

# Bayside 2030



**Bayside Council**  
Serving Our Community

**Delivery Program 2018-2021**

**Operational Program 2019-2020**

**12 Month Progress Report July 2019 - June 2020**

# 1 About the Operational Plan

## 1.1 Integrated Planning & Reporting

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

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

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

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

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

All plans, projects, activities, funding and resource allocations are directly linked to the Delivery Program. The Council's one year Operational Plan for 2019 - 2020 sits within the Delivery Program. It spells out the actions and projects that will be undertaken by the Council in 2019 - 2020 towards achieving the commitments made in the 2018 - 2021 Delivery Program.

## 1.2 How to read this document

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




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

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

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

Theme Four - In 2030 Bayside will be a prosperous community

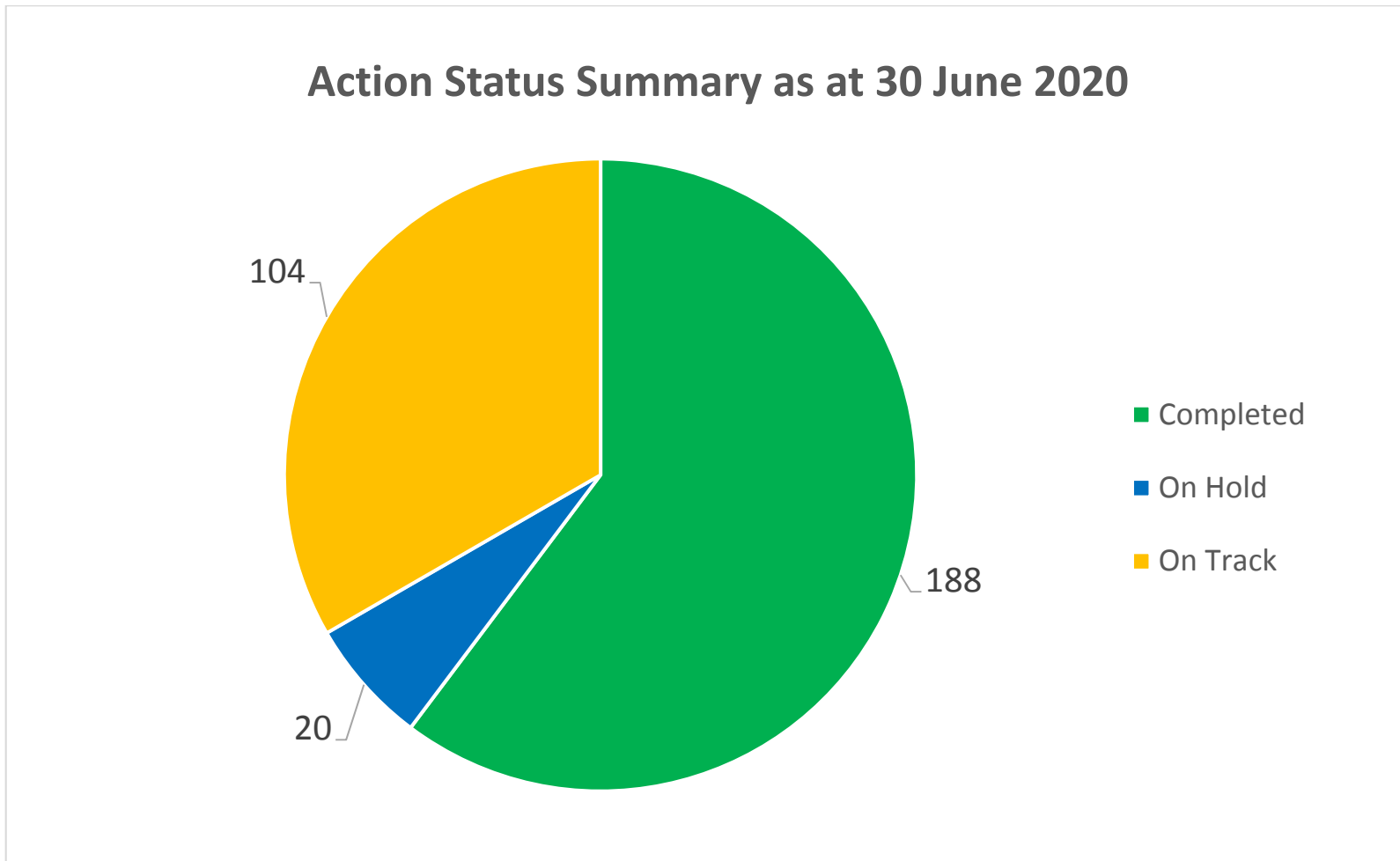
This progress report provides the status of each action for a 12 month period from 1 July 2019 to 30 June 2020. The performance against each action and project is colour coded as follows:

-  Completed
-  On Track – Nearing completion & progressing well
-  On Hold – Not being undertaken at this time

# Overall Performance

## 2.1 Key Operational Achievements

The Operational Plan 2019/20 includes 312 actions across councils four Strategic Themes. Of these, 60% have been completed, 33% are on track for completion, and 6% are On Hold.



The following are selected achievements for the 12 months from 1 July 2019 to 30 June 2020.

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

- Despite the disruptions of Covid-19 council delivered a number of major infrastructure improvements including a new skate park facility at Mutch Park, Rockdale Park upgrade, Chapel Street Playground
- Bayside is proud of its history and successfully completed the Wilson's Cottage renovations and approving a new roof for the Botany Town Hall
- Hillsdale Childcare centre got a new outdoor playground
- Council announced plans to open a new council run childcare centre in Kogarah
- A new masterplan was adopted for Barton Park, Banksia, which will create a high quality recreational hub.
- Council hosted a number of successful events before Covid-19 restrictions came into force including the Multicultural Spring Fair, the Food and Wine Fair, Carols in the Park and Carols by the Sea.
- Council recognised many citizens for their contribution including announcing the Bayside Citizen of the Year, Bayside Young Person of the Year and Bayside Sportsperson of the Year.
- Council introduced its first *Summer at the Foreshore* program which included a Smoke free trial zone, known as 'Breathe Easy', from Little Grand Parade to the Brighton Kiosk and stretches from Grand Parade to the water
- Council Rangers and Police patrols also worked together to patrol the 8km of foreshore over summer for the first.
- Provided assistance to areas in need following the devastating bush fires earlier in the year. Bayside Council sent a team to the *Upper Lachlan Shire* to lend a hand with the recovery process and ensure the road to the Wombeyan Caves, closed since the bushfires late last year, can open as soon as possible.

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

- Council installed 12 new wayfinding signs along the foreshore from Cook Park, Kyeemagh to Sans Souci
- A new cycleway was constructed on Grand Parade opposite Scarborough Street
- A long awaited right turn arrow was installed at the intersection King Street and Sutherland Street, Mascot improving traffic flow
- Bayside Council highlighted the need for an integrated transport system, as well as the need for more trees, in its response to the Sydney Airport's Preliminary Draft Major Development Plan.
- Council created on-line information hubs to keep the community informed and updated on Covid-19
- Council partnered with Holdsworth Community Centre to connect local seniors with friendly volunteers offering a chat or helping hand during Covid-19
- Council's libraries continued to connect with their patrons by moving programs such as Story Time and Baby Rhyme Time on-line
- Body Camera Hi Vis Vests were worn by Council Rangers and Parking Officers for the first time to improve safety and accountability.

