implement the Bayside Voluntary Planning Agreement Policy	Manager - Strategic Planning	City Futures	In February 2021, the NSW Government enacted the Planning Agreement Practice Note directly impacts all NSW Council's policy direction towards Voluntary Planning Agreements (VPAs). A new draft revised policy has been completed.	
	Implement the Land Use Limitation Study	Manager - Strategic Planning	City Futures	The Land Use Limitations Study has been completed and forms part of Councils evidence base to inform planning in Bayside.	




DP Principal Activity	Action Name	Authorising Officer Position	Authorising Officer Division	Annual Comment	Traffic Lights
	Improve lease/licence arrangements for open space land owned by other government agencies	Manager Property	City Performance	Draft Plan of Management endorsed by Council pending public exhibition projected full approval 2021/22.	
	Plan for and advocate to minimise the impact of the proposed F6 / WestConnex	Manager - Strategic Planning	City Futures	Completed.	
	Progress planning proposals to amend the Local Environmental Plan and Development Control Plan	Manager - Strategic Planning	City Futures	Revisions have been made to the Draft DCP, prior to anticipated finalisation in later part of 2021. The Public Spaces Legacy Program has required preparation of a Draft Planning Proposal to amend certain controls in several investigation areas. This project was submitted for Gateway Determination in June 2021 and then will be publicly exhibited	
	Provide planning advice to the organisation	Manager - Strategic Planning	City Futures	Approximately 80 Part 5 Assessments have been completed and strategic planning advice has been provided to the organisation about approval pathways for major and minor projects as well as identifying required changes to the LEP and DCP	
	Reivew Community Strategic Plan to ensure alignment with Eastern City District Plan - Connecting Communities and Resilient Sydney Strategy	Manager Executive Services	General Manager Unit	A comprehensive review of our community strategic plan is scheduled for 2021/22 in light of changes to legislation due to COVID-19. The Plan will ensure alignment to the Eastern City District Plan and Resilient Sydney Strategy	




DP Principal Activity	Action Name	Authorising Officer Position	Authorising Officer Division	Annual Comment	Traffic Lights
	Use digital platforms to maximise utilisation and better customer experience when booking sporting facilities and open space parks	Manager Sport & Recreation	City Life	New system implemented internally and will be released externally on July 1.	
Places have their own village atmosphere and sense of identity	Finalise Eastlakes Town Centre Masterplan	Manager - Strategic Planning	City Futures	Eastlakes Town Centre Masterplan has been on public exhibition and the document is under review prior to final reporting to Council.	
	Finalise the review of the Rockdale Town Centre Master Plan	Manager - Strategic Planning	City Futures	The Rockdale Town Centre masterplan was deferred and will recommence once the LEP amendments are confirmed.	
	Implement Arncliffe and Banksia Public Domain Plan	Manager - Strategic Planning	City Futures	This project has been completed.	
	Implement Economic & Centres Strategy	Manager - Strategic Planning	City Futures	The draft Centres and Employment Lands Strategy has been prepared and will inform an Implementation Plan. It is anticipated that this Strategy will be submitted to Council by the end of 2021.	
	Implement the Brighton Le Sands Master Plan	Manager - Strategic Planning	City Futures	Council deferred consideration on the Brighton Le Sands Built Form Study to consider feasibility investigation.	
	Strengthen local business through engagement and collaboration on town centre issues	Manager Community Life	City Life	COVID-19 restrictions has been delayed this action. Issues have been identified and future opportunities have been discussed with Bayside Business Enterprise Centre. Some work was carried out through the establishment of the Migrant Womens' Business Network.	






DP Principal Activity	Action Name	Authorising Officer Position	Authorising Officer Division	Annual Comment	Traffic Lights
	Undertake landscape construction services throughout the LGA	Manager Parks and Open Spaces	City Presentations	Council has delivered quality work with both hard and soft landscaping maintenance, projects & events during 20-21.	
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	Manager Property	City Performance	Council has established compulsory acquisition agreements with the Roads and Maritime Services, Acquisitions will continue into 2021/22. Stage 1 of the project has commenced.	
	Implement a Bayside Property Strategy to optimise community benefits	Manager Property	City Performance	The Land and Property Strategy Framework has been drafted and is pending review and endorsement. The Investment Strategy Working Group will review the draft documents in late 2021.	
	Plan and deliver a range of programs, initiatives and events across all libraries that engage, support and enrich our community	Manager Customer Experience	City Life	The gradual re-introduction of face-to-face programs, events and initiatives in the second half of the year were very welcomed by both the community and library staff.	
	Promote and manage the use of library spaces and facilities including public PC's, study spaces and matings rooms	Manager Customer Experience	City Life	The opening up of meeting rooms, study spaces and public PCs over the past 6 months has been another welcome change after the lifting of COVID-19 restrictions.	
	Respond to community complaints about unauthorised development, uses or unsafe structures	Manager Compliance & Certification	City Life	Complaints are responded to regularly as part of business commitment.	
	Review and update Bayside Park's Plan of Management	Manager Property	City Performance	The Bayside Park's Plan of Management is currently under review and expected to be adopted by the end of 2021.	

DP Principal Activity	Action Name	Authorising Officer Position	Authorising Officer Division	Annual Comment	Traffic Lights
There is an appropriate community owned response to threats	Support Bayside Local Emergency Management Committee (LEMC) and provide assistance to Emergency agencies	Manager City Works	City Presentations	Council chaired 3 LEMC meetings and 10 Extraordinary COVID-19 LEMC Teleconferences during the year and attended 2 Regional Emergency Management (REMC) meeting and 10 REMC teleconferences A COVID-19 Summer Action Plan for managing outdoor spaces was produced, endorsed by the LEMC and adopted during the period. The Bayside Emergency Management Plan (EMPlan) was updated, endorsed and adopted including identification and assessment of 3 new evacuation centres.	

## Our places connect people




DP Principal Activity	Action Name	Authorising Officer Position	Authorising Officer Division	Annual Comment	Traffic Lights
Our heritage and history is valued and respected	Implement Bayside Heritage Strategy including Indigenous Heritage Strategy	Manager - Strategic Planning	City Futures	The Heritage Study has been prepared and a planning proposal for three proposed heritage conservation areas is being progressed in accordance with Council's resolution. The Aboriginal Heritage Strategy has been placed on hold awaiting the completion of a Reconciliation Action Plan. Further work will be undertaken in 2021/22 to complete this work.	
	Maintain Heritage Conservation Management Plans Register for key community facilities	Manager - City Infrastructure	City Futures	Conservation management plans for Council buildings are registered in the corporate document management system.	
	Plan, promote & implement collaborative exhibitions at the George Hanna Memorial Museum	Manager Customer Experience	City Life	No exhibitions were held in 2020/21 due to COVID-19.	





