
Bayside 2030



Bayside Council
Serving Our Community

Delivery Program 2018-2021

Operational Program 2018-2019

Progress Report December 2018

1 About the Operational Plan

1.1 Integrated Planning & Reporting overview

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

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

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

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

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

All plans, projects, activities, funding and resource allocations are directly linked to the Delivery Program. The Council's one year Operational Plan for 2018 - 2019 sits within the Delivery Program. It spells out the actions and

projects that will be undertaken by the Council in 2018 - 2019 towards achieving the commitments made in the 2018 - 2021 Delivery Program.

1.2 How to read this document

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





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

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

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

Theme Four - In 2030 Bayside will be a prosperous community

This progress report provides the status of each action and project as at 31 December 2018. The performance against each action and project is colour coded as follows:

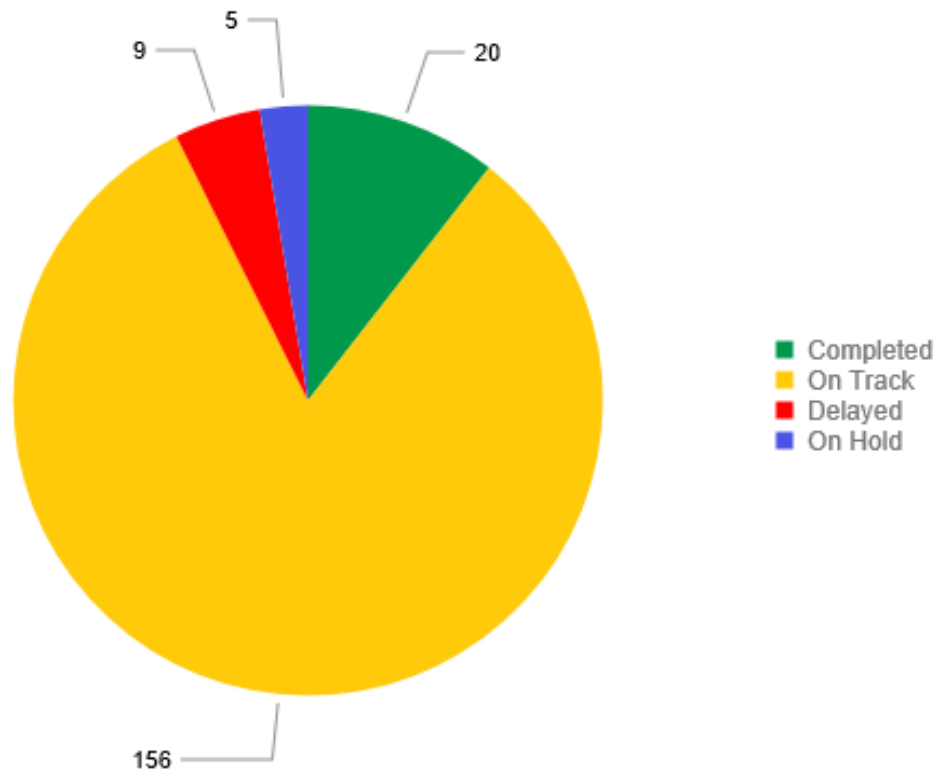
-  Completed – Target 100% met
-  On Track – Nearing completion
-  Delayed – Behind schedule
-  On Hold – Not being undertaken at this time

2 Overall Performance

2.1 Key Operational Achievements

The composite Operational Plan 2018/19 includes 190 actions across four themes. Of these, 10% have been completed, 82% are on track for completion, 5% are delayed or behind schedule and 3% are on hold.

Chart – Status Summary as at 31 December 2018



The following are selected achievements for the six months to 31 December 2018.

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

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

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

- A new Community Grants and Donation Policy has been reported to council, the program reviewed and new guidelines developed.
- Youth attendance at Bayside drop-in and school holiday programs continues to increase. School holiday program activities are typically at capacity and with a wait list.
- Local History and Museum Services has delivered multiple events and exhibitions including Rockdale Opera Company's 70th Anniversary at Rockdale and Mascot, 'What's your story?' at the George Hanna Memorial Museum.
- Collaborated with the Botany History Trust on multiple events including a plaque unveiling to commemorate the Battle of Beersheba and two Armistice Day events.
- The annual Ron Rathbone Local History Prize attracted 29 entrants.
- Home Library Service delivers to 110 housebound residents and visit 14 nursing homes. A further 4 nursing homes in the Bexley area have been added to the Service.
- Council held two pop up libraries, one at Eastlakes to celebrate South Eastern Community Connect's 40th Anniversary and one at the Mascot Memorial Park Christmas Markets and Carols.
- Bayside Council Volunteer Policy has been approved.
- A Draft Digital Strategy prepared, and is pending public release once design work has been finalised.

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





- Council's recycling calendars, clean up dates and Waste Services App information were delivered to Bayside residents
- Council's Waste Services App was awarded Highly Commended in the Sustainable Projects Award category of the Keep Australia Beautiful NSW Sustainable Cities Awards.
- Council consulted, designed, and introduced a new Waste Avoidance and Resource Recovery (WARR) Strategy 2030.
- Council was awarded Winner of the Circular Economy category of the Keep Australia Beautiful NSW Sustainable Cities Awards for Bayside Council's WARR Strategy 2030.





Theme Four - In 2030 Bayside will be a prosperous community


- At the NSW Local Government Conference, the Mayor and Councillors successfully raised the motion of foreshore erosion along Botany Bay, securing funding.
- 8 students have commenced and been inducted into Council's workforce.
- Council delivered 4 workshops with BEC on Women Returning to Work, Partnered with IESMI to provide information to residents in employment, estimated 150 people attended.

1: In 2030 Bayside will be a vibrant place


My place will be special to me






Delivery Program Strategy	Action	6 Month Milestone	Progress 31 December 2018	Status
Gateway sites are welcoming and attractive	Advocate to Roads & Maritime Services (RMS) to improve appearance and maintenance of major gateway sites on RMS roads	Mayoral Minute presented to Council	Branded gateway signage and new suburb signage being installed across the local government area.	
	Improve the foreshore parks at Cahill Park and Pine Park	Implementation of Master Plans for each location	Park landscaping and seawall improvement works at Cahill Park and Pine Park have been substantially completed and opened to public before Christmas.	
	Improve traffic flow at Wentworth Avenue; Page Street and Baker Street intersections	Review and identify traffic flow options	80% design documentation has been completed. Delays are being experienced through services providers and RMS approvals.	
Roads rates and rubbish are not forgotten	Deliver an efficient street sweeping program across the Bayside Local Government area	As per scheduled program	Twice monthly mechanical street sweeping service levels have been met resulting in 1255 tons of debris being swept and removed from roads within the LGA during the first half of 2018/19	





Delivery Program Strategy	Action	6 Month Milestone	Progress 31 December 2018	Status
	Provide an effective cleaning program of town centres	As per scheduled program	Council has taken delivery of new equipment including a ride-on footpath scrubber, high pressure water cleaning system and a mechanical footpath sweeper, with an expansive cleaning program to start early in 2019 of all Town Centres. Routine cleaning programs have been effectively conducted to date.	
	Undertake litter campaigns and enforcement	Ongoing enforcement of infringements, management of proactive and reactive strategies	Program is in the process of being delivered, with an additional 26,000 L of mobile bin capacity introduced to the beachfront area in October 2018 for the warmer season. Procurement and manufacturing of new beach litter infrastructure and signage is on schedule for delivery by February 2019.	
Traffic and parking are a thing of the past	Enforce NSW Road Rules School Parking Patrol Program	Minimum target of 228 school patrols conducted	Required target for 6 months was 228 School Patrols. 422 School Patrols have been conducted to the end of December being 185%.	
	Harmonise Permit Parking policy	Draft policy prepared	Draft policy prepared	






Delivery Program Strategy	Action	6 Month Milestone	Progress 31 December 2018	Status
	Implement priority short term actions from Brighton Le Sands Parking Strategy	Priorities agreed	<p>Reported to Bayside Traffic Committee in October 2018 meeting. The 1P 8am-10pm signs were installed in</p> <ol style="list-style-type: none"> 1. The Boulevard between The Grand Parade and The Boulevard Laneway 2. In Princess Street between The Grand Parade and Moate Avenue <p>Review of angled parking opportunities in several streets between President Avenue and Bay Street complete. Community consultation planned early 2019.</p>	







Our places are accessible to all





Delivery Program Strategy	Action	6 Month Milestone	Progress 31 December 2018	Status
Assets meet community expectations	Administer Council's Graffiti Removal Program in accordance with Council's policy	Graffiti removed in accordance to Service Standard	100% graffiti removed within the required 72 hour response period.	