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

- Council began using a recycled asphalt made from recycled materials including soft plastics, toner cartridges and glass. A trial was undertaken at Bexley Depot
- 800 trees are being planted across Bayside to improve the tree canopy as part of the State Governments 5 million trees by 2030 initiative.
- Kerbside clean-ups were harmonised across the LGA. Every household now gets four scheduled clean-ups per year.
- Council's innovative recycling hubs at Botany and Bexley Depots were recognised at the Local Government NSW Excellence in the Environment Awards – Waste Services category – Overall winner
- Council rolled out an upgraded version of its popular Waste App
- New recycling bins for Dog Poo were installed in off leash parks
- Council adopted its Water Management Strategy
- Council commenced accepting Expanded Polystyrene (EPS) which can be recycled instead of going to landfill
- Council replaced 28,000m<sup>3</sup> of sand within Ramsgate Baths with sand sourced from Sandringham Bay, Dolls Point to bring back the beach
- Bayside Council partnered with Planet Ark to encourage residents to plant trees, maintain green spaces and connect with nature for National Tree Day on Sunday 29 July.
- Council secured funding from the State Government's Metropolitan Greenspace Program to develop a strategy for three of Bayside's major green corridors.







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







- Council co-launched the Kogarah Collaboration Area Place Strategy with Georges River Council
- Council recognised the contribution of local businesses at its annual Business Awards held in October.
- The State Government's Greater Sydney Commission gave Council's inaugural Local Strategic Planning Statement (LSPS) the tick of approval
- Council begin accepting Development Applications, Complying Development Certificates and post-consent certificates via the NSW Planning Portal.
- Council harmonised the Local Environmental Plans from the two former councils (City of Botany Bay and Rockdale) into one Bayside LEP
- Bayside Council voted to provide increased rate relief to ratepayers experiencing financial hardship as a consequence of the COVID-19 pandemic.
- Bayside Council joined the call by all NSW Councils for the Federal and State Governments to urgently deliver comprehensive and multifaceted financial support and stimulus packages to local government to ensure essential services are maintained during the COVID-19 pandemic.
- Bayside Council continued to work with local Business Chambers and the Bayside BEC to promote local business through a community based #BackTheBay campaign.
- Council upgraded the local Banksmeadow Town Centre and Kingsgrove Town Centre
- Bayside Council partnered with Service NSW to promote their *Easy to do Business service* which offers specialised advice from a business concierge to help small businesses navigate the complexities of starting or growing their business.


### 3 2019/2020 Action Updates

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





##### *My place will be special to me*

Delivery Program Strategy	Action	Progress to 30 June 2020	Status
Gateway sites are welcoming and attractive	Ensure Bayside Council creates and maintains partnerships with government agencies and external bodies to advocate on behalf of the community (ie SSROC, AMAC)	Engagement on strategic issues for Bayside progressing with Ministers as required.	
	Improve traffic flow at Wentworth Avenue; Page Street and Baker Street intersections	80% design documentation has been completed. Delays are being experienced through services providers and RMS approvals.	
	Upgrade gateway signage	Project completed.	
Roads rates and rubbish are not forgotten	Conduct litter collection along 8km of beachfront mechanically	Programmed maintenance schedules are on target for the beach cleaner rake. A recent purchase of new plant and machinery has ensured a reliable operation throughout the peak summer holiday season.	
	Deliver an efficient street sweeping program across the Bayside Local Government area	Council's Guarantee of Service for street sweeping has been met with every street within the LGA being swept twice per month; resulting in 2157 tons of litter being removed from the streets within Bayside.	
	Enforce Abandoned Vehicle Policy by confirmed abandoned vehicles removed from road	All identified abandoned vehicles were removed in accordance with council policy.	









Delivery Program Strategy	Action	Progress to 30 June 2020	Status
	Provide an effective cleaning program of town centres	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 2019/20. Council also provided a secondary 'in-house' toilet cleaning service that supported the primary contractor cleaning service in 2019/20.	
	Undertake litter education campaigns	In 2019, Council ran a successful litter awareness program with litter prevention signage implemented throughout Cook Park, on the 8km beachfront and in town centres. This program continued in 2020. Council manages over 750 public place bins, as well as implementing temporary mobile bins for special events and during the warmer months. In 2019/2020, Council will assist and promoted ten (10) beach clean-up events providing education.  All schools within the local government area in 2019/20 where provided with the opportunity to receive a series of waste education modules in partnership with Keep Australia Beautiful NSW, which included litter education.	
	Undertake the Kerb and Gutter Renewal Program	Kerb & Gutter program completed	
	Undertake the Road Pavement Renewal Program	Full program was completed	
Traffic and parking are a thing of the past	Enforce NSW Road Rules School Parking Patrol Program	The number of patrols undertaken for the year exceeded KPIs and expectations regardless of the limitation imposed on staff by smoke from bushfires and COVID 19 crisis.	
	Ensure regulation of timed parking in shopping centres and business centres	Program was undertaken for past 12 months with 3300 patrols undertaken. 1571 patrols over what was required.  Due to COVID 19, there has been a reduced number of cars using shopping centres car parks.	








Delivery Program Strategy	Action	Progress to 30 June 2020	Status
	Explore opportunities for smart parking	Opportunities for incorporating aspects of smart parking has been considered in conjunction with a review of parking in Brighton Le Sands and along the Bay. The technology requires additional infrastructure, which is not currently in place, but will be revisited as technology continues to evolve.	









### *Our places are accessible to all*








Delivery Program Strategy	Action	Progress to 30 June 2020	Status
Assets meet community expectations	Administer Councils Graffiti Removal Program in accordance with Councils policy	100% graffiti removed during 19-20 within the required 72 hour response time	
	Audit and monitor seasonal permits for sporting facilities and open space	Strict guidelines implemented for application and allocation process. Constant informal and weekly formal checks of permit compliance.  COVID has resulted in all permits being suspended until end of June 2020.	
	Deliver Parks and Open Space bookings through effective systems and procedures	Bookings are delivered effectively through improved guidelines. A new software system is due to be trialled in February.  Update May-20 new booking system being built during quarter 4.  COVID has resulted in all bookings being suspended until end of June 2020.	
	Deliver Sport and Recreation services to the Community through Councils Aquatic Centres, Golf Courses, Tennis and Squash Courts and other facilities	All services are being delivered to the public.  Review of services provided at Botany Pool and Golf Courses continue to be reviewed.  COVID has resulted in all sporting facilities being closed with the exception of Botany Golf Course.	



















Delivery Program Strategy	Action	Progress to 30 June 2020	Status
	Design and document access improvements to Botany Town Hall including a lift	The delivery of the lift has been delayed due to Covid19, this has been acknowledged by Council and the works will be completed when the lift arrives.	
	Develop and maintain key partnerships to improve community safety	Council continued to participate in Police Community Safety Precinct meetings, Liquor Accord meetings and Domestic Violence Interagency meetings until restrictions were imposed.	
	Ensure Councils properties and facilities are fit for purpose and meet statutory requirements	Fire and statutory compliance checks and statements completed at all relevant properties (105)	
	Explore parking and redevelopment opportunities for the Boulevard Carpark, Brighton Le Sands in accordance with adopted parking strategies and the masterplan	The site is currently the subject of a planning proposal that is currently under assessment.	
	Implement 50 asset condition audits for Council owned buildings	50 asset condition audits completed on Council owned buildings	
	Implement a city wide asset condition audit for Council footpaths, shared paths and cycle paths	Council has completed 100% condition and inventory audit of footpaths, shared paths and off-street cycleways completed as at 31 December 2019.	
	Implement a city wide asset condition audit for Council open space infrastructure	Council has completed 100% of the city wide asset condition and asset inventory audit of open space infrastructure, including all playgrounds, park furniture, and sport fields.	
	Implement a proactive program maintenance of facilities (pest control, cleaning , fire safety etc)	Proactive maintenance schedules for facilities maintenance completed as per the 2019-20 program.	