DP Principal Activity	Action Name	Authorising Officer Position	Authorising Officer Division	Annual Comment	Traffic Lights
	Plan, promote and implement collaborative Local History Initiatives	Manager Customer Experience	City Life	<p>COVID-19 has delayed activities in this area. However some activities included community talks and exhibitions and the Ron Rathbone Local History Competition.</p> <p>The development of the Local History Collection Development Policy and Guidelines and collection audits have been a major achievement this year. Some Botany Historical Trust (BHT) meetings were held and it released 4 Newsletters with interesting stories on local history, people and places. Positive feedback was received from the community on the quality of the Newsletters. Initiatives implemented in partnership with the BHT included:</p> <ul style="list-style-type: none"> <li>* the Renaming of Hillier Park to Nancy Hillier Park and the installation of an interpretative sign about the important environmental advocacy and leadership Nancy provided to the Botany area.</li> <li>* a submission to the Geographical Names Board to rename Eastlakes Reserve to Jack Munday Reserve to honour Jack Munday and the Green Bans Movement.</li> </ul>	
	Prepare Conservation Management Plans for individual buildings	Manager - City Infrastructure	City Futures	No new conservation management plans were required in the 2020/2021.	
We are one city with	Implement community bookings through online booking system	Manager Sport & Recreation	City Life	System implemented internally and will be fully available for externally use from 1 July 2021.	






DP Principal Activity	Action Name	Authorising Officer Position	Authorising Officer Division	Annual Comment	Traffic Lights
shared objectives and desires	Manage the Design Review Panel for development applications in accordance with legislative requirements	Manager - Strategic Planning	City Futures	The Design Review Panel is managed in accordance with requirements. The Design Review Panel has considered the State Significant Development for the LAHC site at Arncliffe.	
	Prepare submissions and reporting to Council on environmental planning instruments and policy	Manager - Strategic Planning	City Futures	Council made submissions to DPIE in relation to the proposed Natural Disasters Clause, Design & Place SEPP, Education SEPP, Employment Lands Reform, and the NSW Housing Strategy.	
	Prepare submissions and reporting to Council on state significant development	Manager - Strategic Planning	City Futures	The most significant projects during this period have included: Eden Street, Arncliffe (LAHC site), Sydney Airport Major Development Plan, Eastlakes Mod 5, Mascot Station Upgrade, and Kyeemagh Public School.	
	Provide a Development Advisory Service	Manager - Development Services	City Futures	Council continues to provide a Development Advisory Service.	
	Provide an effective Development Assessment service	Manager - Development Services	City Futures	All Development Applications are being lodged via the NSW Planning Portal and Council is working on the implementation of the API to improved functionality and integration with Council systems. The NSW Government Legacy Program target of a 20% improvement in determination timeframes has been achieved whilst maintaining a high standard of assessment.	






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





### The community is valued





DP Principal Activity	Action Name	Authorising Officer Position	Authorising Officer Division	Annual Comment	Traffic Lights
Aboriginal culture and history is recognised and celebrated	Implement the Reconciliation Action Plan to increase interaction with our Aboriginal & Torres Strait Islander community	Manager Community Life	City Life	An extensive Reconciliation Action Plan (RAP) engagement plan has been implemented with broad consultation completed across the community. Community engagement included First Nations organisations, peak bodies, Local Aboriginal Land Councils, internal stakeholders, local First Nations people and Elders. The RAP has been submitted to Reconciliation Australia for feedback. Further engagement will occur after a report to Council. The winning artwork from the First Nations Art Competition will illustrate the new RAP.	
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	Manager Community Life	City Life	Council's Community Grants round was held early in 2021. Approximately \$100,000 has been distributed to community groups. General, youth and seniors' donations were made available based on an application assessment. Council was assisted in the process by an independent panel of community leaders.	
	Build capacity of seniors and other community groups to deliver relevant programs to their members	Manager Community Life	City Life	Seniors' programs were re-opened in line with government health orders due to COVID-19. Cyber safety programs were organised and were oversubscribed. My Aged Care information has been delivered to the community. Groups have been supported through assistance with development of governance documents.	







DP Principal Activity	Action Name	Authorising Officer Position	Authorising Officer Division	Annual Comment	Traffic Lights
	Deliver a range of social and recreational programs to older people in Bayside	Manager Community Life	City Life	A successful program of Seniors Week activities including wellbeing, exercise and safety programs were run in May. Exercise and wellbeing groups have continued. Yarn-up groups for First Nations older people have been supported to meet in Bayside.	
	Manage and operate a Family Day Care Service	Manager Community Life	City Life	Family Day Care are operating in accordance with the National Quality Framework and are meeting legislative and regulatory requirements in accordance with our funding requirements. 139 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	Manager Community Life	City Life	These services were transferred from Council in 2020 by the Department of Education	
	Manage and operate Long Day Care Centres	Manager Community Life	City Life	Long Day Care Centres are operating in accordance with the National Quality Framework and are meeting legislative and regulatory requirements in accordance with our funding requirements. Hillsdale Child Care Centre received an exceeding rating following their Assessment and Rating Visit from the Department of Education. Services have had spot checks from the Department of Education with all legislative and regulatory requirements being met. The centres combined utilisation rate at the end of the quarter was 95%	

DP Principal Activity	Action Name	Authorising Officer Position	Authorising Officer Division	Annual Comment	Traffic Lights
	Meet requirements under Federal and State funding agreements in relation to Community Builders and Commonwealth Home Support Program outputs	Manager Community Life	City Life	All Federal and State Funding requirements were met. Council successfully transitioned to the State Targeted Early Intervention program which part funds some of Council's youth and family programs.	
	Operate the new Garrigarrang Early Education and Care Centre at Kogarah	Manager Community Life	City Life	The new service commenced operations in January 2021. It met all regulatory and legislative requirements following a spot check from the Department of Education. An official opening will be held early in the next quarter.	
	Partner with local services to deliver programs which address gaps in service deliver for children and young people	Manager Community Life	City Life	COVID-19 impacted on skill development and drop-in programs for young people. A number of online workshops were held and approximately 10 face to face skill development workshops have been conducted for young people and families. These have included - Cyber Safety, Mindfulness, Responsible Service of Alcohol and Responsible Conduct of Gambling, First Aid, Resilience Building, Basic Car Maintenance and a Language Development workshop for families with children aged 0-3 years.	
	Review social planning in the areas of Ageing , CALD, Families, Children & Safety	Manager Community Life	City Life	Work proceeded on the Disability Inclusion Action Plan and the Children and Family Strategy. The Public Art Policy, Reconciliation Action Plan and Community Safety Strategy are in final draft and due to go to Council.	
	Review the operations of the Family Day Care Service to ensure a sustainable program	Manager Community Life	City Life	A review has been finalised and a report sent to the Executive.	




DP Principal Activity	Action Name	Authorising Officer Position	Authorising Officer Division	Annual Comment	Traffic Lights
	Support local youth through provision of youth drop-in and school holiday activities	Manager Community Life	City Life	Programs were impacted by COVID-19 but some drop in and outreach programs were held at Eastlakes, Hillsdale and Mutch Park. School Holiday programs were held including those at the Arncliffe Youth Centre with young people from across the LGA attending. Skills development sessions, recreational programs and supervised drop in are included at all locations.	
	Undertake Playspace Renewal & Shade Improvement Program	Major Projects Director	General Manager Unit	The 2020/21 implementation was completed.	
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	Manager Community Life	City Life	The program continued with skate workshops for girls at Mutch Park, the young emerging leaders mentoring program at JJ Cahill, Eastlakes Outreach Project, HSC support at Rockdale and Peer to Peer Café for people with a disability socially connecting them online for health and wellbeing outcomes.	
	Review guidelines and policies for events to ensure they are up to date	Head of Communications and Events	General Manager Unit	All relevant documents relating to the delivery and management of events are regularly reviewed and updated..	
Flexible/care support arrangements for seniors,	Deliver community play session throughout Bayside to support families and children	Manager Community Life	City Life	All community play sessions were postponed due to COVID-19.	