Delivery Program Strategy	Action	6 Month Milestone	Progress 31 December 2018	Status
	Assess site conditions at Botany Golf Course to inform future recreation uses and environmental management	Project plan and site assessment complete	Bayside Social Infrastructure Strategy will be completed in 2019 as part of the Local Environment Plan (LEP) review. The Strategy will make recommendations about current/future demand for open space/community facilities. Site condition assessment will be progressed subsequently.	
	Audit and monitor existing lease, seasonal permits and licenses for sporting facilities and open space	Audit commenced	Seasonal permits have been monitored seasonally to ensure that sporting facilities and open spaces are well utilised across Bayside LGA.	
	Deliver Parks and Open Space bookings through effective systems and procedures	Improvements identified	Recreation and booking officers have streamlined processes and procedures to support effective parks and open space bookings including updating all parks and recreation application forms.	
	Deliver Sport and Recreation services to the Community through Council's Aquatic Centres, Golf Courses, Tennis and Squash Courts and other facilities	Service Review planned and commenced	All sport and Recreation services were delivered to the community through Aquatic centres, golf course and tennis and squash courts. Services reviews have commenced for the Botany Aquatic Facility and golf course and presented to the sport and recreation committee.	
	Deliver the Botany Aquatic Centre upgrade feasibility and concept design	Site assessment, concept design and Project Plan complete	Consultants engaged to prepare Redevelopment Options Study for Council consideration in Q3	






Delivery Program Strategy	Action	6 Month Milestone	Progress 31 December 2018	Status
	Design and document access improvements to Botany Town Hall including a lift.	Concept plan complete	This project has been put on hold, pending the completion of the conservation management plan and the Social Infrastructure Strategy.	
	Develop and maintain key partnerships to improve community safety	Attend relevant Interagency & Local Area Command meetings	Attended all relevant interagencies and Local Area Command meetings including domestic violence, Liquor Accord, Botany Bay and St George Police Area Command. Liaison with Police occurs with hot spots and across major issues such as Alcohol Free Zones.	
	Ensure Council's properties and facilities are fit for purpose and meet statutory requirements.	Provide ongoing maintenance for facilities and properties	Instigated programmed maintenance schedules for Pest Control; Gutter Cleaning; Cleaning of premises; Air Conditioning; playground repairs and maintenance. Focusing on pro-active scheduling. Delivering consistent quality of service. This program will be completed by June 2019.	
	Harmonise processes for asset condition monitoring	Conduct condition audit	Asset condition and asset performance rating templates developed and deployed for assessments of various asset categories including buildings, playgrounds, fitness equipment and recreation assets.	







Delivery Program Strategy	Action	6 Month Milestone	Progress 31 December 2018	Status
	Implement Fire Safety Awareness and Action Program including the property database for Annual Fire Safety Statements	Draft prepared	<p>All essential service monitoring including Annual Fire Safety Schedules now profiled and reinstated with one system across Bayside.</p> <p>Fire Awareness Program to commence in 2019 including awareness of Aluminium Composite Cladding.</p>	
	Improve real estate portfolio through strategic management & actioning priorities	Priorities identified	Commenced. Stage 1 focusing on the renewal of expired lease agreements and debt management.	
	Investigate grants and funding opportunities to enhance Sport and Recreation facilities within Bayside LGA	Relevant Grants sought and applications drafted	Applied for 7 Greater Sydney Sports Facility Fund grant applications through Office of Sport NSW In August 2018 to improve and enhance Bayside LGA sporting and recreation facilities.	
	Review Community Services and Facilities to inform asset management	Project commenced	Scope of Social Infrastructure Strategy (which includes Community Services and Facilities study) developed; Working Group established and provided guidance on the scope; consultants to be appointed early 2019.	
	Work with Department of Education (DoE) to explore opportunities for shared use of facilities	Attend meetings and commence identification	The relevant planning and policy documents have been reviewed and establishing appropriate links with select schools across Bayside LGA will commence.	

Delivery Program Strategy	Action	6 Month Milestone	Progress 31 December 2018	Status
Bayside provides safe and engaging spaces	Bayside West (Arncliffe, Banksia) Strategic Infrastructure planning active transport routes and intersection upgrades	Project Plan complete	Draft Bayside West (Arncliffe, Banksia) Development Contribution Plan work schedule identifies active transport routes and intersection upgrades. Public exhibition in 2019.	
	Comply with Council's obligations under the Development Agreement to progress the construction of the Arncliffe Youth Centre	Construction program confirmed	Council is complying with the requirements under the Development Agreement. The project is progressing and plan of management is being developed by Council.	
	Coordinate the anti-hooping task force	Scope confirmed and reported	The Anti-hooping Task Force priorities to be determined by the Brighton Le Sands Working Party in early 2019.	
	Develop a Bayside Housing Strategy including Affordable Housing strategies	Scope confirmed and study commenced	Bayside Housing Strategy draft scope prepared including affordable housing. Draft Strategy for community consideration in 2019.	
	Review and expand the Summer Rangers Program in Cook Park in partnership with Waste and Cleansing.	Review program to target specific areas of concern around littering and water safety.	Program commenced 11 November, 2018 and continuing across all weekends. Statistics to be completed and reported on at program completion.	
	Review open space in Wolli Creek and develop a strategy	Complete Review	Wolli Creek review commenced and will be used in preparation of the Bayside Open Space and Recreation Strategy to be completed in 2019/2020	






Delivery Program Strategy	Action	6 Month Milestone	Progress 31 December 2018	Status
	Review Parks Plan of Management and Master Plan - Fisherman's Club and Muddy Creek environs	Identify land acquisition	<p>The masterplan for the Fishermans Club and Muddy Creek environment is on track to commence mid-2019 and will inform the new plan of management for this precinct.</p> <p>The demolition of the Fishermans Club is being scoped, and consultants appointed. The timing for commencement of demolition is expected in the 20/21 financial year.</p>	
Open space is accessible and provides a range of active and passive recreation opportunities to match our growing community	Deliver maintenance to Council's civil assets being Roads, Drainage and footpaths.	Program and conduct maintenance as per agreed targets	Council's roads, drainage and footpath assets maintained to agreed service levels resulting in rectification of 305 defects during the period and resolution of 744 customer requests	
	Deliver Sporting facilities and bookings Policy to ensure community focused sports and recreation services.	Policy drafted and adopted and implementation program identified	Recreation and Community Facilities policy is currently being reviewed and will go to Council for endorsements in April 2019.	
	Enforce the Companion Animal Act	Dog Attacks recorded on Companion Animals Register within 72 hours	All reported Dog Attacks Council responsible for investigating have been recorded on the Companion Animal Register within 72 Hours. There were 45 alleged attacks reported to Council and investigated in line with the Companion Animals Act for this period.	






Delivery Program Strategy	Action	6 Month Milestone	Progress 31 December 2018	Status
	Ensure all passive and recreational parks and associated infrastructure is well maintained and fit for purpose	All scheduled maintenance programs are to be completed as per proactive schedules or as reactive maintenance.	<p>Maintenance works have been actioned in line with service delivery programs throughout the LGA, on a daily and weekly basis. Broadleaf and non-selective weed control has been carried out throughout all recreational and passive parks.</p> <p>Within all recreational parks sports field renovations and seasonal change overs were actioned accordingly to approximately 60+ Sports Fields. Eg: Aerated, Fertilised, Top-Dressed, Covering and Uncovering synthetic pitches, removing and storing goal posts. Major sports field turf replacements have been actioned at Arncliffe, Gardener and Scarborough Parks along with seeding works at Booralee Park.</p>	
	Implement the Disability Action Inclusion Plan	Priority actions identified and key stakeholders engaged	Priority actions have been identified. Terms of Reference for internal working group finalised and adopted by the Executive. Meetings to commence February 2019.	
	Manage Parks, Recreation and Open Space bookings through online booking system	Booking system scoped	Booking System has been scoped to ensure that it meets the requirements to provide the community with a positive customer experience.	