Delivery Program Strategy	Action	Progress to 30 June 2020	Status
	Implement the Bayside Asset Management Strategy	Council is working toward an Asset Management Strategy as well as a full set of Asset Management Plans, to be completed by November 2020	
	Implement the Fire Safety Awareness and Action Program including the management of Annual Fire Safety Statements	The program has been implemented as an internal guide and annual fire safety statements are managed in accordance with legislative requirements. Developing the program into a public facing document has been placed on hold as alternative information has been placed on Council's website.	
	Investigate grants and funding opportunities to enhance Sport and Recreation facilities within Bayside LGA	Grants recognised, passed onto Clubs through Associations and applied for as they become available.  COVID has resulted in some programs being deferred.	
	Maintain flood lighting within active parks	Maintained all lighting within active parks to accommodate winter sports. Timers set in line with bookings, audits conducted quarterly to identify necessary repairs and action accordingly.	
	Prepare feasibility study into Bayside East Flood mitigation options	Quotations received for consultancy to commence in 2020/21	
	Promote and increase usage of community facilities	Identification of opportunities has occurred.  A need analysis has been conducted and identified in conjunction with the Social Infrastructure Strategy.  Gaps promoted to possible hirers.  COVID has resulted in all bookings being suspended until end of June 2020.	
	Property acquisitions and disposals are actioned in accordance with adopted strategies and Council resolutions	Works continues to ensure that property acquisitions and disposals are actioned in accordance with adopted strategies and Council resolutions, having in this quarter completed the disposal transaction for 429 Princes Highway Rockdale.	

Delivery Program Strategy	Action	Progress to 30 June 2020	Status
	Report on the leasing performance of the Bayside Real Estate Portfolio - new leases, renewals and income	Procurement of a new property management system is deferred. Council continues to annually report of the income performance of its lease and income generating portfolio.	
	Report on the leasing performance of the Mascot Administration Building and Coronation Hall	Council previously resolved to seek tenancies for both the former Mascot Administration Building and Coronation Hall. A lease agreement was struck with South Eastern Community Connect for the Coronation Hall which commenced in April 2019. Council has just negotiated an agreement for the former Mascot Administration Building on commercial terms in late December 2019.	
	Undertake Bridges and Structures Rehab and Renewal Program including Swinbourne St retaining wall	Swinbourne St design complete, construction in 2020/21	
	Undertake Cahill Park Seawall Construction (Stage 2)	Project completed.	
	Undertake restoration of Council assets impacted by public authorities works	Council undertook an extensive restoration package of works for the NBN company that will resulted in 13,000m2 of footpath being reinstated during the period and the program continues into the new FY.	
	Upgrade Bonar Street & Mt Olympus Lighting	Design complete and waiting for Ausgrid certification.	
	Upgrade Moate Ave Community Centre HVAC	Project completed on-time and on budget.	
Bayside provides safe and engaging spaces	Comply with Councils obligations under the Development Agreement to progress the construction of the Arncliffe Youth Centre	Development agreement complied with.	






Delivery Program Strategy	Action	Progress to 30 June 2020	Status
	Continue to support the Summer Foreshore Program	<p>Summer Foreshore program commenced on 1 November 2019 and is on track to be completed in April 2020. Patrols completed each Saturday and Sunday since 1 November 2019 with significant penalty notices issued by patrolling officers. Presence has been well received.</p> <p>Summer Foreshore Program was completed with the last patrol undertaken on 29 March 2020 with all objectives of the program met. However, patrols of the foreshore have continued with 6 rangers allocated to patrol the beach front on Fridays, Saturdays and Sundays reminding patrons of the importance of marinating social distancing.</p>	
	Develop a Bayside Bus Shelter Strategy incorporating outdoor advertising opportunities	Bus shelter tendering strategy postponed due to market conditions. Work has commenced to re-establish the tender program.	
	Masterplan the former Brighton Fisherman's Club Site, Kyeemagh	Masterplan has been developed	
	Report on the progress of the Bayside City Projects Program	End of year financial reporting underway	
Open space is accessible and provides a range of active and passive recreation opportunities to match our growing community	Construct a synthetic playing field at Arncliffe Park	Project completed.	
	Construct a synthetic playing field at Gardiner Park	Deferred to avoid construction during football season. Tender for construction awarded in July 2020 for construction in summer 2020/21.	
	Deliver Sporting facilities and bookings Policy to ensure community focused sports and recreation services	<p>Guidelines have been implemented to support community participation.</p> <p>COVID hasn't resulted in any changes to the guidelines.</p>	







Delivery Program Strategy	Action	Progress to 30 June 2020	Status
	Enforce the Companion Animal Act	All reported dog attacks were investigated and recorded on the Companion Animal Register within the required 72 hours.	
	Ensure all active and passive parks and well maintained and fit for purpose	Active parks (Sports Fields) renovations completed. Maintenance schedules for both active and passive parks completed with weekly, fortnightly monthly schedules. Weed control, fertilizing and topdressing completed.	
	Finalise the Social Infrastructure Strategy	Draft Social Infrastructure Strategy is undergoing final review before being placed on public exhibition in late 2020.	
	Implement the Disability Inclusion Action Plan	The internal working group has been in discussion during the past 6 months and priority actions have been implemented. The Implementation Plan was included in Council's Annual Report 18-19 and forwarded to the Office of Local Government in December 2019.	
	Maintain Councils civil assets being roads, drainage, kerb and gutter and footpaths	Council's roads drains and footpaths were maintained to agreed service levels. During a single weekend in February that was later declared a natural disaster Council received over 230 requests related to storm debris blocking drains and within 3 weeks we had addressed them all and maintained our existing services that include sweeping every street twice per month. We only received an additional 106 similar requests spread throughout the entire year. During the period Council attended to 1203 customer requests including completing 630 footpath repairs, 308 pothole repairs, and 92 kerb and gutter repairs.	
	Manage Parks, Recreation and Open Space bookings through online booking system	Decision made to build new booking system in May 2020.	
	Renew Hensley Reserve Athletic Synthetic Track	Hensley Reserve Synthetic Track renewed	

Delivery Program Strategy	Action	Progress to 30 June 2020	Status
	Upgrade Ador Reserve fencing	Upgraded fencing installed	
	Upgrade Cahill Park Tennis Courts	Deferred due to Strategic Planning Review. COVID has resulted in the closure of the tennis courts.	
	Upgrade Rockdale Park including water feature and amenities renewal	Project completed.	
People who need it can access affordable housing	Advocate for affordable housing	Additional work was undertaken for the draft Housing Strategy and is anticipated to go to a Council meeting in late 2020 to go on public exhibition.	
	Investigate affordable housing contribution scheme	Housing Strategy currently being finalised and will inform policy direction for Affordable Housing Contribution Scheme. Community Housing provider policy is being developed.	
	Prepare the Community Housing Provider governance framework	Draft Community Housing Provider governance framework is being prepared and anticipated to be on public exhibition by late 2020.	
	Provide property support for development of Affordable Housing Property Strategy	Property continue to provide an active support role for the development of Councils affordable housing policy.	
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	CCTV cameras were deployed as required in identified hotspots. The program has also been audited across the year and improvements made to processes and procedures.	
	Explore opportunities to use technology to provide better outcome for the community	the Lora Wan installation has been actioned through waste section. Delivery of services to be facilitated as part of Waste program	







Delivery Program Strategy	Action	Progress to 30 June 2020	Status
We welcome tourists to our city	Continued implementation of branding of Bayside Council	Project completed.	








### *Our places are people focused*










Delivery Program Strategy	Action	Progress to 30 June 2020	Status
Local areas are activated with cafes, restaurants and cultural events	Conduct mandatory annual inspections of regulated premises (eg food businesses, skin penetration, hairdressers)	100% of all regulated premises Inspections including cooling towers have been completed.	
	Deliver an inclusive Bayside Council Events Program which adds value to our community and City , activates public spaces and invigorates town centres	The adopted Events calendar was delivered in full up to December 2019, unfortunately the delivery of the remainder of the calendar was impacted by natural disasters, weather and COVID-19 pandemic.	
	Deliver Bayside Arts Festival including Sculptures @ Bayside, the Visual Arts prize and photography competition	COVID has impacted this activity. This activity has been cancelled. Camera art submission will be transferred to next year's competition.	
	Engage with the local arts community through the Georges River and Bayside (GRAB) Arts and Cultural Forum	COVID has impacted this program which has been cancelled for 2020. The next program will be run in 2021.	
	Finalise and Implement Bayside Council Draft Community Safety Plan, with a focus on external partnerships, addressing community perceptions of safety	Strategy is in draft. Processes and systems for the Community Safety Program have been reviewed and actions are being implemented to improve the efficiency of the program.	