DP Principal Activity	Action Name	Authorising Officer Position	Authorising Officer Division	Annual Comment	Traffic Lights
children and people with disabilities are available across the Bayside	Promote and deliver a Bayside Home Library Service	Manager Customer Experience	City Life	The new processes were introduced and have helped re-connect with Home Library Service members following the disruptions of COVID-19. The service supports over 90 active memberships (individual and organisations like nursing homes). It has been encouraging to establish relationships with two new organisations this year.	
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	Manager Property	City Performance	Negotiations underway on a lease agreement and discussions proceeding regarding ongoing capital investment by PCYC into the site. Expected new lease execution by end of August 2021.	
	Undertake reactive sportsfield renovation works	Manager Parks and Open Spaces	City Presentations	Sports fields have undergone aeration, fertilising, weed and pest control, top dressing, and levelling repairs. Several open space areas have also been re-surfaced. Facilities without irrigation have had ongoing watering using bore water and councils water trucks. Sports fields have been maintained to a fit for purpose standard.	
We are a healthy community with access to active recreation	Co-deliver Connecting Communities program in partnership with South Eastern Sydney Local Health (SESLHD)	Manager Community Life	City Life	Doing It Differently grant funding and training form local community members and organisations has been successfully rolled out. Stakeholder meetings Initiated by Council for Eastlakes outreach has continued to include Mission Australia, Housing and local community groups.	




DP Principal Activity	Action Name	Authorising Officer Position	Authorising Officer Division	Annual Comment	Traffic Lights
and health education	Collaborate with Office of Sport to contribute to positive regional outcomes, planning and grants opportunities	Manager Sport & Recreation	City Life	All grant requests were reviewed and determined within the set timeframe. Grant application timelines set by the NSW Government are communicated through the appropriate Sporting Associations. Grant support letters issued to all the sporting clubs who requested support throughout the year.	
	Conduct minimum of 4 Food handling Workshops with food businesses across our Local Government Area.	Manager Compliance & Certification	City Life	Six food handling workshops carried out in May 2021.	
	Continue to liaise with sports groups and associations	Manager Sport & Recreation	City Life	Council remains in contact with all sporting groups and the associations as required. All groups are supported to provide the greatest opportunity for recreation and improved health and well-being in the LGA.	
	Partner with local and NSW stakeholders to advocate on behalf of the community and deliver social initiatives	Manager Community Life	City Life	Partnerships and networking continued as well as outreach to services by Council. Face to face meetings generally re commenced in the first half of 2021. Local services were connected to food suppliers to ensure vulnerable people received basic support during COVID-19 lockdowns. An online Domestic Violence initiative was supported with Mayoral input to raise awareness of the issue and where to find support. Youth partnerships resumed during 2021. Youth partnerships delivering Youth Week and outreach to Much Park resumed during 2021	




DP Principal Activity	Action Name	Authorising Officer Position	Authorising Officer Division	Annual Comment	Traffic Lights
	Promote and support active recreation, leisure and sporting activities and initiatives	Manager Sport & Recreation	City Life	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	
	Support the improvement of the sporting facilities across the LGA	Manager Sport & Recreation	City Life	Ongoing support and guidance provided to individual Clubs. Council has strategically improved facilities and this continues. Program planned for next financial year	
	Undertake Angelo Anestis Carpark capacity improvements	Manager - City Infrastructure	City Futures	Layout of carpark changed to improve capacity and flow.	
	Upgrade Brighton Baths Amenities Building - Roof Rehabilitation	Major Projects Director	General Manager Unit	Roof rehabilitation works underway and to be completed by July 2021.	
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	Manager Customer Experience	City Life	No Pop-Up Libraries were delivered in 2020/21 due to COVID-19.	
	Investigate sponsorship opportunities for event provision	Head of Communications and Events	General Manager Unit	No sponsorship opportunities were sort or investigated as Council's normal events program was put on hold because of the COVID-19 restrictions.	





## We are unified and excited about the future




DP Principal Activity	Action Name	Authorising Officer Position	Authorising Officer Division	Annual Comment	Traffic Lights
Community leadership is developed and supported	Work with key stakeholders including NSW Family and Community Services (FACS), South East Sydney Local Health District (SESLHD), community partners and NGOs to address identified gaps	Manager Community Life	City Life	Doing It Differently grants were distributed to 6 successful recipients. ABCD community development training was held with community members and organisations. Professional partnerships continued with SESLHD, community organisations and NSW Police to identify gaps in the community and provide a strategic approach to service delivery and provide awareness & educational workshops for young people, older people, people with a disability and people from multicultural communities	
The city is run by, with and for the people	Implement a long-term Staff Accommodation Strategy	Manager Property	City Performance	On hold pending future feasibility assessments	
We are all included and have a part to play in the city	Research, Develop and implement a recruitment inclusion strategy and action plan.	POC Business Partner - City Life	General Manager Unit	Recruitment policy has been drafted and will be submitted for review.	






## We benefit from technology



DP Principal Activity	Action Name	Authorising Officer Position	Authorising Officer Division	Annual Comment	Traffic Lights
Council engages with us and decision making is transparent and data driven	Councillors utilise social media to engage with the community	Manager Executive Services	General Manager Unit	Councillors have created their own profiles and Councillors are bound by the Code of Conduct and Social Media Policy. The induction of the new Council, following the local government elections, will include appropriate use of Social Media platforms as outlined in Council's Governance Framework.	
	Develop and maintain the 'Talking Bayside' Community Panel	Manager Community Life	City Life	Talking Bayside uptake remains strong - community members are asked if they would like to join when they register on HYS. The Engagement team actively internally promote the utilisation of the Talking Bayside Group in large scale engagements. Newsletters containing details of new engagements are sent monthly via the HYS template and any feature projects or face to face workshops/pop up sessions are sent as feature articles to participants.	
	Development of the new Delivery Program & Operational Plan for 2021/22	Manager Governance & Risk	City Performance	The Delivery Program and 2021/22 Operational Plan were adopted.	

DP Principal Activity	Action Name	Authorising Officer Position	Authorising Officer Division	Annual Comment	Traffic Lights
	Engage the community through a variety of methods as outlined in Council's Communication & Community Engagement Strategy	Manager Community Life	City Life	Have Your Say Council's online engagement portal is a place where the community can participate in the decision-making process at a time that suits them, from the comfort of their own home. This online engagement tool has had over 160,000 visits from the community. Some of Council's online projects have included, the Local Environment Plan, Greening Bayside, Library Survey, Disability Inclusion Action Plan, Arncliffe Youth Centre, Reconciliation Action Plan, Sir Joseph Banks Park Upgrade, Water Management Strategy, Advocacy Hub page and dozens of local playground upgrades.	
	Ensure all documents are produced in accordance with Council's image and branding	Head of Communications and Events	General Manager Unit	Council continues to design and produce all documents and promotional material. The work is completed in accordance with the corporate guidelines and brand style guide	
	Improve community engagement at Council events	Manager Community Life	City Life	The Community Events Program for 2020/21 was impacted by COVID-19. Community engagement continued via the Have your Say site and Council's website. Online meetings were also held as were COVID-19 safe meetings when permitted. While face to face engagement through events reduced there was a considerable increase in our online presence.	