Delivery Program Strategy	Action	6 Month Milestone	Progress 31 December 2018	Status
	Prepare Bayside Open Space and Recreation Strategy	Scope confirmed	Scope of Social Infrastructure Strategy (which includes open space and recreation study) prepared; Working Group established; consultants to be engaged in early 2019	
	Undertake background design and documentation for a synthetic playing field at Gardiner Park	Design complete	Geotechnical and contaminant investigations complete. Stormwater design 50% complete.	
	Undertake background design and documentation for a synthetic playing field, lighting upgrades and stormwater upgrades in Arncliffe Park	Design complete	Arborist and underground services inspections completed; concept stormwater design complete; detailed structural design underway; planning advice received about approval pathway	
People who need it can access affordable housing	Advocate for the strengthening of NSW Government policy to facilitate affordable housing across NSW	Attend quarterly meetings with key advocacy groups including SSROC as well as ongoing discussions with State Government agencies and Eastern City District Councils	Staff attended and participated in SSROC meetings, Shelter NSW affordable housing discussions, LEP Review Technical Working Groups about affordable housing. Council submission in support of amendments to SEPP 70 (Affordable Housing) to facilitate Affordable Housing Contribution Schemes across Sydney	
	Develop a Community Housing Provider governance framework	Governance framework drafted	Preliminary background research about community housing providers undertaken to inform draft framework for council consideration in 2019	


Delivery Program Strategy	Action	6 Month Milestone	Progress 31 December 2018	Status
SMART cities – making life better through smart use of technologies	Build and launch a Bayside Council App to enable easier requests, connection and communication with our customers	Proof of Concept agreed	Application integration work has commenced to ensure connectivity between internal systems to an external facing App / Service.	
	Deploy mobile CCTV cameras in accordance with Council's CCTV Camera Management Protocol, in response to identified illegal dumping hotspots, reports of anti-social behaviours and requests from police	§ Internal CCTV Committee meet quarterly 100% CCTV cameras deployed within 5 working days	Internal CCTV Committee meets quarterly and 100% CCTV mobile cameras deployed within 5 working days as required	
	Explore opportunities to use technology to provide better outcome for the community	Scope SMART City Technology Framework	Planning commenced and a dedicated team to be established to scope and enable the better use of technology for internal and external processes.	
	Investigate ways to integrate smart building technology to improve management of public buildings to improve operational efficiency, reduce energy costs and improve security	Review smart building technology and prepare a feasibility report for public buildings	Electronic locking systems implemented in new public buildings via Council's City Projects Program. Review of smart building technology to occur in 2019	
We welcome tourists to our city	Rebranding of Bayside signage	Approved Concept Plan	Implementation commenced on rebranding of a number of sign types. Initial scope includes street name blades on main state roads, and large park name signs. Additional stages are to be planned for future years.	
	Short term use strategy for Mascot Administration Building and Coronation Hall	Project Program developed	Negotiations for a lease of the Mascot Admin Centre and Coronation Hall will be finalised in early 2019.	






Our places are people focused






Delivery Program Strategy	Action	6 Month Milestone	Progress 31 December 2018	Status
Local areas are activated with cafes, restaurants and cultural events	Conduct food shop inspections	50% number of food proactive and reactive inspection of food premises conducted	55% of programmed retail food premises have been inspected.	
	Deliver an inclusive Bayside Council Events Program which adds value to our community and City , activates public spaces and invigorates town centres	Delivered in accordance with approved program	Current Yearly Events Programme is on track.	
	Deliver Bayside Arts Festival including Sculptures @ Bayside, the Visual Arts prize and photography competition.	Draft 2019 Arts Festival program	2019 Arts Festival program has been drafted. Festival to be held April 2019. Planning underway. On track to deliver 25 events.	
	Engage with the local arts community through the Georges River and Bayside (GRAB) Arts and Cultural Forum	Co-deliver 2 forums promoting and supporting local arts and community	One GRAB forum delivered with and for local writers. Planning on track for delivery of events as part of Arts Festival. Current planning with Georges River and for next GRAB forum. More than 100 local artists will be engaged through these events.	
	Identify opportunities for public art through development applications and place based planning and ensure that they comply with Council's Public Art policy.	2 public art projects delivered	Provided advice on the delivery of two public art projects using Council's interim Public Art Policy.	





Delivery Program Strategy	Action	6 Month Milestone	Progress 31 December 2018	Status
	Implement Bayside Council Community Safety Plan, with a focus on external partnerships, addressing community perceptions of safety	3 Community Safety Forums conducted	Contributed to and or coordinated the following forums: Let's Talk Youth Safety, Water Safety and Crime Prevention Week information session at Rockdale in conjunction with NSW Police.	
	Partner with community organisations to deliver a wide range of community events including Seniors Month and Youth Week activities	Ongoing engagement and planning	Seniors Month, Youth Week and the Arts Festival on track to be delivered in 2019 and achieve targets in 2019.	
	Support and celebrate our culturally diverse community through community led local and place based initiatives	Develop and implement a community capacity building based program with partners	Capacity Building staff are working with a range of services to develop and deliver a number of community led and placed based initiatives, including work with health at Eastlakes and Mascot Garden, DiD projects	
My community and Council work in partnership to deliver better local outcomes	Consolidate Bayside planning environment through development of new Planning Controls (Local Environmental Plan (LEP) and Development Control Plan (DCP))	LEP and DCP review commenced and funding application lodged with Department of Planning and Environment	Council received a \$2.5 million grant from the NSW government to prepare background studies, undertake community engagement and develop new planning controls	
	Develop a Bayside Council Voluntary Planning Agreement Policy (VPA)	Draft adopted by Council	Draft VPA Policy to guide Councils consideration and governance to be reported to Council in 2019.	

Delivery Program Strategy	Action	6 Month Milestone	Progress 31 December 2018	Status
	Develop a Bayside s.7.11 Development Contributions Plan to consolidate Rockdale and Botany Bay Plans	Project Plan complete	Bayside Contributions Plan is required by July 2020 and will utilise background studies being prepared for Bayside LEP/DCP planning controls. Preparation of Contributions Plan to commence in 2019	
	Develop a Local Strategic Planning Statement	Community engagement underway	Community engagement for the Local Strategic Planning Statement commenced (online survey, resident telephone surveys, liaison with stakeholders.	
	Develop the Arncliffe – Banksia s.7.11 Development Contributions Plan	Plan scoped	A draft work schedule has been prepared for the Bayside west (Arncliffe – Banksia) s.7.11 Development Contributions Plan; public exhibition in 2019	


Delivery Program Strategy	Action	6 Month Milestone	Progress 31 December 2018	Status
	Plan for and advocate to minimise the impact of the proposed F6 / WestConnex	Advocacy strategies identified	<p>Council submissions- F6 Project Overview August 2018 and Environmental Impact Statement December 2018 focusing on:</p> <ul style="list-style-type: none"> • the need for Section B works (a tunnel from President Avenue, Kogarah to Taren Point) to be brought forward • impacts on community assets • provision and safety of active transport • biodiversity, flooding, water and air quality and contamination • proposed land acquisitions • traffic impacts, and • impacts on local businesses <p>Council also participated in monthly staff workshops with RMS (July - December 2018), participated in Stakeholder Group meetings, commenced, in collaboration with RMS, the Recreation Needs Analysis for Bicentennial Park Precinct and Scarborough Park (fronting President Avenue) to provide input into relocation of community assets.</p>	



Delivery Program Strategy	Action	6 Month Milestone	Progress 31 December 2018	Status
	Prepare SEPP 64 Policy regarding Outdoor Advertising	Draft prepared	Background information reviewed. Policy to be presented to Council in 2019	
	Progress Cook Cove Project	Progress land transactions associated with Cooks Cove Project	Work on the Cook Cove Project will progress in accordance with the Council resolution of December 2018.	
	Progress planning proposals to amend the Local Environmental Plan and Development Control Plan	No. of Planning Proposals determined	Two Planning Proposals submitted to Department of Planning for finalisation; one Planning Proposal exhibited; ten Planning Proposals under assessment or lodged for assessment.	
	Work with NSW Department of Planning and Environment to finalise the LEP and DCP amendments for the Bayside West Priority Precinct – Arncliffe and Banksia	LEP and DCP amendment complete	Arncliffe and Banksia Precinct planning controls completed. State Environmental Planning Policy Arncliffe & Banksia Precincts 2018 was notified by the NSW Department of Planning & Environment on 12 October 2018. Development Control Plan adopted by Council in December 2018	
Places have their own village atmosphere and sense of identity	Finalise and implement the Brighton Le Sands Master Plan	§ Councillor Working Group established. § Project Plan adopted. § Community Engagement Plan adopted.	Brighton Le Sands Working Party established with Councillor representation and four meetings held. Project Plan completed. Urban Form Consultant engaged and work commenced. Community Engagement Consultant Engaged.	