Delivery Program Strategy	Action	Progress to 30 June 2020	Status
	Identify opportunities for public art through development applications and place based planning and ensure that they comply with Councils Public Art policy	Public Art Policy has been finalised. Opportunities are addressed as they become available.	
	Partner with community organisations to deliver a wide range of community events including Seniors and Youth Week activities	COVID has impacted this program. The Seniors Community program was delivered prior to COVID. However, Youth Week was cancelled due to government guidelines. Alternative online experiences for young people have been available.	
	Promote and oversee the use of footways for outdoor dining and retailing	The Draft Policy was exhibited and due to go the 12 August 2020 Council meeting to be adopted. However the use of the footway was impacted by COVID 19 restrictions.	
	Support and celebrate our culturally diverse community through community led local initiatives	COVID has impacted this program. Harmony week activities have been cancelled in line with government guidelines.	
	Upgrade Beach Hut Dolls Point	Detailed design work is underway to enable the lodgement of a development application for the renewal/replacement of the existing Le Beach Hut building.	
	Upgrade Cahill Park Amenities & Café	Construction well underway and to be completed in September 2020 as scheduled.	









Delivery Program Strategy	Action	Progress to 30 June 2020	Status
My community and Council work in partnership to deliver better local outcomes	Assets provided to Council by developers (ie. contributed assets) will be designed and constructed to a high quality and the design review times will be reduced	<p>Contributed Assets provided by developers are compliant to approved designs, DA Conditions, specification and relevant standards, resulting in a high quality and safe assets for the use and enjoyment of the community.</p> <p>The public domain review, assess and approval process has undergone a marked improvement in reducing the overall turnaround time of approval from 12 weeks to 8 weeks. This has helped developers and builders to better plan and reduce construction the overall construction timing and costs.</p>	
	Continue to work with DPE to implement Kogarah Collaboration Area	Four working groups have been established focusing on Governance, Transport, Communications and Public Spaces and are meeting regularly to oversee the implementation of the Kogarah Place Strategy.	
	Continue to work with Sydney Water for naturalisation of Muddy Creek	Continue to work with Sydney Water. Construction timing is dependent on Sydney Water.	
	Finalise and implement an Outdoor Advertising Policy in accordance with State Environmental Planning Policy 64	Q3/Q4 Draft Policy reviewed and determined that SEPP 64 provides appropriate level of guidance with Council to focus on development of public benefits work program	
	Finalise and implement the Arncliffe Banksia s.7.11 Development Contributions Plan	Publicly exhibited plan. Awaiting Council adoption.	
	Finalise Bayside Housing Strategy which facilitates housing diversity including affordable housing	Draft Housing Strategy has been further refined and is anticipated to go to Council meeting in late 2020 for public exhibition which will meet State Government timelines.	

Delivery Program Strategy	Action	Progress to 30 June 2020	Status
	Finalise draft Bayside Local Environmental Plan (LEP)	Q3/Q4 Gateway Determination was received on 19 March 2020. The Planning Proposal and supporting documentation were publicly exhibited for 48 days from Wednesday 8 March 2020 to Monday 1 June 2020. At the 24 June 2020 Council meeting Council resolved to forward a copy of the Planning Proposal and relevant supporting information to the Department of Planning, Industry and Environment (the DPIE) requesting that the draft Bayside Local Environmental Plan be finalised and notified.	
	Finalise the Bayside Local Strategic Planning Statement	Q3/Q4 The revised LSPS and submission post public exhibition was provided to the Greater Sydney Commission (GSC) Assurance Panel for final review at their meeting on 4 February 2020. In March 2020 the GSC Assurance Panel issued a letter of support. At March 2020 Council meeting Council resolved to adopt Bayside Local Strategic Planning Statement (LSPS). The LSPS was uploaded to the NSW Planning Portal on 31 March 2020.	
	Finalise the draft Bayside Development Control Plan (DCP)	Draft Bayside Development Control Plan is being finalised in expectation for public exhibition by late 2020, to be in force when Bayside Local Environmental Plan is gazetted	
	Finalise the Land Use Limitation Study	Draft Land Use Limitations Study is undergoing final review before being placed on public exhibition in late 2020.	
	Implement the Bayside Voluntary Planning Agreement Policy	Draft Voluntary Planning Agreement Policy prepared. Business Improvement processes identified to improve council actions in relation to VPAs	
	Improve lease/licence arrangements for open space land owned by other government agencies	Council has engaged and are advancing discussions with Sydney Water to improve existing agreements that provide public access to open space.	
	Plan for and advocate to minimise the impact of the proposed F6 / WestConnex	Fortnightly meetings with M6 project team which include identifying opportunities to reduce impact of the project including location of cycle ways, and compensatory facilities to be delivered,	



Delivery Program Strategy	Action	Progress to 30 June 2020	Status
	Progress planning proposals to amend the Local Environmental Plan and Development Control Plan	Two new Planning Proposals submitted during this quarter. 1-13 The Boulevard, Brighton Le Sands and Turrella Industrial Precinct. DCPs under preparation for 1-3 Lord Street, Botany and Primrose House, Dolls Point.	
	Provide planning advice to the organisation	Strategic Planning provide advice to the organisation in relation to potential changes to planning controls, the strategic planning framework and community engagement requirements	
	Start to prepare a Bayside s.7.11 Development Contributions Plan to consolidate Rockdale and Botany Bay Plans	Preliminary review of current plans completed. First tranche of policy decisions presented to Executive Committee 16 April. Second tranche of policy issues in draft.	
	Use digital platforms to increase utilisation and better customer experience when booking sporting facilities and open space parks	New system being built in May 2020. OVID has had no impact on this action.	
Places have their own village atmosphere and sense of identity	Finalise acquisitions associated with the Rockdale Town Centre Masterplan	Acquisitions identified in the town heart and civic precinct area within the Rockdale Town Centre Masterplan complete with one further remaining. The timing of the final acquisition will be owner initiated.	
	Finalise and implement the Rockdale Town Centre Master Plan	Urban Design review substantially commenced	
	Finalise Eastlakes Town Centre Masterplan	Post exhibition review of Eastlakes Town Centre Masterplan underway prior to reporting and adoption by Council in Q2 20/21	
	Finalise Economic & Centres Strategy	Draft Centres and Employment Strategy undergoing final refinement in preparation for public exhibition in late 2020.	
	Finalise the Brighton Le Sands Master Plan	Options for Stage 1 Masterplan prepared and provided to Council	




Delivery Program Strategy	Action	Progress to 30 June 2020	Status
	Implement Arncliffe and Banksia Public Domain Plan	Tree street species selection reviewed and Public Domain Plan updated	
	Improve Ramsgate Beach TC Wayfinding Signage	Project completed November 2019.	
	Strengthen local business through engagement and collaboration on town centre issues	COVID has affected face to face engagement, however plans have been made to continue activities when NSW Public Health Orders permit.	
	Undertake Banksmeadow Town Centre rehabilitation & traffic improvements	Project completed.	
	Undertake Botany Town Hall roof restoration & access improvements	Botany Town Hall roof replacement is complete. Access improvement works are waiting for lift to be supplied. The lift supply has been delayed due to Covid19.	
	Undertake landscape construction services throughout the LGA	Landscaping construction projects have been completed within passive parks, active parks and streetscapes.	
	Undertake planning and design of Swinbourne Street	Project will be completed in July 2020.	
Public spaces are innovative and put people first	Achieve value for the community in response to any F6 property acquisition notices issued by the Roads and Maritime Services	Council has executed agreements with Transport for NSW that outline a process to secure value for money in future acquisitions required for the project	
	Develop a Bayside Property Strategy to optimise community benefits	Initial work undertaken to develop the framework for a Property Strategy. Project on hold pending adoption of planning policies that will inform the Property Strategy.	