DP Principal Activity	Action Name	Authorising Officer Position	Authorising Officer Division	Annual Comment	Traffic Lights
	Undertake Community Strategic Planning Process (CSP)	Manager Community Life	City Life	The CSP timelines and process and responsibilities have been mapped. Review and consolidation of engagement from important engagement projects to inform the CSP has commenced. Contribution to the end of term report has been provided. Desktop research to assist in the creation of communication collateral is planned. Development of a comprehensive HYS page including tools for the community to input engagement is in process.	
	Undertake IP&R reporting as required by the Act (6 monthly, annual report)	Manager Governance & Risk	City Performance	Statutory requirements completed including reporting on six-month progress on Delivery Program/Operational Plan and publication of Annual Report 2019/20.	
Technological change has been harnessed and we are sharing the benefits	Enhance our digital platforms	Manager Information Technology	City Performance	Council's finance system has been enabled to a fully based cloud service which operates on any device from mobile to PCs. E-services for online payments have been re enabled, website facilities improved and access and information hits on the site have increased. Online meetings have continued to benefit residents and staff. New initiatives including online bookings and improved library services have been actioned for direct improvements for customers.	
	Implement a Social Media Strategy including policy; framework and content management approach across all platforms	Head of Communications and Events	General Manager Unit	The NSW Government's Office of Local Government (OLG) has prepared a consultation draft of a Model Social Media Policy. The draft Model is developed having regard to best practice for local government. Council's existing social media policy will be reviewed against for final Model Policy once issued by the OLG.	



DP Principal Activity	Action Name	Authorising Officer Position	Authorising Officer Division	Annual Comment	Traffic Lights
	Publish Council's events calendar - providing quarterly updates to the community	Head of Communications and Events	General Manager Unit	As smaller events return, the production of the quarterly events calendar will be reinstated. Council continues to improve and upgrade the events calendar.	
We are a digital community	Implement Bayside Council Digital Technology Strategy	Manager Information Technology	City Performance	The digital strategy adopted for the Council has seen an increase in Cloud and online services for staff and customers. The Strategy is due to be renewed at end of term and replaced by a revised strategy.	
	Plan, source and provide collections and resources that respond and support the community's educational and recreational needs	Manager Customer Experience	City Life	<p>Library services continues to review and purchase physical and online books, resources and applications to support our community to learn, study and recreate.</p> <p>A fines amnesty was introduced from April-June 2021. The amnesty has been successful with over 1500 overdue items returned.</p> <p>New initiatives were implemented including;</p> <ul style="list-style-type: none"> <li>* Additional on line books and resources were purchased boosting the collection</li> <li>* A new Nepalese book collection and a small Spanish collection at Rockdale</li> <li>* Audio visual material in other languages was purchased for Home Library Customers</li> <li>* 2 Tablets were purchased to support the 'Be Connected' drop in Tech sessions</li> </ul> <p>James Bennett environmental sustainable program was launched. Discarded library books are diverted away from landfill by being repurposed, donated, sold and/or recycled. The proceeds from the sale of items are donated to the Indigenous Literacy Program.</p>	



DP Principal Activity	Action Name	Authorising Officer Position	Authorising Officer Division	Annual Comment	Traffic Lights
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	Head of Communications and Events	General Manager Unit	The Bayside website continues to be improved with content being upload or updated regularly. In the past 12 months changes have included new pages, improved online services such online payments for rates and the introduction of an easy to use translation tool.	
	Implement online services and smart forms for the community	Coordinator Workplace Relations Safety and Wellness	General Manager Unit	Business Improvement Operational Plan which includes improvements to online services and smart forms was improved and being implemented. The project has scoped 47 services to be moved to online services. Online Rates Payments completed, and three more services are at the prototype stage of development.	
	Improve online presence on Social Media	Head of Communications and Events	General Manager Unit	Council has worked solidly over the past 12 months to grow Council's presence on all online and social media platforms. The improved efforts have enabled Council to reach its goal to reach 10,000 followers and likes. Followers are now over 11,000 and likes have also exceeded 10,000.	
	Maintain accurate property register to reflect changes to registered strata and deposited plans	Manager - City Infrastructure	City Futures	Strata and deposited plans regularly obtained from Land Registry Services and updated in Council's systems	
	Ongoing issuing of planning certificates	Manager - Strategic Planning	City Futures	Planning Certificates are issued as required. Council reviews its procedures and identify opportunities for improvements to processing and issuing Planning Certificates.	



DP Principal Activity	Action Name	Authorising Officer Position	Authorising Officer Division	Annual Comment	Traffic Lights
	Produce newsletters (quarterly), media releases, e-newsletters (monthly) to inform the community about Council	Head of Communications and Events	General Manager Unit	Council provided a regular media releases, media comment and stories to the local papers. Council has also produced regular fortnightly e-newsletter and the quarterly community newsletter.	
	Provide access to Telephone Interpreter Service so key documents are available in alternative languages	Manager Customer Experience	City Life	The Government's TIS service was refreshed at Bayside. Access was updated for the Customer Service Staff, more information provided on our website and standard documents and training was provided to staff. Ongoing training, awareness and promotion will occur as standard practice.	




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





### Our waste is well managed

DP Principal Activity	Action Name	Authorising Officer Position	Authorising Officer Division	Annual Comment	Traffic Lights
I can reduce my waste through recycling and community education	Coopartner with pharmacies to safely dispose of medical sharps	Manager Waste & Cleansing	City Presentations	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 to 25 pharmacies across 11 Bayside suburbs. This represents an increase of 56% from 2019/20.	
	Implement Councils Waste Avoidance Resource Recovery Strategy (WARRS) 2030 + Action Plan.	Manager Waste & Cleansing	City Presentations	<p>Council continues to design and implement strategies, procedures, programs and initiatives that work towards goals set out in the Waste Avoidance and Resource Recovery (WARR) Strategy 2030.</p> <p>Council has delivered all WARR Strategy initiatives for the 2020-21 program, with certain restrictions and/or limitations due to COVID-19 and State health guidelines.</p> <p>In 2020/21, Council was a recipient of three Keep Australia Beautiful Sustainable Cities awards that included:</p> <ul style="list-style-type: none"> <li>* Circular Economy Award - Highly Commended;</li> <li>* Coastal and Waterways Protection Award - Highly Commended;</li> <li>* Overall Metropolitan Council Sustainable Cities Award - Finalist.</li> </ul>	








DP Principal Activity	Action Name	Authorising Officer Position	Authorising Officer Division	Annual Comment	Traffic Lights
	Implement initiatives that assist in reducing waste going to landfill.	Manager Waste & Cleansing	City Presentations	<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"> <li>* award winning expansion of the community recycling drop off events for a wide range of materials including metals, whitegoods, e-waste, green-waste, cardboard, clothing, toner/cartridges, batteries, expanded polystyrene;</li> <li>* and processing contracts that assist in higher diversion rates, such as the recycled mattress contract.</li> </ul>	
	Inform residents about Councils Domestic Waste and Clean Up programs (via electronic and print media)	Manager Waste & Cleansing	City Presentations	<p>Council designed, printed, and distributed the 2021 Clean Up, Waste and Recycling Calendars to approximately 68,000 households.</p> <p>Both the Bayside Waste Services App and Council's website were updated with an easy-to-use interface as well as improved and new features.</p> <p>Additionally, Council interacts with the community regularly on social media and print media in relation to new or modified service information.</p> <p>As of 1 March 2021, there have been 20,207 downloads of Council's Waste App which is an increase of 21.5% from previous year. Council's Waste and Recycling website content also continues to receive extensive traffic viewership, as one of the most viewed areas of Council's website</p>	