Delivery Program Strategy	Action	6 Month Milestone	Progress 31 December 2018	Status
	Review and update the Rockdale Town Centre Master Plan	Consultant engaged	Current master plan and development controls reviewed; updated built form diagrams being developed for consideration by Council and community in 2019	
	Undertake Centres analysis to inform new planning controls in LEP and DCP and ensure land use tables promote activity in Centres that is responsive to place	Consultant engaged	Scope of the Centres and Employment Lands Strategy has been developed; Working Group has been created and provided guidance on the scope; consultants to be appointed in early 2019	
Public spaces are innovative and put people first	Improve the vibrancy of village centres at Banksmeadow; Swinbourne Street and Kingsgrove village centres	Deliver community meetings to inform works	Tender documentation has been completed for Banksmeadow and Kingsgrove Village Centres. Swinbourne concepts have been published for consultation.	
	Respond to community complaints about unauthorised development, uses or unsafe structures	Complaints responded to in Accordance with Council's Enforcement Policy (ongoing)	Over 1000 community complaints were received. All complaints were responded in accordance with Council's Enforcement Policy.	
	Review and update Bayside Parks Plan of Management	Scope identified	Staff have attended State Government workshops and has successfully received \$30,000 to commence this project; working group established. Collation of background data commenced.	

Delivery Program Strategy	Action	6 Month Milestone	Progress 31 December 2018	Status
	Use digital platforms to increase utilisation and better customer experience when booking sporting facilities and open space parks	Map Sporting fields and facilities and update information on website	Sporting fields and facilities have been mapped and updated on Council's Website.	
There is an appropriate community owned response to threats	Adhere to NSW Government / Police guidelines for security at major events	Ongoing event management planning	Events Team continue to receive up to date strategy & intelligence briefings by police and security operators. Every major event is compliance checked by local and state authorities.	
	Design and install safety barriers in significant locations	Barriers locations identified and designed	Temporary barriers installed with major events as part of the event planning.	
	Support Bayside Local Emergency Management Committee and provide assistance to Emergency agencies	Ongoing	Council has chaired 2 LEMC and attended 2 REMC meetings during the period and provided assistance to Emergency agencies on 8 occasions for incidents within the LGA.	

Our places connect people





Delivery Program Strategy	Action	6 Month Milestone	Progress 31 December 2018	Status
Our heritage and history is valued and respected	Collaborate with Sydney Water to deliver usable open space on Sydney Water land under license to Council to maintain.	Meetings held	Discussion with Sydney Water are ongoing. A construction license for construction of a skate park in Mutch Park was finalized and executed to facilitate these works to occur. Sydney Water are currently remediating their land at Linear Park. Council have	





Delivery Program Strategy	Action	6 Month Milestone	Progress 31 December 2018	Status
			reached an informal understanding with Sydney Water to occupy the site when remediation is complete.	
	Deliver ongoing Local History and Museum Services	Projects identified annually to deliver 2 exhibition and 2 local history projects per year	Local History and Museum Services has delivered multiple events and exhibitions including Rockdale Opera Company's 70th Anniversary at Rockdale and Mascot, 'What's your story?' at the George Hanna Memorial Museum. As the centenary of WW1 draws to an end we have collaborated with the Botany History Trust on multiple events including a plaque unveiling to commemorate the Battle of Beersheba and two Armistice Day events. We held an event at the museum called 'Death in the Air' which is leading us towards a calendar of events, celebrating 100 years of the Mascot aerodrome which will occur in 2019-2020. A major highlight was the Ron Rathbone Local History Prize which attracted 29 entrants. The community history team has been actively engaging the local and greater Sydney historical community and have delivered 4 talks within and outside the LGA.	
	Maintain Heritage Conservation Management Plans Register for key community facilities	Develop register for existing plans and link to feasibility	Register included in corporate asset management system to identify	






Delivery Program Strategy	Action	6 Month Milestone	Progress 31 December 2018	Status
			buildings with local and/or state heritage listing.	
	Prepare Conservation Management Plans for individual buildings	Individual buildings identified	Completion of Wilsons Cottage Conservation Documentation; sought consultants to prepare Botany Town Hall Conservation Management Plan - to commence in early Q3; Conservation Management Plan for Sir Joseph Banks Park in draft form.	
	Review Bayside Heritage Conservation Areas and Heritage items to inform the new Bayside LEP and DCP	Consultant engaged	Scope of Bayside Indigenous Heritage Strategy/Heritage Strategy developed, distributed and consultant selected; Working Groups established and provided guidance on the scope and consultant selection; work has commenced on both these strategies.	
	Revise Library model to incorporate all libraries	Complete review	Due to be reviewed in March 2019	
Walking and cycling is easy in the city and is located off road in open space where possible	Develop the Bayside Integrated Transport and Infrastructure Plan incorporating the Bayside Cycling Strategy	Scope identified	Scope of the Strategy has been developed, Working Group has been created and provided guidance on the scope. Consultants to be appointed in early 2019	
We are one city with shared objectives and desires	Manage Community bookings through online booking system	Booking system scoped and implemented	Online booking system is currently being scoped. Community bookings are currently managed through a digital booking system.	





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




The community is valued






Delivery Program Strategy	Action	6 Month Milestone	Progress 31 December 2018	Status
Aboriginal culture and history is recognised and celebrated	Develop Bayside Council Reconciliation Action Plan to provide a framework of practical actions to build respectful relationships and create opportunities engagement with our Aboriginal community	Advisory Committee established and opportunities for collaboration identified	Specialist position appointed November 2018, potential Aboriginal Advisory Committee members identified and the plan is in the initial stage of development.	
All segments of our community are catered for – children, families, young people and seniors	Administer Bayside Council's community grants and Financial Assistance programs	Administer Community Grants program as per Council's Financial Assistance Policy	A new Community Grants and Donation Policy has been reported to council, the program reviewed and new guidelines developed. The Grants Program will be advertised and implemented in the second half of 2018/19. Requests for donations and fee waivers are being actioned on an as needs basis.	
	Collaborate with local service providers to support the delivery of enhanced service delivery models in-line with FACS' Early Intervention Reform Approach	Ongoing participation in relevant children, family and youth inter-agencies	Capacity building staff attend relevant inter-agencies for children, youth, and CALD and aged programs.	
	Deliver home shopping service for aged and people with disability	Service provided in accordance with funding guidelines	Continued service provided three days per week to housebound clients providing food and household items delivered to their premises	




Delivery Program Strategy	Action	6 Month Milestone	Progress 31 December 2018	Status
	Manage and deliver relevant and effective services and programs and support services for children, aged & people with disability	<ul style="list-style-type: none"> § Implement Childcare Subsidy changes. § Implement Commonwealth Home Support Program (CHSB) 	The Commonwealth Home Support Program and Child Care Subsidy has been implemented from July 2018 and all Children and aged care services are operating and meeting all regulatory and legislative requirements.	
	Manage and operate Family Day Care Service	Ongoing support of Family Day Care service operators and families in accordance with Legislative and regulatory requirements.	106 Education and Care support visits have been conducted to Family Day Care Educators.	
	Manage and operate Long Day Care Centres	Service operating in accordance with funding, legislative and regulatory requirements.	Long Day Care Centres are operating in accordance within the National Quality Framework and are meeting legislative and regulatory requirements in accordance with our funding requirements. Bayside Council Long Day Care Centre are operating with a utilisation rate of 95%	
	Manage and operate Meals on Wheels program	Service provided in accordance with funding guidelines	Meals on Wheels continued to be delivered to eligible community members to support members of the community to live independently and meet nutritional and wellbeing in accordance with Commonwealth Home Support Program funding.	