Delivery Program Strategy	Action	Progress to 30 June 2020	Status
	Improve the vibrancy of village centres at Banksmeadow; Swinbourne Street and Kingsgrove village centres	Project completed.	
	Plan and deliver a range of programs, initiatives and events across all libraries that engage, support and enrich our community	<p>A limited number of programs, initiatives and events were delivered across all libraries during the January-June 2020. This was due to libraries closing in Mid-March and programs / events being suspended due to COVID-19.</p> <p>Initiatives that did occur between Jan-March included School Holiday Program (Jan), Baby Rhyme Time. Toddler and Story Time, Coding, Tech Savvy for Seniors, Knitting and Craft Groups, Summer Reading Program, English conversational classes and book club.</p> <p>Some live streaming of programs occurred to stay connected to the community whilst libraries were closed and programs suspended.</p>	
	Promote and enable public access to utilise library spaces including study facilities and meeting rooms	<p>The Library meeting rooms, study rooms and public computers and printers continue to be very popular and well utilized throughout 2019-20 particularly during peak study periods. Unfortunately the Libraries were closed from Mid-June March to 30 June due to COVID-19 restrictions. On line resources were boosted and HSC on line study resource (Studiosity) was extended for students to access during the closure. During the closure in preparation for the public to return to the libraries, more study desks were installed at Eastgardens to cater for demand and mobile devices known as Hublets have been installed for library members to utilise to access library on line resources whilst at Eastgardens.</p>	
	Respond to community complaints about unauthorised development, uses or unsafe structures	All complaints (Over 1752 CRMs) were received by the Environmental Health and Compliance team and actioned within GOS.	

Delivery Program Strategy	Action	Progress to 30 June 2020	Status
	Review and update Bayside Park's Plan of Management	Council has reviewed and developed draft Plans of Management for Reserved Crown Land that is under its management and these draft plans of management are projected to be considered by Council and placed on public exhibition in Q1 of FY20/21.	
There is an appropriate community owned response to threats	Support Bayside Local Emergency Management Committee and provide assistance to Emergency agencies	Council has chaired 1 Local Emergency Management Committees and 9 extraordinary LEMC teleconferences and attended 1 Regional Emergency Management meeting and 8 REMC teleconferences throughout the period and provided assistance to Emergency agencies for incidents such as bushfire recovery and assisted the SES during the February storms	





### *Our places connect people*

Delivery Program Strategy	Action	Progress to 30 June 2020	Status
Our heritage and history is valued and respected	Finalise Bayside Heritage Strategy including Indigenous Heritage Strategy	Draft Heritage Strategy has been completed and is prepared for public exhibition. Indigenous Heritage Strategy is being further refined in preparation with consultation with Land Councils.	
	Implement the outcomes of the Library Services review	<p>A review of Bexley and Brighton Libraries was completed. Council agreed to the closure the library and demolition of the building and requested community consultation and engagement takes place to seek feedback on the future of the site. A community consultation and engagement strategy will be prepared during 2020-2021.</p> <p>Improvements to other Council libraries were completed during 2019/20 were;</p> <ul style="list-style-type: none"> <li>* Replacement of Nth Bexley Library's service desk, new carpet and painting of internal walls.</li> <li>* Removal of deteriorated unused out buildings and asbestos at Brighton Library</li> <li>* Installation of New Study desks at Eastgardens Library</li> <li>* Introduction of 'Hublets' mobile devices to be loaned and used by library members at Eastgardens</li> </ul>	

Delivery Program Strategy	Action	Progress to 30 June 2020	Status
	Maintain Heritage Conservation Management Plans Register for key community facilities	Heritage conservation management plans are registered in Council's document management system.	
	Plan, promote and implement collaborative Local History & Museum programs	Several Local History and Museum Programs were delivered throughout the year. One of the key highlights was the successful 'People and Planes' initiative in collaboration with Sydney Airport which celebrated 100 year anniversary of Mascot Airport. Library staff contributed to this event by providing an exhibition and historical talks to the public at the Mascot Library and George Hanna Museum. Other programs initiatives implemented include 2019 Ron Rathbone Local History Competition and historical visual displays at Mascot and Rockdale Libraries. Staff also partnered with the Botany Historical Trust to replace the deteriorated War Memorial at Arthur Park and installation interpretative sign about the history and relevance of the memorial and park.	
	Prepare Conservation Management Plans for individual buildings	Lydham Hall Conservation Management Plan review in progress	







Delivery Program Strategy	Action	Progress to 30 June 2020	Status
	Preserve, maintain and create community history collections that are accessible to the community	<p>A lot of focus and effort occurred on the Community History Collection from Jan-June 2020 particularly when the libraries were closed due to COVID-19 restrictions. Achievements includes; completion of digitising of large maps of Rockdale including one that dates back to 1850 funded via a State Library Grant, updating indexes and reference guides, reordering archive spaces, digitising hundreds of photographs, newspaper clippings and other collection materials.. The former Botany Bay and Mascot Council Minute Books were ordered to comply with State Records NSW preservation requirements and successfully forwarded to State Records archive storage facility to be adequately preserved.</p> <p>Our Community History Librarians continue to undertake research tasks and respond to community history requests from the public and other areas of Council to assist with their projects.</p>	
Walking and cycling is easy in the city and is located off road in open space where possible	Improve cycleways at Bayside East	Project rescheduled until when the Bicycle plan is complete.	
We are one city with shared objectives and desires	Manage community bookings through online booking system	<p>Decision made to build new booking system in May 2020.</p> <p>COVID has had no impact on this action.</p>	
	Manage the Design Review Panel for development applications in accordance with legislative requirements	A new DRP has been formed in 2019. Management of the panel is ongoing and performance has been monitored. A procedure for staff processes has been completed in December 2019.	
	Manage the Design Review Panel for Planning Proposals in accordance with legislative requirements	Design review panel continues to regularly review all development involving residential apartments to ensure quality design of new buildings in Bayside.	















Delivery Program Strategy	Action	Progress to 30 June 2020	Status
	Prepare submissions and reporting to Council on environmental planning instruments and policy	Several SSDs and policies were reported on, including: Botany Rail Duplication, Sydney Gateway Project, QANTAS Training Facility, Botany Cogeneration Plant, Eastlakes MOD 4, Kyeemagh Public School, and several DAs.	
	Prepare submissions and reporting to Council on state significant development	Several SSDs and policies were reported on, including: Botany Rail Duplication, Sydney Gateway Project, QANTAS Training Facility, Botany Cogeneration Plant, Eastlakes MOD 4, Kyeemagh Public School, and several DAs.	
	Provide a Development Advisory Service	Development Advisory Services continually provided to residents, developers, professionals and internal stakeholders. No loss of service during initial COVID-19 isolation period (March-June 2020), with Rockdale counter remaining open, and phone and email enquiries, and application lodgements still undertaken.	
	Provide an effective Development Assessment service	Development Services have created work from home strategies to maintain productivity and assessment functions during COVID 19 restrictions including remote meetings, Design Review Panel and Planning Panels.	






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






### *The community is valued*










Delivery Program Strategy	Action	Progress to 30 June 2020	Status
Aboriginal culture and history is recognised and celebrated	Develop a Reconciliation Action Plan and implement actions to increase interaction with our Aboriginal & Torres Strait Islander community	COVID has impacted face to face meetings which have been cancelled, but the work is continuing to be done online.	
All segments of our community are catered for children, families, young people and seniors	Administer Bayside Councils Community Grants and Donations Policy and programs	Community Grants program was successfully implemented as per policy with 2 rounds in 19-20. Some adjustments were made for COVID 19 restrictions to allow projects to proceed online or at a later date.	
	Build capacity of seniors and other community groups to deliver relevant programs to their members	COVID has affected this action due to face to face session being cancelled. However, online meetings have been run to develop and support community connections. Face to face won't be restarted until government guidelines advise changes.	
	Deliver a range of social and recreational programs to older people in Bayside	COVID has impacted this action where some recreational activities have been cancelled. Most activities are run in quarter three.	
	Manage and operate a Family Day Care Service	Family Day Care are operating in accordance within the National Quality Framework and are meeting legislative and regulatory requirements in accordance with our funding requirements. 145 Education and Care support visits have been conducted to Family Day Care Educators.	
	Manage and operate a School Aged Care (Before and After School Care/Vacation Care) Service	School Aged Services were operating in accordance with legislative and regulatory requirements and in accordance with funding requirements. Council's School Aged Services are now closed due to tender outcome.	