DP Principal Activity	Action Name	Authorising Officer Position	Authorising Officer Division	Annual Comment	Traffic Lights
	Program and offer waste education programs to all primary schools and at 6 community events per annum	Manager Waste & Cleansing	City Presentations	<p>Council re-partnered with Keep Australia Beautiful NSW and offered all primary schools within our Local Government Area with waste education modules. A total of 1,759 students participated between July and December 2020 in numerous modules from 8 schools to 65 classes, raising awareness of the impacts of litter and waste related solutions. These were classes that were postponed from the 2019/20 schedule due to COVID-19 restrictions.</p> <p>In 2020/21, six (6) waste regulation and education initiatives, with other waste related community events cancelled due to COVID-19 restrictions.</p>	
	Provide an effective public place litter bin program	Manager Waste & Cleansing	City Presentations	<p>Council conducts town centre and public place litter bin collections daily. Council manages over 770 fixed public place litter bin infrastructures, ranging from 60L to 660L. Each community bin promotes awareness, including messaging such as 'Don't Be a Tosser' which is a NSW EPA campaign and 'Watch Your Butt' which encourages the correct disposal of cigarette butts.</p> <p>Council also manages smart technology beach bin infrastructure along Cook Park and the 8km beachfront. This material was diverted from making its way into our waterways or remaining in amongst the sand or the adjacent parkland.</p> <p>In 2020/21 Council was awarded a \$40,000 grant by the NSW EPA for new cigarette butt litter infrastructure that was installed throughout the local government area. Cigarette butt litter in those areas has decreased by over 80%.</p>	







DP Principal Activity	Action Name	Authorising Officer Position	Authorising Officer Division	Annual Comment	Traffic Lights
	Seek funding through the NSW Environment Protection Authority's 'Waste Less, Recycle More Waste and Resource Recovery Initiative.	Manager Waste & Cleansing	City Presentations	<p>A number of programs and initiatives were designed, implemented and/or reviewed within this financial year, with \$183k uncontested funding approved and provided by NSW EPA for programs such as the Community Recycling Drop Off Events, Regional Illegal Dumping Squad membership, and Community Sharps Collection Program.</p> <p>Additionally, Council applied and was successful in receiving a \$40k grant for cigarette butt litter infrastructure, a \$117,800 grant to combat illegal dumping and an organic transitional grant for \$180,000.</p>	
	Undertake 22 annual recycling drop off events per year	Manager Waste & Cleansing	City Presentations	Council delivered all the scheduled community drop off events in 2020/21. Council continues to implement a modified safety and vehicle movement plan addressing COVID19 social distancing, hygiene and sanitation requirements, allowing for all events to continue in a controlled and safe manner.	
	Undertake the management of essential waste and recycling services to over 62,000 households	Manager Waste & Cleansing	City Presentations	Taking into account COVID-19 restrictions, through a well-conceived Essential Services Continuity Plan, Council improved social distancing protocols, and increased hygiene / sanitation measures was able to deliver all essential waste and recycling services to approximately 68,000 households. This includes garbage, organics, recycling kerbside bin collections, bulk bin collections, kerbside and on-site clean up services, public place bin collections, 22 community recycling drop off events, and community waste education and regulation.	

DP Principal Activity	Action Name	Authorising Officer Position	Authorising Officer Division	Annual Comment	Traffic Lights
Illegal Dumping is a thing of the past	Ascertain hotspots through mapping and analysing reported incidents of illegal dumping	Manager Waste & Cleansing	City Presentations	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. A Program guides the successful relocation of multiple CCTV solar cameras/trailers and visual message boards to data supported known 'hotspot' areas as required. Council presented data at Waste Conference 2020.	
	Investigate incidents of illegal dumping and enforce compliance	Manager Waste & Cleansing	City Presentations	2,644 verified illegal dumping incidents were reported and 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	Manager - Strategic Planning	City Futures	DA referrals and Part 5 referrals in relation to contaminated land were completed in a timely manner.	
	Remove and dispose of illegally dumped materials throughout the LGA within Service Level Agreement timeframes	Manager Waste & Cleansing	City Presentations	Council's Illegal Dumping Program has been delivered in alliance with Regional Illegal Dumping Squad (RID) with all requests investigated and collected. In 2020/21, Council investigated 2,644 verified reported instances of illegal dumping. A portion of this material was removed by the dumper as a result of regulation activity, including fines.	

## We are prepared for Climate Change




DP Principal Activity	Action Name	Authorising Officer Position	Authorising Officer Division	Annual Comment	Traffic Lights
Our city is prepared and able to cope with severe weather events	Construct stormwater infrastructure at Arncliffe St, Willis St and Guess Ave	Manager - Strategic Planning	City Futures	Upgrade to stormwater infrastructure in Arncliffe, Willis and Guess Avenue has been completed including direction of surface runoff into the stormwater system.	
	Finalise Bayside West Floodplain risk management study & engagement of a committee	Manager - Strategic Planning	City Futures	This project is progressing to agreed milestones carrying over to 2021/22. Stage 1 of the Floodplain Risk Management Study and Plan is underway.	
	Implement Botany Bay Foreshore Beach Flood Plain Risk Management Study and Plan	Manager - Strategic Planning	City Futures	The Botany Bay Foreshore Beach Flood Plain Risk Management Study and Plan has been adopted by Council. A grant application has been lodged to undertake a feasibility study for structural mitigation options.	
	Implement Stormwater & Flood Management Strategy	Manager - Strategic Planning	City Futures	The draft Stormwater and Flood Management Strategy has been prepared and will inform an Implementation Plan. This strategy will be reported to the new incoming Council by the end of 2021.	
	Undertake Bonar Street Stormwater Project	Major Projects Director	General Manager Unit	Completed.	
	Undertake Stormwater Drainage Rehab and Renewal Program	Manager - City Infrastructure	City Futures	Several pipelines and pits inspected with CCTV and minor renewal works completed.	
Waterways and green corridors are regenerated	Carry out turf maintenance of approx. 374 parks and reserves and approx. 150 lineal kilometres of grass verges	Manager Parks and Open Spaces	City Presentations	Maintenance Programs have been delivered to approx. 382 parks and reserves to provide fit for purpose parks and open space areas to the community. These are subject to weekly / fortnightly and/or monthly maintenance programs.	