Delivery Program Strategy	Action	6 Month Milestone	Progress 31 December 2018	Status
	Manage and operate School Aged Care (Before and After School Care/Vacation Care)	Increase approved numbers for School Aged Care in accordance with Legislative and regulatory requirements.	School Aged Services are operating in accordance with legislative and regulatory requirements and in accordance with funding requirements. School Age Care have an utilisation rate of 88%. Pagewood School Aged Care approved places have increased from 74 to 90 placements to meet the growing needs of the community particularly in the after school Care area.	
	Monitor effectiveness of Council's direct Community services.	Monitor and identify any service improvements	Review of Aged and Disability services has been conducted and reported to Council. Any agreed improvements on track to be implemented in the last half of the year.	
	Review and develop Bayside Place Based Social Plan (including Aging, Disability, Youth, CALD, Families and Children plans)	Ongoing implementation of actions identified in Plans	Capacity building team is implementing actions from the relevant social plans.	
	Support local youth through provision of and support for youth drop in activities and school holiday activities, providing a soft entry point for Youth Service providers	Deliver drop-in and school holiday programs to local youth	Youth attendance at Bayside drop-in and school holiday programs continues to increase. School holiday program activities are typically at capacity and with a wait list.	
	Support Seniors Groups and Associations to become incorporated and to deliver relevant creative aging programs to their members	Organisational training provided to groups to ensure they are properly constituted	Seniors groups receive direct support to help them develop over time. A more structured approach to training community groups about the benefits	

Delivery Program Strategy	Action	6 Month Milestone	Progress 31 December 2018	Status
			of and process to become incorporated is being planned for 2019. Groups are always able to seek one on one support as required.	
Cultural diversity is reflected and celebrated in the city's activities	Develop and implement a Community Capacity Building program with partners to support and celebrate our culturally diverse community through local and place based initiatives	4 Local place based initiatives with attendance targets	Community Capacity Building contributed to and delivered initiatives such as: Intergenerational Knitting Group, Intergenerational Singing Projects, Girls Yoga and commenced Eastlakes development project, Mascot Community Gardening Group, Positive Parenting Support for Nepalese families in Bayside, the Indonesian Arts and Culture Club	
	Review National Days and Cultural Events Program	Calendar of National Events adopted	Regular flag raising ceremonies recognising our diverse demographic and celebrating cultural differences are held on request.	
	Strengthen our commitment to "Welcome Nation" program for refugees.	Review programs with improvements identified.	Two of our refugees have secured permanent employment with Council.	
Flexible/care support arrangements for seniors, children and people with disabilities are available across the Bayside	Deliver Bayside Home Library Service	Ongoing assessment and implementation of development opportunities and review of usage	Home Library Service delivers to housebound residents. We have approximately 110 individuals on the service and visit 14 nursing homes which resulted with an increase in individuals receiving the service and bulk loans to diversional therapists. In this reporting period we have brought on 4 new nursing homes in the Bexley	




Delivery Program Strategy	Action	6 Month Milestone	Progress 31 December 2018	Status
			area. We have experienced a decrease in numbers in the Botany area and we will actively promote HLS in this area over the next 6 months. Numbers overall are quite stable.	
	Deliver community play session throughout Bayside to support families and children	2 community play sessions held with a minimum 10 families participation	2 Community Play Sessions have been conducted - "Play sessions Under the Stars" and "Play Session with Grandparents Day". The Community Play Session had 12 families in attendance.	
Opportunities for passive and active activities are available to community members, including people with pets	Deliver ongoing programs and events across all libraries to enhance life-long learning opportunities for the range of demographic groups within the community	Identify opportunities and implement a diverse range of programs. Ongoing	The library provides a range of lifelong learning programs to support formal and informal learning outcomes. Examples include early literacy programs, book clubs, author talks, code classes, school holiday programs, Mandarin classes, English conversation classes, falls prevention programs, tai chi classes, knitting groups, etc There has been an increase in the number of and variety of the programs offered at Eastgardens Library since it reopened in October with a dedicated programming space.	
	Promote and hold Community pet 'microchip day' to promote responsible pet ownership	Identify areas of high volume pet ownership	Planning for the Microchip day is currently being planned and will be undertake by June 2019.	





Delivery Program Strategy	Action	6 Month Milestone	Progress 31 December 2018	Status
We are a healthy community with access to active recreation and health education	Co-deliver Connecting Communities program in partnership with South Eastern Sydney Local Health (SESLHD) through Council's Memorandum of Understanding with SESLHD, and using the Asset Based Community Development (ABCD) approach	2 Asset Based Community Development (ABCD) projects delivered	Six Asset Based Community Development Projects being supported. Projects include: Nepalese parenting, Student leadership and disability support.	
	Collaborate with Office of Sport to contribute to positive regional outcomes, planning and grants opportunities	<ul style="list-style-type: none"> • Key community stakeholders identified and consulted. • Projects identified. • Apply for grants. 	<p>Applied for 6 grant applications with the Office of Sport for the Greater Sydney facilities grant.</p> <p>We attended and represented Council on 2 regional meeting focusing positive regional planning and grants opportunities.</p>	
	Conduct minimum of 4 Food handling Workshops with food businesses across our Local Government Area.	Conduct 2 food handling workshops	The food handling workshops are programmed for the second half of the financial year 2018-2019.	
	Construct a skate park at Mutch Park to increase recreation opportunities for youth.	Confirm and commence implementation.	The development approval has now been obtained, a contractor has been appointed and a construction license finalized and executed with Sydney Water to allow construction to commence in February 2019.	
	Establish the Sport and Recreation working party with sporting clubs key stakeholders.	2 working party meetings conducted	Working party terms of references are in draft and meeting will be held in 2019	

Delivery Program Strategy	Action	6 Month Milestone	Progress 31 December 2018	Status
	Partner with local and NSW stakeholders to advocate on behalf of the community and deliver local health initiatives	2 initiatives delivered	A minimum of four local health initiatives have been delivered including work with Mental health, safe relationship for young people, social isolation and positive intergenerational relationships.	
	Promote and support active recreation, leisure and sporting activities and initiatives	Scope and identify current opportunities	We have promoted and initiated a number of health, Fitness and wellbeing programs at Botany Aquatic Centre including; Aqua Aerobics and yoga. We have supported a number of local communities' recreation, leisure and sporting activities by providing access to suitable spaces and venues.	
	Review the effectiveness of the Food Handling Workshops, identify specific issues and develop a tailored educational program.	<ul style="list-style-type: none"> • Research and record information relating to specific concerns highlighted during food shop inspection. • Prepare presentation specific to issues found. 	<p>The review of the food safety inspections outcomes and food handling workshop have been completed. The food handling workshops are to be completed in the second half of the financial year 2018-2019</p> <ol style="list-style-type: none"> 1) Design presentation to suite main points of failures during food inspection 2) Organize a visit from a professional pest controller or pest control biologist 	






Delivery Program Strategy	Action	6 Month Milestone	Progress 31 December 2018	Status
			<ul style="list-style-type: none"> 3) Show photos of what are common design deficiencies in a food premises 4) Issue Certificate of participation to each participant. 5) Obtain glitter bugs, UV lights and sanitizer to show result of use 6) Place a notation on inspection sheet "Food handlers have skills and knowledge to handle food safely". 	
We can participate in cultural and arts events which reflect and involve the community	Funding opportunities for events identified and pursued	Identify funding opportunities	We traditionally have some corporate sponsorship for some of our events and are open to accepting new sponsorship subject to routine diligence checks.	
	Hold Pop up Libraries in target areas where a library does not currently operate	Identify locations for Pop Up library program	We have held two pop up libraries, one at Eastlakes in November to celebrate South Eastern Community Connect's 40th Anniversary and one in December at the Mascot Memorial Park Christmas Markets and Carols.	