Delivery Program Strategy	Action	Progress to 30 June 2020	Status
	Manage and operate Long Day Care Centres	Long Day Care Centres are operating in accordance within the National Quality Framework and are meeting legislative and regulatory requirements in accordance with our funding requirements. Bayside Council Long Day Care Centre is operating with a combined utilisation rate of 87%.	
	Meet requirements under Federal and State funding agreements in relation to Community Builders and Commonwealth Home Support Program outputs	COVID impact - all face to face forum sessions have been cancelled in quarter 4. Alternative arrangements including on line community connections information and meetings have been run on-line instead. This will remain in place until government guidelines change.	
	Monitor and review effectiveness of Councils direct Community services	Youth and Children's services continue to be benchmarked and monitored.	
	Partner with local services to deliver programs which address gaps in service delivery for children and young people	COVID has impacted the skill development youth services programs with families and young people. All face to face classes have been closed however several medit8 classes have been run on line. Alternative phone support is also being provided, until the government guidelines change.	
	Review social planning in the areas of Ageing , CALD, Families, Children & Safety	Social planning material has been reviewed and updated in the area of Public Art, Children and Families and Community Safety.	
	Support local youth through provision of youth drop-in and school holiday activities	COVID has impacted this program and drop in and holiday programs were cancelled. Alternatives include phone support, online sessions and web based information.	
	Undertake Playspace Renewal & Shade Improvement Program	6 playspaces have been updated and renewed	

Delivery Program Strategy	Action	Progress to 30 June 2020	Status
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	COVID has impacted this action. All face to face activities have been cancelled. However, online community connections directory and online meetings are continuing. Programs are expected to be delivered after government guidelines change.	
	Review guidelines and policies for events to ensure they are up to date	All required documentation following audit has been completed.	
Flexible/care support arrangements for seniors, children and people with disabilities are available across the Bayside	Deliver community play session throughout Bayside to support families and children	COVID has impacted these sessions, they have been postponed but will be rescheduled when government guidelines change.	
	Promote and deliver a sustainable Bayside Home Library Service	<p>From 1 January to June 2020, there was 98 active home library service members. 82 were individual members and 16 were institutions.</p> <p>The Home Library Service continues to operate during the COVID-19 period. Some institutions and individuals suspended their membership during this time, however we did have an additional 14 new members. Staff liaised with individuals and institutions to co-ordinate deliveries in accordance with safety protocols. Staff were also proactive in sending materials on line to ensure members remained connected (example puzzles, extracts of books etc).</p> <p>Loans during this period were &gt;4500 items.</p>	
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	Current PCYC tenancy continues in hold over and work continues to explore long term tenure options for the site.	





Delivery Program Strategy	Action	Progress to 30 June 2020	Status
	Deliver ongoing programs and events across all libraries to enhance life-long learning opportunities for the range of demographic groups within the community	The library continued to provide a variety of lifelong learning opportunities for a range of demographic groups within the community until March 2020 when the Libraries were closed due to COVID-19 restrictions. Initiatives include Tech Savvy for Senior classes, coding and stem classes, conversational classes in various languages, book clubs, story time and baby rhyme time, dungeon and dragons for teens. These programs and classes were popular and well attended. Some initiatives were shifted on line during COVID-19 restrictions including live streaming of rhyme time and teen book club.	
	Undertake Linear Park embellishment	Project completed.	
	Undertake reactive sportsfield renovation works	Sports fields have undergone aeration, fertilising, weed and pest control, top dressing and levelling repairs, several open space areas have also been re-surfaced. Some with minor turf repairs at the end of winter sport season. Facilities without irrigation have had ongoing watering although via Councils water cart utilising using bore water.	
	Upgrade Bonar St Park	Construction commenced and is to be completed in 2020/2021 financial year.	
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)	COVID has impacted this activity. Face to face programs have been cancelled and are expected to be delivered after government guidelines change.	

Delivery Program Strategy	Action	Progress to 30 June 2020	Status
	Collaborate with Office of Sport to contribute to positive regional outcomes, planning and grants opportunities	<p>All grant requests reviewed and supported when appropriate within requested timeframe.</p> <p>Grant application timelines from Government are communicated through the appropriate Associations.</p> <p>This financial year a number grant applications have been lodged from Clubs in the LGA.</p> <p>COVID has resulted in some grants being put on hold, reducing the number of applications in this quarter.</p>	
	Conduct minimum of 4 Food handling Workshops with food businesses across our Local Government Area.	Due to COVID 19 restriction the face to face workshops could not be undertaken.	
	Construct a skate park at Mutch Park to increase recreation opportunities for youth	Project Completed	
	Establish the Sport and Recreation Working Party with sporting clubs key stakeholders	<p>Original need for this group not documented. Sport and Recreation Committee members and appropriate staff liaise with key stakeholders regularly. Any genuine issues are raised and dealt with at the Committee meetings.</p> <p>COVID has resulted in deferral of one Sport &amp; Recreation Committee Meeting (April).</p>	
	Partner with local and NSW stakeholders to advocate on behalf of the community and deliver social and health initiatives	COVID has impacted this activity. Some face to face initiatives have been cancelled or postponed in line with government guidelines.	



Delivery Program Strategy	Action	Progress to 30 June 2020	Status
	Promote and support active recreation, leisure and sporting activities and initiatives	<p>Sports and Recreation continues to meet with relevant stakeholders to encourage Sport and Recreation opportunities.</p> <p>All facilities continue to be booked to community groups looking to encourage sporting opportunities and recreation programs.</p> <p>COVID has resulted in all bookings have been suspended to the end of June 2020 - all meetings with stakeholders has been limited to teleconferences.</p>	
	Undertake Angelo Anestis Carpark Access Improvement	An amended development approval is required before the works can proceed.	
	Undertake fit out of the new Arncliffe Youth Centre	On track in line with developer program, will be completed in September 2020.	
	Upgrade Ador Reserve Amenities	Project will be completed in July 2020.	
	Upgrade Arncliffe Youth Centre	Construction is well underway and will be completed in August 2020.	
	Upgrade AS Tanner Reserve Amenities & Arche's Hall	Project completed.	
	Upgrade Brighton Baths Amenities Building - Roof Rehabilitation	Capital works to the Brighton Baths Amenities Building continues in the 20/21 financial year capital works program.	
	Upgrade L'Estrange Park Amenities & embellishment	<p>Consultation with Club on detailed design has been completed.</p> <p>Scheduled for construction in 2020/21.</p> <p>COVID has had no impact on this action.</p>	
	Upgrade Syd Frost Memorial Hall & Amenities	Project completed.	

Delivery Program Strategy	Action	Progress to 30 June 2020	Status
We can participate in cultural and arts events which reflect and involve the community	Hold Pop up Libraries in target areas to activate areas, promote library services and programs and support community activities	The Pop Up Library initiative promotes Bayside Council and its library services. 4 Pop ups were scheduled for this year. 2 through participation at Council events, one at Mascot and one at Wolli Creek. A pop up did occur at part of the Spring Fair at Eastlakes reserve. Unfortunately, due to weather events and COVID-19, the other three pop ups did not proceed. The pop up program is being reviewed and pop up materials are being refreshed with the view to recommence the initiative once COVID-19 restrictions are relaxed.	
	Investigate sponsorship opportunities for event provision	Council has confirmed sponsorship for events and continues to follow new leads for sponsorship.	