DP Principal Activity	Action Name	Authorising Officer Position	Authorising Officer Division	Annual Comment	Traffic Lights
and preserved	Continue to work with Sydney Water to identify opportunities for stormwater management in Dominey Reserve	Manager - Strategic Planning	City Futures	Discussions between Council and Sydney Water continue about this project including addressing the issue of the future maintenance liability.	
	Implement key priorities in Council's adopted Biodiversity Strategy to protect and enhance natural areas	Manager - Strategic Planning	City Futures	Council continues to bush regeneration work across 15 sites and has occurred in accordance with the National Restoration program 2015-2020. Council has received a total of \$175,000. Bushcare groups, Padstow TAFE and corporate volunteers plantings also contribute to the protection and enhancement of our natural areas.	
	Implement the Water Management Strategy	Manager - Strategic Planning	City Futures	The Water Management Plan was adopted by Council and the Water Management Plan Actions will inform the Implementation Plan, to be reported to Council by the end of 2021.	
	Improve the tree canopy across LGA by undertaking tree planting in public domain & open space	Manager Parks and Open Spaces	City Presentations	Tree canopy within the LGA has been increased throughout the last 6 months of 2020/21.	
	Maintain all garden areas on council assets within LGA	Manager Parks and Open Spaces	City Presentations	All service delivery programs have been completed as scheduled.	
	Manage and maintain all trees within LGA	Manager Parks and Open Spaces	City Presentations	Council completed its reactive maintenance and program maintenance activities	


DP Principal Activity	Action Name	Authorising Officer Position	Authorising Officer Division	Annual Comment	Traffic Lights
	Protect and restore the health of waterways and wetlands through planned Gross Pollutant Traps (GPTs) inspection and cleaning program	Manager City Works	City Presentations	Council has a documented street sweeping and drainage cleaning maintenance program. We meet or exceed our standard service levels in all areas. 61 GPTs were maintained during the period resulting in 182 tons of litter, sediment and vegetation being captured and prevented from entering Council's waterways	
We increase our use of renewable energy	Develop ESD policy and targets for council facilities	Manager - Strategic Planning	City Futures	Other priorities associated with bush regeneration has resulted in this project being placed on hold. it is intended to be addressed in 2021/22 and as part of a Resilience Strategy for Bayside.	
	Installation of water and energy efficiency initiatives in community and administrative buildings	Major Projects Director	General Manager Unit	Completed.	
We understand climate change and are prepared for the impacts	Develop the Bayside Environmental Strategy	Manager - Strategic Planning	City Futures	A Draft Bayside Environmental Strategy has been prepared and is being used to inform an Implementation Plan. Both will be reported to Council by the end of 2021	
	Implement the community sustainability program via events and workshops	Manager - Strategic Planning	City Futures	A limited number of Community Sustainability events were held due to COVID-19 restrictions.	
	Plan & design for the effects of climate change on the community	Manager Executive Services	General Manager Unit	Council has commenced its response to climate change. The development of the Resilient Bayside Strategy will assist with planning our future response to local impacts of climate change.	

## Theme 4: In 2030 we will be a prosperous community




### Local housing, employment and business opportunities are generated




DP Principal Activity	Action Name	Authorising Officer Position	Authorising Officer Division	Annual Comment	Traffic Lights
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	Implement the Transport Strategy	Manager - Strategic Planning	City Futures	The draft Transport Strategy and Bike Plan have been prepared and will inform an Implementation Plan. It is anticipated that this Strategy will be reported to the Council by the end of 2021.	
	Prepare and finalise Development Control Plan (DCP) amendments	Manager - Strategic Planning	City Futures	Minor amendments to the Rockdale Development Control Plan and Botany Bay Development Control Plan were reported to Council and exhibited in early 2021. The amendments have been proposed to bring the controls under the title and statutory framework necessary when the Bayside LEP comes into effect.	
	Prepare and finalise Local Environment Plan (LEP) amendments	Manager - Strategic Planning	City Futures	Various LEP amendments have been completed and are in stages of ongoing assessment and reporting.	

### *Opportunities for economic development are recognised*



DP Principal Activity	Action Name	Authorising Officer Position	Authorising Officer Division	Annual Comment	Traffic Lights
Major employers support/partner with local small business	Administer Local Area Funds	Manager - Strategic Planning	City Futures	Local Area Funds administered as required.	








## The transport system works







DP Principal Activity	Action Name	Authorising Officer Position	Authorising Officer Division	Annual Comment	Traffic Lights
We can easily travel around the LGA - traffic problems and gridlock are a thing of the past	Advocate for improvements in transport	Manager - Strategic Planning	City Futures	Construction of the Sydney Gateway project was approved by the NSW Government including the Port Botany Rail Duplication and improved road access to Sydney Airport. Council has provided feedback about traffic and active transport improvements in those locations as well as part of higher-level strategies being prepared by the NSW Government.	
	Implement the Bayside Employment and Economic Development Strategy to identify opportunities for activation of local areas	Manager - Strategic Planning	City Futures	The draft Strategy has been prepared and will inform an Implementation Plan. This strategy will be reported to the new incoming Council by the end of 2021.	
	Implement the Road Safety Program with annual matching funding from NSW Roads and Maritime Services	Manager - City Infrastructure	City Futures	The road safety program approved by Transport for NSW and programs have been delivered throughout 2020/2021.	






DP Principal Activity	Action Name	Authorising Officer Position	Authorising Officer Division	Annual Comment	Traffic Lights
	Undertake Mascot Station Precinct Traffic Improvements	Manager - City Infrastructure	City Futures	Mascot Station Precinct traffic works are on hold whilst the NSW Government completes the Mascot Station access improvement. Works have commenced to construct a new lift, and stair access on the western side of Bourke Street. The works necessitate significant hording and traffic management in the area.	
	Undertake Traffic Committee projects	Major Projects Director	General Manager Unit	Completed.	
We can easily travel to work by accessible, reliable public transport	Undertake bus shelter renewal	Major Projects Director	General Manager Unit	Completed.	






## Transparent & accountable governance



DP Principal Activity	Action Name	Authorising Officer Position	Authorising Officer Division	Annual Comment	Traffic Lights
Ethical Governance	Administer Bayside Council's Traffic Committee	Manager - City Infrastructure	City Futures	All planned meetings for Bayside Traffic Committee hosted and administered for the financial year.	
	Deliver Councillor Induction Program	Manager Executive Services	General Manager Unit	During COVID-19 restrictions in 2020, the Local Government Election was postponed in NSW. Council is currently preparing an extensive program to induct the incoming Council following the elections.	







DP Principal Activity	Action Name	Authorising Officer Position	Authorising Officer Division	Annual Comment	Traffic Lights
	Effectively manage enterprise risks	Manager Governance & Risk	City Performance	Enterprise risk management activities undertaken included quarterly reporting on risk management, training and awareness sessions, review, and update of strategic and operational risk registers.	
	Implement Internal Audit Program	Manager Governance & Risk	City Performance	The annual Internal Audit Program activities were implemented including three internal audits being completed and a further four were in progress.	
	Implement the Archival & Disposal Record Strategy	Manager Governance & Risk	City Performance	Council works with its off-site storage provider to undertake a systematic disposal process of relevant records.	
	Implement the Information Management Governance Strategy	Manager Governance & Risk	City Performance	Implementation of practicable strategies underway within annual budget allocation. Key implementation activities including on-line training module and awareness, developing disposal process for electronic records, and progressive digitisation plan.	
	Maintain, co-ordinate and support Council's Committee system	Manager Governance & Risk	City Performance	Governance support provided across Council's committee structure including training and assistance, and system improvements and maintenance.	
	Monitor and report on compliance with purchasing procedures	Manager Procurement	City Performance	Council has processes in place and monitors and reports on procurement compliance.	
	Provide information access proactively and/or in a timely manner	Manager Governance & Risk	City Performance	All formal and informal Information Access applications dealt with in accordance legislative and policy requirements. Additions to disclosure log made as determined relevant. Publication Guide reviewed and published.	