We are unified and excited about the future






Delivery Program Strategy	Action	6 Month Milestone	Progress 31 December 2018	Status
Community leadership is developed and supported	Media support to promote Council's reputation and image	Publications in formats that are accessible and reach across all community groups	Council continues to keep the community and key stakeholders informed and up to date. The quarterly community newsletter has been produced and distributed to 60,000 households in August, October and December. The monthly e-newsletter has been prepared and distributed to over 40,000 registered emails. Daily posts are shared on Facebook and Twitter. Media Releases are prepared and distributed to local newspapers. During August to October the number of releases averaged 3 to 4 each week.	
	Work with key stakeholders including NSW Family and Community Services (FACS), South East Sydney Local Health District (SESLHD), community partners and NGOs to map existing services and identify gaps	Ongoing identification of gaps and service needs through interagency activities	A minimum of four meetings held with partners including Family and Community Services, Health, Housing and other Councils. Service gaps were identified and issues mapped. Projects arising from this work are being developed.	
The city is run by, with and for the people	Assist specialised areas/groups with community event planning and promotion	9 events held in partnership	Ongoing media and promotional advice is assistance is given on request to all departments	




Delivery Program Strategy	Action	6 Month Milestone	Progress 31 December 2018	Status
	Represent council and the community's interests on regional boards and forums such as the Mayoral Aviation Council and the SSROC	Identified and participated in relevant forums	Council continues membership and provides administrative support and office accommodation to the Australian Mayoral Aviation Council as an in-kind service. Our membership of SSROC ensures we continue to receive the benefit of shared services and resources. Meetings are held quarterly and as required with General Manager and Mayor or Councillor representatives.	
We are all included and have a part to play in the city	Citizenship Ceremonies conducted and presided over by the Mayor - to recognise our diversity and acknowledge our newest citizens	§ Ceremonies and Citizens introduced in accordance with Federal Government requirements Number of Citizens/Ceremonies	Citizenship ceremonies are on track for 2018/19	
	Develop a Bayside Council Volunteer Strategy which supports Council and partners in the recruitment, training and support of volunteers	Internal working group established and strategy scoped	Bayside Council Volunteer Policy and Forms have been created and approved by the Executive and the Staff Consultative Committee.	
	Educate local primary school students on the role of local government	6 civics workshops delivered to local schools	Local schools have been approached, one is interested and planning is underway. A new approach will be explored in 2019. In addition, a civics forum was held with two high schools and young people received training in local governance and human rights issues.	

We benefit from technology

Delivery Program Strategy	Action	6 Month Milestone	Progress 31 December 2018	Status
Council engages with us and decision making is transparent and data driven	Community Forums are held twice yearly to inform the community of Council's progress	Promote and convene Forums	A proposal has been developed for a forum to convened in 3rd quarter 2018/2019	
	Council's Integrated Planning and Reporting is responsive and accountable	Legislation complied with	Six monthly reporting on Operational Plan completed. New Integrated Planning & Reporting software implemented.	
	Develop and maintain the 'Talking Bayside' Community Panel	250 residents signed up for panel	Marketing campaign commenced to attract new memberships and reconnect previous members. Audit of membership database. Commenced monthly newsletter. Invited to engage on major projects such as LSPS and Botany Aquatic	
	Engage the community through a variety of methods as outlined in Council's Communication & Community Engagement Strategy	Ongoing identification and delivery of a diverse range of engagement methods	Marketing and promotion campaign of Have Your Say. Redesign of site. Audit of memberships, updated registration forms. Created Community Engagement template for staff with matrix. Keep up to date on strategic and major projects. Employ Community Engagement Officer to assist in expanding service to both internal and external clients	
	Media support to promote Council's reputation and image	Publications in formats that are accessible and reach across all community groups	Council continues to keep the community and key stakeholders informed and up to date. The quarterly community newsletter has been	



Delivery Program Strategy	Action	6 Month Milestone	Progress 31 December 2018	Status
			<p>produced and distributed to 60,000 households in August, October and December. The e-newsletter is prepared and distributed to over 40,000 registered emails at the end of month. Daily posts (3 to 4) are shared on Facebook and Twitter and all comments or enquiries via Facebook are responded to in a timely manner currently within an hour of being posted during business hours. Media Releases are prepared and distributed to local newspapers. During August to October the number of releases averaged 3 to 4 each week. Council responds to all media enquiries in a timely and responsible manner.</p>	
<p>Technological change has been harnessed and we are sharing the benefits</p>	<p>Develop a Social Media Strategy including policy; framework and content management approach across all platforms.</p>	<p>Draft submitted</p>	<p>Council continues to have a strong presence on social media platforms, predominately Facebook and Twitter, posting several times a day to keep to provide online options that keep the community and key stakeholders up to date and informed. Council recognises that digital platforms are the growth area in communications. In the next six months Council aims to grow its organic reach by reviewing and enhancing its content. The eNews newsletter has increased its subscription to over 40,000.</p>	





Delivery Program Strategy	Action	6 Month Milestone	Progress 31 December 2018	Status
	Develop Bayside Council Digital Technology Strategy	Final draft submitted	A Draft Digital Strategy has been prepared and endorsed. Finalisation pending design work being finalised.	
	Publish Council's events calendar – providing quarterly updates to the community	Update and publish 2 Events Calendars	Regular Events Committee meetings held to ensure Event information is up to date.	
We are a digital community	Increase access to online digital resources throughout library services.	Continue to deliver online access to Library Services	The library delivers a range of electronic resources ranging from books, magazines, live streaming films, audio recording to learning and information databases.	
We can access information and services online and through social media	Community and stakeholders are informed about Council business, news and activities.	Various communication mediums updated with relevant news	Council continues to keep the community and key stakeholders informed and up to date by preparing promotional material for its many events, programs and activities. These are distributed to the community via letterboxing or through strategic locations such as libraries and community facilities. Regular advertising in the local newspapers (Southern Courier and St George Leader) also keep the community up to date on key issues such as Development Applications under review and major events.	
	Council's website continues to provide accessible and up to date information	Website is continuously reviewed and updated to	An audit of existing content on Council's website has been completed. Launch of the new look site with	




Delivery Program Strategy	Action	6 Month Milestone	Progress 31 December 2018	Status
	on activities; events and services across Bayside	meet community expectations	improved search options and navigation tool was released 13 December 2018.	
	Council's website is accessible and up to date	Website is monitored for relevant content	Ongoing improvements to Council's website are planned with online services such as payment gateway and smart forms, commencing in 2019.	
	Key documents are available in alternative formats and community languages	Key documents identified and action plan developed	Council provides information on how to access support to read or view all documents, correspondence and information. This includes support for the hearing impaired, visually impaired and non-English speaking community.	
	Prepare system capability and data to enable public mapping of key Council infrastructure and services	Tools prepared to enable public to view	Public Maps capability has been developed and tested. Opportunity created for inclusion into Council's web page	


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

Our waste is well managed





Delivery Program Strategy	Action	6 Month Milestone	Progress 31 December 2018	Status
I can reduce my waste through recycling and community education	Implement Councils Waste Avoidance Resource Recovery Strategy (WARRS) 2030 + Action Plan.	WARRS 2030 Strategies aligned with Council and regional objectives	<p>Council consulted, designed, introduced and adopted a new Waste Avoidance and Resource Recovery (WARR) Strategy 2030. It was endorsed by Council in July 2018. Council's WARR Action Plan for the first half of 2018/19 has been successfully delivered.</p> <p>Council was awarded Winner of the Circular Economy category of the Keep Australia Beautiful NSW Sustainable Cities Awards for the creation of Bayside Council's WARR Strategy 2030.</p>	
	Inform residents about Councils Domestic Waste and Clean Up programs	Digital and print information, including Waste Services App designed, printed, promoted	<p>Council's recycling calendars, clean up dates and Waste Services App information were delivered to Bayside residents. This information can also be accessed by all residents on Council's website, Council's Customer Services and Waste Services App, which includes a digital Waste & Cleansing Services Guide 2019. In 2018, Council's Waste Services App was awarded Highly Commended in the Sustainable Projects Award category</p>	