*We are unified and excited about the future*









Delivery Program Strategy	Action	Progress to 30 June 2020	Status
Community leadership is developed and supported	Ensure response to media enquiries in timely manner	Council receives weekly enquiries from the Local Newspaper and from Metropolitan media when topics are of interest to a wider audience.	
	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	COVID has impacted this activity. South East Sydney Local Health District meetings were cancelled however, some steering group meetings continued online.	
The city is run by, with and for the people	Develop a long-term Staff Accommodation Strategy	Initial cost plan works are completed relating to existing accommodation. Further accommodation options are being considered as part of local business centre master planning.	
	Provide advice on event planning as requested	Events team regularly work with internal and external customers to provide advice on running events in the Bayside LGA	













Delivery Program Strategy	Action	Progress to 30 June 2020	Status
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	Eight Citizenship Ceremonies were held for 890 candidates residing in Bayside to make the Australian citizenship pledge. Due to the COVID-19 Pandemic ceremonies for February through to June were postponed.	
	Implementation of employee self-service to ensure application of leave and other employee activities are effective, efficient and provides relevant governance control measures	The Employee Self Service has been put on hold until the payroll function was fully compliant. The Employee Self Service will now be implemented in 2020 and 2021	

### *We benefit from technology*

Delivery Program Strategy	Action	Progress to 30 June 2020	Status
Council engages with us and decision making is transparent and data driven	Councillors utilise social media to engage with the community	Requires physical attendance to participate in workshop - not progressed under current COVID-19 restrictions.	
	Develop and maintain the Talking Bayside Community Panel	Talking Bayside Community Panel at end of Q2 is 590, an increase of 207% since Q4 of previous year. Talking Bayside panel members are invited to attend face to face engagements via email notification and are also sent a monthly newsletter updating them of projects. The increase is a result of a new project page and a promotional plan was put in place to reconnect with old members and create new members.	
	Engage the community through a variety of methods as outlined in Councils Communication & Community Engagement Strategy	COVID has impacted this activity. All face to face activities have been cancelled but online engagement has continued.	



Delivery Program Strategy	Action	Progress to 30 June 2020	Status
	Ensure all documents are produced in accordance with Council's image and branding	The Graphic Design Team ensure that all promotional and corporate material is produced in accordance with council's corporate style and brand, promoting Council as a professional organisation.	
	Improve community engagement at Council events	Council's community engagement team are provided with the opportunity to run engagement activities at all suitable events. Ensuring a council presence is an important aspect of all council run events to ensure the community have the opportunity to provide feedback, ask questions or collect information.	
	Review and update the Delivery Program & Operational Plan for 2020/21	Council adopted the Operational Plan 2020/21 on 24 June 2020.	
	Review the Communication & Community Engagement Strategy	The Engagement and Communications Strategy which includes the new legislative requirement of a community participation was adopted by Council following a 28 day exhibition period. The number of projects being consulted on continues to grow.	
	Undertake IP&R reporting as required by the Act (6 monthly, annual report)	Six monthly progress report presented to Council Meeting of 11 March 2020.	
Technological change has been harnessed and we are sharing the benefits	Enhance our digital platforms	Council has continued migration of services to Cloud based services across Finance, Child Care and Human resources.	
	Implement a Social Media Strategy including policy; framework and content management approach across all platforms	A proper social media strategy is required to provide a clear road map of where Council is headed in the art of communicating in an ever changing environment.	
	Implement online facility booking system	new system has been contracted and was on schedule with UAT in progress at June 30, 2020	



Delivery Program Strategy	Action	Progress to 30 June 2020	Status
	Publish Councils events calendar providing quarterly updates to the community	Calendar Published at the commencement of each quarter	
We are a digital community	Plan, source and provide collections and resources that respond and support the community's educational and recreational needs	The Library sources and provides a variety of physical in English and other languages to service our community including books, magazines, audio books, newspapers, DVDs and CDs. Electronic resources are also provided to the library members including; books, audio books, magazines, newspapers, music and films. The library has numerous subscriptions accessible on line to support the community's lifelong learning such as Studiosity (HSC support), Literacy Planet and Tumble Maths.	
	Review Bayside Council Technology Strategy	The current digital strategy is to be upgraded and enhanced in 2021 into a new IT strategy to support Bayside Council	
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	The website continues to be reviewed and the content regarding all of Council's services needs to be upgraded and improved.	
	Implement online services and smart forms	Council has developed online forms for making an insurance claim and for applying for a resident parking permit. Both demonstrate Council's capacity to create a more customer friendly environment. A lot more is to be done in this area.	
	Improve online presence on Social Media	Improve and grow council's presence on social media.  With the demise of the community newspapers building a solid online presence as a source of information is becoming increasingly more important.	
	Maintain accurate property register to reflect changes to registered strata and deposited plans	changes to registered strata and deposited plans are ongoing and are up to date	




Delivery Program Strategy	Action	Progress to 30 June 2020	Status
	Ongoing issuing of planning certificates	Processed, as required each business day.	
	Produce newsletters (quarterly), media releases, e-newsletters (monthly) to inform the community about Council	Improve Councils overall communications across all platforms, both in frequency and the quality of the material being produced.	
	Provide access to Telephone Interpreter Service so key documents are available in alternative languages	How to access the Telephone Interpreter Service so key documents are available in alternative languages is included in all publications and on all flyers and information booklets. In fact on all external council documents.	






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

#### *Our waste is well managed*



Delivery Program Strategy	Action	Progress to 30 June 2020	Status
<p>I can reduce my waste through recycling and community education</p>	<p>Co-partner with pharmacies to safely dispose of medical sharps</p>	<p>Council has expanded the medical sharps program by partnering with additional pharmacies within the Bayside area so that residents can safely drop off and dispose of their medical sharps and 16 pharmacies across 11 Bayside suburbs.</p>	
	<p>Implement Councils Waste Avoidance Resource Recovery Strategy (WARRS) 2030 + Action Plan.</p>	<p>Council continues to design and implement strategies, procedures, program and initiatives that work towards goals set out in the Waste Avoidance and Resource Recovery (WARR) Strategy 2030.</p> <p>Council has completed all WARR Strategy initiatives for the 19-20 program, with a postponement of school education program due to COVID19 restrictions.</p> <p>In 2019/20, Council was winner of four Keep Australia Beautiful Sustainable Cities awards that included:</p> <ul style="list-style-type: none"> <li>* Circular Economy Award;</li> <li>* Recycled Organics Award;</li> <li>* Coastal and Waterways Protection Award;</li> <li>* Runner Up Overall Metropolitan Council Sustainable Cities Award.</li> </ul> <p>Council was also winner of the 2019/20 Local Government NSW Excellence in the Environment Award for Community Waste Services.</p>	

Delivery Program Strategy	Action	Progress to 30 June 2020	Status
	Increase in landfill diversion from kerbside clean up services	<p>Council is working closely with the NSW EPA and industry specialists to ensure Council's landfill diversion targets are met. This includes the use of alternate waste technologies within a circular economy. In addition, Council has been awarded the following:</p> <ul style="list-style-type: none"> <li>* award winning community recycling drop off events for a wide range of materials including: metals, whitegoods, e-waste, green-waste, cardboard, clothing, toner/cartridges;</li> <li>* award winning recycled organics program;</li> <li>* award winning recycled asphalt project;</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)	<p>Council designed, printed and distributed the 2020 Clean Up, Waste and Recycling Calendars in December 2019 to over 62,000 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. The online Waste Services Guide was also updated for 2020.</p> <p>Additionally, Council interact with the community regularly on social media and print media in relation to new or modified service information.</p> <p>There have been 16,653 downloads of Council's Waste App to date and from March to July 2020 Council's Waste and Recycling website content received over 100,000 hits.</p>	