DP Principal Activity	Action Name	Authorising Officer Position	Authorising Officer Division	Annual Comment	Traffic Lights
	Review and develop the contractor management framework including an ongoing corporate training program	Manager Procurement	City Performance	A Contract Management Framework is currently being developed.	
	Review and test Business Continuity Plans	Manager Governance & Risk	City Performance	Business Continuity Plan (BCP) reviewed and updated. Information Technology testing undertaken to inform the BCP.	
	Review and update Council's IT Business Continuity Plan	Manager Information Technology	City Performance	The IT Business Continuity Sub plan is a subset of Council's organisation Business Continuity Plan. It provides a procedure should Council's primary IT services be affected by unforeseen circumstances. The plan is supported by a regular test to ensure it is robust.	
	Review key governance policies following Local Government Election	Manager Governance & Risk	City Performance	Changes to legislation due to COVID-19 resulted in local government elections being postponed to September 2021. Consequential, policy reviews have been delayed.	
	Review of IT strategy	Manager Information Technology	City Performance	Preparation of a new organisational IT strategy has commenced and is on target for completion in 2021. The new strategy will advise the targets for the next 3 years along with a roadmap and set of priorities aligned to Council's requirements.	
	Support the Local Government Election process	Manager Governance & Risk	City Performance	Changes to legislation due to COVID-19 resulted in the postponement of the local government elections. Notwithstanding Council has worked with NSW Electoral Commission to progress pre-election requirements including clarification of responsibilities, agreement on polling places and advertising, and attendance at information sessions for relevant staff.	







DP Principal Activity	Action Name	Authorising Officer Position	Authorising Officer Division	Annual Comment	Traffic Lights
	Support the Risk & Audit Committee	Manager Governance & Risk	City Performance	The five meetings of the Risk & Audit Committee were supported.	
	Undertake Councillor Professional Development	Manager Executive Services	General Manager Unit	Professional Development for all Councillors included a range of internal sessions and attendance at external training programs such as Social Media Training; Conference attendances including Waste and the Local Government Conference for NSW and the National General Assembly. Some Councillors nominated to attend the Australian Institute of Company Directors intensive training program.	
	Undertake GM briefing session with Councillors to ensure strategic thinking and effective decision making	Manager Executive Services	General Manager Unit	Councillors attend weekly briefing sessions, providing updates on topics of interest to the Bayside Community. Through these briefing sessions, the Mayor and Councillors are advised on all issues relevant to supporting informed decision making at the public Council meetings.	
High Standards of Customer Service	Deliver a program of organisational service reviews	Coordinator Workplace Relations Safety and Wellness	General Manager Unit	A business improvement operational plan was approved identifying annual improvement and review activities. The plan is being implemented as agreed.	
	Deliver IT support - hardware, software and systems (internal & external)	Manager Information Technology	City Performance	IT service have remained operational with no critical outages across the enterprise. Services have been monitored 24*7 and any incident tracked and reported.	








DP Principal Activity	Action Name	Authorising Officer Position	Authorising Officer Division	Annual Comment	Traffic Lights
	Embed newly established business processes and controls for customer experience services	Manager Customer Experience	City Life	Council reviews and updates existing processes and procedures as required. Key customer facing procedures that were updated and/or introduced including mandatory lodgement of development applications online and Bayside Complaint Management Policy and Guidelines.	
	Implement a continuous improvement framework to increase the efficiency and effectiveness of service delivery across the organisation	Coordinator Workplace Relations Safety and Wellness	General Manager Unit	Business Improvement framework has been developed and approved. The framework is being implemented.	
	Implement business improvement initiatives across the organisation	Coordinator Workplace Relations Safety and Wellness	General Manager Unit	An approved Business Improvement Operational Plan identifying improvement projects was approved and being implemented.	
	Improved response to public enquiries & requests relating to traffic and parking issues	Manager - City Infrastructure	City Futures	Council has received a significant number of requests relating to traffic and parking in 2020/21. Council continues to liaise with Transport for NSW on matters relating to State Roads throughout our Local Government Area.	
	Provide flood level advice to the community	Manager - Strategic Planning	City Futures	Total of 349 Flood Advice Letters completed within agreed timeframes.	

DP Principal Activity	Action Name	Authorising Officer Position	Authorising Officer Division	Annual Comment	Traffic Lights
	Provide responsive customer service (counter, call centre, customer requests and complaints)	Manager Customer Experience	City Life	<p>Council provided a responsive customer service for the 2020-21.</p> <p>Noticeable Trends: average number of calls is increasing; average number of counter transactions have remained stable, however predicted to decrease as more services become available online; average number of online over the phone transactions are gradually increasing and become more accessible to the community.</p> <p>Annual Customer Service Statistics include:</p> <ul style="list-style-type: none"> <li>• Total calls offered through the Council Contact Centre is 86,802. This is an average of 307 calls per business day. Top 3 categories are: Waste, Rates and Compliance/Development.</li> <li>• 28,755 transactions at the Customer Service counters. Transactions are higher in Rate instalment periods peaking July/August. Top 3 categories are: Rates; Waste and Development/Engineering.</li> <li>• 34,850 customer requests logged with 32,833 being completed. Top 3 categories are: Illegal Parking, Council tree and illegally dumped rubbish.</li> </ul>	
Skilled Staff	Continue to reduce employees' absenteeism caused by injury through a proactive and comprehensive return to work framework. Implement specific Injury Management strategies to effectively manage each employees' injury case.	Coordinator Workplace Relations Safety and Wellness	General Manager Unit	Return To Work improvements are in place with a significant reduction in long term injuries in the past twelve months. Positive feedback received from Council's insurer.	





DP Principal Activity	Action Name	Authorising Officer Position	Authorising Officer Division	Annual Comment	Traffic Lights
	Create a customer centric culture where all staff are providing a positive experience every time, for all of its customers	Coordinator Workplace Relations Safety and Wellness	General Manager Unit	Customer Service training is provided to Business Units as part of their learning needs analysis. Online training is being prepared for staff to undertake for customer service training and embed organisational value.	
	Deliver an annual supplier and staff procurement education program	Procurement Specialist	City Performance	Procurement Training content has been developed and will work with Training & Development to roll this out to staff.	
	Deliver leadership programs to develop current and future leadership capabilities and promote and encourage strong, driven and accountable leaders	Coordinator Workplace Relations Safety and Wellness	General Manager Unit	Emerging Leadership Program developed and has taken place with approximately 40 emerging leaders trained in the four-week program. Leadership Meeting structure was reviewed and reformatted to include professional development for Managers. Leadership Meetings are being delivered.	
	Develop and implement strategic actions as identified in the staff survey that will improve Council's culture and performance	POC Business Partner - City Life	General Manager Unit	Staff Culture Survey has been completed with a relatively very high participation. Consultation is currently underway to inform the development of a strategy action plan.	
	Develop Workforce Strategy and Plan that supports strong service delivery to the community	POC Business Partner - City Life	General Manager Unit	The Human Resources Strategic Plan 2030 and the Workforce Program 2024 approved.	
	Maintain a fully compliant payroll frame work, including policy and procedures of identified processes	POC Business Partner - City Life	General Manager Unit	Payroll is fully compliant as demonstrated by the recent audit.	