Delivery Program Strategy	Action	6 Month Milestone	Progress 31 December 2018	Status
			of the Keep Australia Beautiful NSW Sustainable Cities Awards.	
	Meet statutory compliance and reporting obligations	Capture data and analytics	Council has completed all required statutory compliance and reporting obligations.	
	Program and offer interactive recycling education programs to 35 schools and at 6 community events pa	Program identified and ongoing implementation on target	6 community education events were conducted by end of 2018, with many more scheduled in 2019. All schools within the LGA were contacted and offered education programs, with those willing to participate scheduled in early 2019, from the start of the new year.	
	Seek funding through the NSW Environment Protection Authority's 'Waste Less, Recycle More' Waste and Resource Recovery Initiative.	Funding achieved	Program is in the process of being delivered within this financial year, with funding assigned to strategic projects approved by NSW EPA.	
	Undertake the management of essential waste and recycling services to over 62,000 households	Deliver an efficient Domestic Waste Service in line with Statutory requirements	Domestic Waste Services have been conducted in line with statutory requirements to approximately 65,000 households or 170,000 residents. Services included: <ul style="list-style-type: none"> • kerbside bin management, • kerbside clean-up services, • kerbside on-call and booked services, • community recycling drop-off events, and 	







Delivery Program Strategy	Action	6 Month Milestone	Progress 31 December 2018	Status
			<ul style="list-style-type: none"> litter management. <p>Over \$2M of new fleet was delivered by December 2018, to support the delivery of these essential services.</p>	
Illegal Dumping is a thing of the past	Ascertain hotspots through mapping and analysing reported incidents of illegal dumping	Strategies designed to reduce illegal dumping	<p>In 2018/19, Council continued and updated a thorough analysis of known 'hotspots' determined by street and suburb, utilising a new level of data sophistication.</p> <p>This program guides the successful relocation of multiple CCTV solar cameras to data supported known 'hotspots' areas, as required.</p>	
	Investigate incidents of illegal dumping and enforce compliance	All reported incidents investigated	<p>All incidents are investigated by Council or the Sydney Regional Illegal Dumping (RID) Squad. In the first half of 2018/19, Council and RID investigated 1,649 incidents.</p> <p>In 2018/19, Council and RID conducted monthly operations, targeting hotspot areas, providing educational information in letter boxes, engaging the community and installing deterrence signage.</p>	
	Maintain the contaminated land management and recording system through the development process	Undertake desktop review	Site Audit Statements received entered into relevant databases. Desktop review to be progressed in 2019	






Delivery Program Strategy	Action	6 Month Milestone	Progress 31 December 2018	Status
	Remove and dispose of illegally dumped materials throughout the City	Illegally dumped materials removed within identified timeframe	Program delivered in alliance with Regional Illegal Dumping Squad (RID) with all requests investigated and collected by Council or those responsible for the offence.	



We are prepared for Climate Change

Delivery Program Strategy	Action	6 Month Milestone	Progress 31 December 2018	Status
Our city is prepared and able to cope with severe weather events	Botany Bay Foreshore Beach Flood Plain Risk Management Study and Plan	Contractor appointed	Flood study review complete. Risk management study to commence in 2019	
	Improve water quality and upgrade infrastructure at Russel Ave and Bardwell Valley	Project design	Commencement delayed, detailed design to commence in early 2019.	
	Investigate upgrades to trunk drainage in response to the land use changes in Bayside West precinct	Investigation work commenced	Review of stormwater drainage related to the revised Bayside West Precinct area completed. Works required identified in draft development contributions work schedule so funds can be collected and construction scheduled	
	Undertake two-dimensional Flood Study Review of the Bardwell Creek Drainage Catchment	Study drafted	Community input to evaluate accuracy of draft flood model sought; draft flood study reported to Floodplain Risk Management Committee; identified flood affected lots; public engagement with flood affected residents.	

Delivery Program Strategy	Action	6 Month Milestone	Progress 31 December 2018	Status
	Upgrade Stormwater Infrastructure at Arncliffe St, Willis St and Guess Ave	Contractor appointed	Design of stormwater, public domain and road improvements is completed and ready for tender.	
Waterways and green corridors are regenerated and preserved	Carry out turf maintenance of approx. 400 parks and reserves and approx. 150 lineal kilometres of grass verges	Maintenance programs delivered as scheduled	Turf maintenance works have been actioned in line with service delivery programs throughout the LGA. Service delivery programmes have been improved upon, to ensure more aesthetically pleasing parks and open spaces.	
	Develop an integrated water management needs analysis for Bayside Council	Analysis complete	Stage 1 of the Water Management Strategy completed.	
	Implement key priorities in Council's adopted Biodiversity Strategy to protect and enhance natural areas	Implementation commenced on agreed priorities	Specifications/Scope of Works developed for 18 Priority Natural Areas and 8 additional sites as part of the High Priority Aquatic Weed Control Program. 292 people (107 Bushcare Volunteers and 185 Environmental Education/Event volunteers) participated in the Natural Areas Restoration program contributing 1063 In-kind hours on Bayside Council sites (Bushcare 525 hours/Education/Events 538 hours).	
	Improve water quality and manage stormwater in Dominey Reserve and downstream	Complete feasibility study	Completed Flood study of stormwater detention option completed; ongoing liaison with Sydney Water on proposed water quality improvements	


Delivery Program Strategy	Action	6 Month Milestone	Progress 31 December 2018	Status
	Improved tree canopy across LGA	Project scoped and draft plan reported	Continuation of Street Tree planting program. Approximately 200+ trees planted as identified by customer requests and interdepartmental projects.	
	Investigate water quality and drainage infrastructure in and near Sir Joseph Banks Park to inform future planning	Project plan completed	Project plan for the implementation of the project has been developed.	
	Maintain all garden areas on council assets within LGA	Maintenance programs delivered as scheduled	Garden maintenance works have been actioned in line with service delivery programs throughout the LGA. Service delivery programmes have been improved upon.	
	Manage and maintain all trees within LGA	Continuation of street tree master plan	Tree maintenance works have been actioned in line with service delivery programs throughout the LGA. Service delivery programmes have been improved upon.	
	Protect and restore the health of waterways and wetlands through planned Gross Pollutant Traps (GPTs) inspection and cleaning program	Environmental schedules in place for waterways, wetlands and GPTs.	Council maintains 61 GPTs that have prevented 53.12 tons of waste from entering waterways during the period. The frequency of Service is every 6 weeks for critical GPTs and every 3 months for the lesser critical GPT's	
	Undertake Landscape Maintenance Services	Ongoing provision of landscape management services	All weed control programmes have been effectively carried out within the various asset types within the LGA;	

Delivery Program Strategy	Action	6 Month Milestone	Progress 31 December 2018	Status
	Water quality improvements to enhance riparian zones and waterway assets	Design completed	Commencement delayed, detailed design to commence in early 2019.	
We increase our use of renewable energy	Installation of water and energy efficiency initiatives in community buildings	Initiatives identified	Scarborough irrigation storm water harvesting and the thermal comfort study for Bexley Community Centre feasibility studies completed; energy and water efficient fixtures for AS Tanner Reserves amenities and Hall upgrade identified; scope of works for Rockdale Town Hall/Library and Angelo Anestis Aquatic Centre solar completed.	
We understand climate change and are prepared for the impacts	Develop Bayside Environmental Strategy to assist in forward planning for infrastructure , assets and inform land use decisions	Scope of plan confirmed	Environment Strategy scope completed; working group established; consultants engaged.	
	Implement community sustainability program of events and workshops	Scope of workshops identified and 5 conducted	Bushcare Program implemented (Planting days, bushcare walks); 5 community workshops held: Wild Things Spiders, Wetlands talk by Arthur White, Native Bee Workshop, Spider Walk, Welcome Back Shorebirds	
	Plan for the effects of climate change on the floodplain with the Floodplain Management Committee	Committee established	Floodplain Risk Management Committee established, two meetings held. Continuing to seek community representatives.	


Delivery Program Strategy	Action	6 Month Milestone	Progress 31 December 2018	Status
	Review condition of the Cahill Park Sea Wall	Review completed	<p>Cahill Sea Wall has been reviewed scoped and included in the contract works currently underway in Cahill Park.</p> <p>Construction of the rehabilitated seawall is expected to be complete early 2019</p>	
	Review condition of the seawall at Sandringham	Research to renew and protect the seawall	Research of background investigations has commenced. Draft project charter under development. Project plan and commencement of asset condition investigations scheduled for second half of the year.	





4: In 2030 we will be a prosperous community

Local housing, employment and business opportunities are generated




Delivery Program Strategy	Action	6 Month Milestone	Progress 31 December 2018	Status
Bayside will be a 30 minute city – residents work locally or work off site – no one has to travel more than 30 minutes to work	Advocate for an integrated, accessible and affordable transport system	Attend workshops, meetings & regular discussions with key stakeholders including cycling groups, RMS, Transport NSW. Make submissions to major transport project Environmental Assessments ie the F6.	Council made submissions for “Stage 1 F6 Project Overview” - August 2018 and “F6 Stage 1 Environmental Impact Statement” - December 2018. Meetings with RMS and the community informed the submissions. Staff met with representatives from RMS, Australian Rail Track Corporation in relation to Sydney Gateway Project, and Transport NSW for the South East Transport Strategy. Bicycle User Groups and Bicycle NSW have also attended. Council also member of the Inner City Council Share Bike Task Force and Transport NSW Cycling Investment program.	

Opportunities for economic development are recognised





Delivery Program Strategy	Action	6 Month Milestone	Progress 31 December 2018	Status
Major employers support/partner with local small business	Administer Local Area Funds	Program identification commenced	Economic Development and urban design studies have been commissioned to identify opportunities for economic growth and public domain improvements.	





Delivery Program Strategy	Action	6 Month Milestone	Progress 31 December 2018	Status
	Implement Bayside Economic Strategy	Research and drafting commenced	Implementation is awaiting the finalisation of the Strategy. The scope of the Strategy has been developed. A Working Group has been established to provide guidance on the Strategy scope and its development. The process to engage a consultant to develop the Strategy is underway.	
We are an international hub for transport and logistics related business	Finalise a qualitative Risk Assessment of Botany Industrial areas	Draft completed	Council is preparing an Infrastructure Study which includes consideration of the Risk assessment. Liaison with Department of Planning and Environment required in 2019	
	Manage the Airport Business Unit	Deliver services in accordance with Contractual obligations	Council no longer has the contract to manage the Airport Business due to unsuccessful tender bid.	
	Provide advocacy and representations on traffic issues and freight movements associated with the developments and operations of Port Botany and Sydney Airport	Attend quarterly meetings with Port Botany Consultative Committee and Port Botany Planning Manager, Sydney Airport Community Liaison Group and Sydney Airport Planning Coordination team	Staff attended Port Botany Consultative Committee, Sydney Airport Community Forum, Sydney Airport Planning meetings, Sydney Gateway briefing, South East Transport Strategy Working Group. Sydney Airport and Sydney Port are members of Council's Transport Strategy Working Group	



The transport system works

Delivery Program Strategy	Action	6 Month Milestone	Progress 31 December 2018	Status
We can easily travel around the LGA – traffic problems and gridlock are a thing of the past	Develop Bayside Employment and Economic Development Strategy to identify opportunities for activation of local areas	Consultant engaged	Scope of Strategy developed; Working Group established. Consultants to be engaged in early 2019	
	Implement the Road Safety Program with annual matching funding from NSW Roads and Maritime Services	Conduct programs to raise road safety awareness	The Road Safety Program has involved the following campaigns and events: Pedestrian Safety Campaign December 2018, Motorcycle Safety Campaign (Breakfast Torque) held October 2018; Speed Campaign September 2018; 2 x Helping Learner Supervisors Workshops held in August and November 2018. Another workshop planned for March 2019 and 3 x Child Restraint Check days held since August, October and December 2018 with 3 more dates planned for 12 February, 9 April and 11 June 2019.	
We can easily travel to work by accessible, reliable public transport	n/a		There is no Operational Plan action for this strategy in 2018/19.	



Transparent & accountable governance

Delivery Program Strategy	Action	6 Month Milestone	Progress 31 December 2018	Status
Ethical Governance	Enhance public access to information	Privacy Management Framework reviewed	Privacy Management Framework reviewed and a number of opportunities for improvement have been identified. A priority list of actions is being developed for implementation from 2019.	
	Review improve and lobby for change at State Government; Regional and Local level to advocate and exchange information to inform and improve decision making	Identify key stakeholders and advocacy strategies	Attendance by Councillors at the NSW Local Government Conference where the Mayor and Councillors successfully raised the motion of foreshore erosion along Botany Bay, securing funding.	
High Standards of Customer Service	Participate in the National Local Government Customer Service Network Benchmarking Program and report performance	Prepare and participate in the Program	A Mystery Shopping Program will commence in January 2019. Will be partnering with CSBA which will be reviewing face to face and over the phone interactions.	
	Provide excellence in customer service across Bayside Council community touch points	Undertake analysis to confirm baseline customer satisfaction	New contact centre software (Premier) was implemented in November 2018. Council now survey customers after calls and can record calls for quality and training. Baseline data will be collected over the next three months. Frontline customer service staff have had customer service coaching and training to improve the customer experience.	

Delivery Program Strategy	Action	6 Month Milestone	Progress 31 December 2018	Status
Skilled Staff	Annual Supplier and Staff procurement education programs delivered	Agreed program targets achieved	<p>Procurement Education for staff delivered through Induction Programs, Focus Groups and Training Sessions, Educational Resources and one on one support.</p> <p>Procurement Education for suppliers delivered through the issuing of information packs to new suppliers and bi-annual mail out on Procurement Policy, Statement of Business Ethics and 'Doing Business with Bayside' Guide.</p>	
	Develop and implement graduate , traineeship and apprenticeship programs	Program developed and approved	Since 5 November 2018, 8 students have commenced and been inducted.	
	Implement Bayside Council's leadership development program for the financial year of 2018 and 2019.	Program adopted and implementation commenced	The training needs analysis of Managers and Coordinators is completed. Based on the outcome of the training needs analysis a leadership training strategy has been developed and will be implemented in accordance with the training plan.	
	Implement self- service human resources system	Implementation plan developed & integrated with asset management system and project management system	The harmonisation of two Payroll System was completed in July 2018. The employee Self Service project will commence in January 2019 creating automation and consistency in administrative payroll activities.	

Delivery Program Strategy	Action	6 Month Milestone	Progress 31 December 2018	Status
Strong Financial Management	Implement, monitor and review new financial reporting framework.	New framework implemented	Final Code of Accounting Practice to be issued by the Office of Local Government. Commenced review of draft Code for enable planning for new Financial Reporting Framework.	
	Review and implement Investment Strategy	Review commenced through independent strategic advisor	Draft Investment Policy prepared. Review by external Investment advisor to commence following consolidation of a number of investments.	

We are prepared for a sharing economy

Delivery Program Strategy	Action	6 Month Milestone	Progress 31 December 2018	Status
Innovative businesses are supported to locate in Bayside	Facilitate bridging programs for students between BEC, TAFE and business	2 Employment Action Workshops + 1 Women Return to Work Workshop	Delivered 4 workshops with BEC on Women Returning to Work, Partnered with IESMI to provide information to residents in employment, estimated 150 people attended.	
	Partner with Botany Enterprise Centre to deliver Building Better Business Workshop programs for local business operators	2 Building Better Business workshops	Four workshops in partnership with BEC completed in 2018: Starting a Business in Australia (August), Moving From Home Based Business to The Next Level, Marketing: On-line, Off Line, Social Media and Women Returning To Work (October 2018).	
Local plans and regulations have kept pace with the sharing economy	Deliver effective and competitive Complying Development (CDC) and Construction Certificate (CC) Services.	Review undertaken	Review of process improvement including assessment techniques and peer review functions undertaken.	

Delivery Program Strategy	Action	6 Month Milestone	Progress 31 December 2018	Status
	Investigate and implement opportunities to improve assessment processing times and customer satisfaction for development applications	Review and investigation commenced	<p>Opportunities have been identified to improve assessment times for Development Applications.</p> <p>This has resulted in seeing a 9% reduction in the average number of days for determination during January 2018 – December 2018.</p> <p>Customer Satisfaction Survey was completed in August 2018 and the results are being used to improve the customer experience scoped for 2019.</p>	