DP Principal Activity	Action Name	Authorising Officer Position	Authorising Officer Division	Annual Comment	Traffic Lights
	Review of identified human resources policies, procedures and forms that drives employee engagement and performance whilst ensuring consistent applications of terms and conditions	POC Business Partner - City Life	General Manager Unit	Policies and procedures that meet legal requirements are in place however a review is ongoing regarding moving to "best practice" for employee engagement and performance. Recent Culture Survey results were very high for employee engagement.	
	Review, research, develop and implement a work health and safety management framework to ensure that Council is compliant whilst driving a strong safety culture	Coordinator Workplace Relations Safety and Wellness	General Manager Unit	Consultants engaged to developed required policies and procedures for Council's safety system. Implementation and education work is being undertaken inhouse.	
	WH&S inspections carried out in accordance with annual schedule, corrective actions identified, recorded and implemented	Coordinator Workplace Relations Safety and Wellness	General Manager Unit	WH&S inspections carried out and this is an ongoing activity and will be improved with implementation of a new application for in 2021/22.	
Strong Financial Management	Complete implementation of new corporate financial and asset management system	Manager Finance	City Performance	Completed implementation of new financial and asset management system.	
	Ensure a timely completion of Council's audited financial statements	Manager Finance	City Performance	Annual financial statements for 2019/20 completed and received an unqualified audit report. The annual financial statements were lodged with the Office of Local Government by the due date The Interim audit process for 2020/21 has been completed.	

DP Principal Activity	Action Name	Authorising Officer Position	Authorising Officer Division	Annual Comment	Traffic Lights
	Implement continuous improvement actions for internal financial reporting & financial operations	Manager Finance	City Performance	Continuous improvement actions being implemented following the implementation of the new financial system and will continue in 2021/22.	
	Implement, monitor and review a new financial reporting framework	Manager Finance	City Performance	Council's external financial reporting is aligned to the industry-wide framework and standards. With the implementation of a new financial management system, internal reporting has been enhanced, providing greater visibility and control over the allocation of council's financial resources through streamlined and standardised processes allowing for greater accuracy in forecasting and planning across the organisation.	
	Maintain procurement data analytics and reporting for strategic procurement decision making	Manager Procurement	City Performance	Procurement data analytics and reporting completed	
	Manage and review Councils Financial Position on a continual basis	Manager Finance	City Performance	Council has completed the quarterly budget reviews in accordance with requirements	
	Maximise return's on Council's investment portfolio to exceed benchmark	Manager Finance	City Performance	Council's investment return has been above benchmark in a difficult financial climate with continuation of the historically low interest rates.	
	Process and administer Voluntary Planning Agreements	Manager - Strategic Planning	City Futures	Negotiation, evaluation, review, monitoring and reporting on Planning Agreements from inception to delivery is ongoing. Council is currently managing 27 Planning Agreements at different stages of progression including 2 at preliminary stage, 10 under negotiation and 15 executed Planning Agreements with works still in progress.	

DP Principal Activity	Action Name	Authorising Officer Position	Authorising Officer Division	Annual Comment	Traffic Lights
	Provide effective management of Council's fleet	Manager Procurement	City Performance	Council has a 10-year replacement program to ensure all assets are utilised to capacity and the optimum disposal income is achieved at the point of sale.	
	Provide effective management of Council's stores operation	Manager Procurement	City Performance	Council has two store operations at Bexley Depot & Botany Depot. These operations have systems in place for the efficient and effective management of stock replenishment and issue.	
	Provide procurement advice to the organisation	Manager Procurement	City Performance	Strategic procurement advice and procurement governance advice is provided to the organisation.	
	Review and update the Long Term Financial Plan	Manager Finance	City Performance	Long term financial plan updated and adopted.	
	Review Council's financial sustainability strategies including current and future rating options through IP&R	Manager Finance	City Performance	Council has adopted a 4-year rate harmonisation strategy following changes in legislation to allow for gradual harmonisation over multiple years. Council has however rejected the recommendation of applying for a special rate variation (SRV) to address the projected infrastructure funding gap over the Long Term Financial Plan (LTPF). Council is working on identifying improvement initiatives to address the long-term funding shortfall.	
	Undertake legislative financial management and reporting	Manager Finance	City Performance	Council has met its legislative financial management requirements.	
	Undertake rate harmonisation process through the engagement with Councillors and the Community	Manager Finance	City Performance	Council has completed its Rates Harmonisation process and adopted the rate harmonisation path.	

## We are prepared for a sharing economy

DP Principal Activity	Action Name	Authorising Officer Position	Authorising Officer Division	Annual Comment	Traffic Lights
Innovative businesses are supported to locate in Bayside	Facilitate programs to develop skills for current and future business owners	Manager Community Life	City Life	The Migrant Womens' Business Network for Bayside was set up to assist services who support women to set up a business. COVID-19 restricted face to face meetings but online meetings continued. A successful networking function showcasing good news business stories for International Women's Day 2021 was held at the Novotel, Brighton.	
Local plans and regulations have kept pace with the sharing economy	Deliver effective and competitive Complying Development (CDC) and Construction Certificate (CC) Services.	Manager Compliance & Certification	City Life	Council continued to deliver to competitive and effective service during COVID 19, it did see a slight reduction in market share, however this was a result to slowing down in the construction industry due to COVID-19 impacts.	
	Implement new LEP/DCP in assessment of DAs	Manager - Development Services	City Futures	Awaiting enacted of the new Bayside LEP and the adoption of a new DCP.	
	Investigate and implement opportunities to improve development assessment processing times and customer satisfaction for development applications	Manager - Development Services	City Futures	Development Assessment staff have successfully achieved a 20% reduction in the median application determination timeframes to meet the target set by the NSW Government Public Spaces Legacy Program. A 'New Approach' policy has been adopted to reduce determination times. This reduces the number of amendments allowed to applicants and sets firmer timelines on waiting for additional information and amended plans to be submitted.	

DP Principal Activity	Action Name	Authorising Officer Position	Authorising Officer Division	Annual Comment	Traffic Lights
	Report on the performance of the Bayside Local Planning Panel in regard to determination of Development Applications	Manager - Development Services	City Futures	Quarterly reporting on performance of the Local Planning Panel in determining DAs is undertaken.	
	Report on the performance of the Bayside Local Planning Panel in regard to Planning Proposal recommendations	Manager - Strategic Planning	City Futures	Major Planning Proposals were reported to the Bayside Local Planning Panel including Post-Exhibition Report - 146-154 O'Riordan Street, Mascot, Pre-Gateway Report - 1-13 The Boulevard, Brighton Le Sands; and Pre-Gateway Report - Amendment 1	
	Undertake Building Information Certificates assessments	Manager Compliance & Certification	City Life	All building information certification submitted to Council were assessed in accordance with the required legislation, controls and policies and determined reasonable time frame.	
	Undertake swimming pool inspections to ensure that all swimming pools are inspected within a 3 year period	Manager Compliance & Certification	City Life	Swimming pool owners that have been registered with Council and were due for inspection were inspected as required by the Swimming Pool Program.	