Delivery Program Strategy	Action	Progress to 30 June 2020	Status
	<p>Program and offer waste education programs to all primary schools and at 6 community events per annum</p>	<p>In 2019 Bayside Council partnered with Keep Australia Beautiful NSW and offered all primary schools within our Local Government Area with waste education modules. A total of 2,875 students participated in numerous modules from 14 schools, to 108 classes, over 26 days, raising awareness of the impacts of litter and waste related solutions.</p> <p>In the first half of 2020, due to COVID19 restrictions, some waste education programs were postponed.</p> <p>In 2019/20, Council provided ten (10) beach clean-up education initiatives, nine (9) waste regulation and education initiatives, and three (3) other waste related community events.</p>	
	<p>Provide an effective public place litter bin program</p>	<p>Council conducts town centre and public place litter bin collections daily. Council manages over 750 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, which in 2019/20 collected 19,066 kg from the litter bins placed directly on the beach alone. This material was diverted from making its way into our waterways or remaining in amongst the sand or the adjacent parkland.</p>	
	<p>Seek funding through the NSW Environment Protection Authority's `Waste Less, Recycle More Waste and Resource Recovery Initiative.</p>	<p>A number of programs and initiatives were designed, implemented and/or reviewed within this financial year, with funding approved and provided by NSW EPA for programs such as the Community Recycling Drop Off Events, an upgrade to the Community Recycling Innovation Hub, Regional Illegal Dumping Squad membership, and Community Sharps Collection Program. Council received \$181k in EPA funding in 2019/20.</p>	









Delivery Program Strategy	Action	Progress to 30 June 2020	Status
	Undertake 22 annual recycling drop off events per year	Council delivered all the scheduled community drop off events in 2019/20, with longer drop off events (+3 hours per event) and additional recyclable material permitted to be dropped off, starting in February 2020. Council implemented 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	Taking into account COVID19 restrictions in 2020, Council through a well-conceived Essential Services Continuity Plan, improved social distancing protocols, and increased hygiene / sanitation measures was able to deliver all essential waste and recycling services to over 62,000 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.	
Illegal Dumping is a thing of the past	Ascertain hotspots through mapping and analysing reported incidents of illegal dumping	Council continued and updated a thorough analysis of known hotspots determined by street and suburb, utilising an automated heat-map created by Council's customer requests via phone, email, walk-in and/or Council's waste app. This program guides the successful relocation of multiple CCTV solar cameras to data supported known hotspot areas as required.	
	Investigate incidents of illegal dumping and enforce compliance	2,485 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	Continuous updates to contamination information spreadsheet. Ongoing assessment of Development applications in relation to contamination	















Delivery Program Strategy	Action	Progress to 30 June 2020	Status
	Remove and dispose of illegally dumped materials throughout the LGA within Service Level Agreement timeframes	The program has been delivered in alliance with Regional Illegal Dumping Squad (RID) with all requests investigated and collected by Council, or those responsible for the offence. In 2019/20, Council investigated 2,485 verified reported instances of illegal dumping. Nearly 19% of material was removed by the dumper as a result of regulation activity, including fines.	
	Upgrading links to high speed internet to support more CCTV camera usage	CCTV progress is on hold.	

### *We are prepared for Climate Change*

Delivery Program Strategy	Action	Progress to 30 June 2020	Status
Our city is prepared and able to cope with severe weather events	Construct stormwater infrastructure at Arncliffe St, Willis St and Guess Ave	On track will be finalised in 2020/21 financial year.	
	Finalise Botany Bay Foreshore Beach Flood Plain Risk Management Study and Plan	Draft Botany Bay Foreshore Beach Flood Plain Risk Management Study and Plan has been finalised in preparation for public exhibition. Project is anticipated to be completed by early 2021	
	Finalise Stormwater & Flood Management Strategy	Report prepared implementation program being developed.	
	Improve water quality and upgrade infrastructure at Bardwell Creek	Tender awarded for construction in 2020-22	
	Investigate upgrades to trunk drainage in response to the land use changes in Bayside West precinct	On hold, will be investigated as part of the review of floodplain risk management plan commencing in 2020.	




Delivery Program Strategy	Action	Progress to 30 June 2020	Status
	Prepare Bayside West Floodplain risk management study	Quotations received for consultancy to commence in 2020/21	
	Undertake Bonar Street Stormwater Project (Stage 1)	Sydney Water approval delayed progress on site. Approval now in place and works will be completed in August 2020.	
	Undertake Stormwater Drainage Rehab and Renewal Program	Investigations into stormwater asset condition were completed	
Waterways and green corridors are regenerated and preserved	Carry out turf maintenance of approx. 374 parks and reserves and approx. 150 lineal kilometres of grass verges	Maintenance Programs have been delivered to 374 Parks and Reserves; on weekly / fortnightly and monthly programs to provide fit for purpose Parks and Open Space Areas for the community.	
	Continue to work with Sydney Water to identify opportunities for stormwater management in Dominey Reserve	Continue to work with Sydney Water.	
	Implement key priorities in Councils adopted Biodiversity Strategy to protect and enhance natural areas	Bush regeneration projects completed within key natural areas. Bushcare groups across five sites continued undertaking works to improve the natural environment. Planning controls updated in the Local Environmental Plan to enhance protection of biodiverse areas, draft planning controls developed for the bayside development control plan to protect biodiversity, and continued advocacy with M6 project team to minimise environmental impact	
	Implement the Water Management Strategy	Water management Strategy completed and adopted by Council in June 2020. A number of initiatives are being undertaken	
	Improve the tree canopy across LGA	In the first 6 months of 2019-2020, Council has contributed an additional 499 trees to improve Bayside's tree canopy.	

Delivery Program Strategy	Action	Progress to 30 June 2020	Status
	Investigate water quality and drainage infrastructure in and near Sir Joseph Banks Park to inform future planning	Water quality investigations carried out in Sir Josephs Banks Park for future planning	
	Maintain all garden areas on council assets within LGA	Maintenance Programs have been delivered to 374 Parks and Reserves along with streetscape gardens; on weekly / fortnightly and monthly programs to provide fit for purpose Parks and Open Space Areas for the community. All service delivery programs have been completed as scheduled.	
	Manage and maintain all trees within LGA	Respond and provide reactive maintenance services to meet customer requirements. Conduct street tree programmed maintenance. Conduct Bush Regeneration Tree maintenance. Manage tree maintenance contractors and private tree concerns.	
	Protect and restore the health of waterways and wetlands through planned Gross Pollutant Traps (GPTs) inspection and cleaning program	61 GPTs were maintained during the period resulting in 77.97 tons of litter, sediment and vegetation being captured and prevented from entering Council's waterways	
	Undertake landscape & construction maintenance services	Post construction landscape maintenance schedules are on target for all landscaping projects completed by the Parks and Open Space Department. 2019 has also seen several landscaping projects delivered in line with park & open space improvements.	
	Undertake tree planting in public domain & open space	Parks Teams continued to work throughout the local government area replacing street tree removals and conducting entire street plant-outs. Contractors were also engaged to plant out sensitive bushland corridors and open space.	
We increase our use of renewable energy	Develop ESD policy and targets for council facilities	Input provided into sustainability options for Botany Aquatic Centre upgrade. ESD policy and targets still under development.	




Delivery Program Strategy	Action	Progress to 30 June 2020	Status
	Installation of water and energy efficiency initiatives in community and administrative buildings	Due to Ausgrid approvals required the solar panels will be installed in July 2020.	
	Support sustainability efforts through sensors and data analytics (Smart Meters)	The Lora Wan IoT network was enable for waste program.	
We understand climate change and are prepared for the impacts	Finalise the Bayside Environmental Strategy	Draft Environmental Strategy finalised in preparation of public exhibition in late 2020.	
	Implement the community sustainability program via events and workshops	Sustainability programs were postponed due to pandemic	
	Plan & design for the effects of climate change on the community	Draft stormwater and flooding discussion paper has been finalised and is being prepared for public exhibition in late 2020. Tree planting program underway to increase canopy coverage in suburbs with very low coverage.	

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







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

Delivery Program Strategy	Action	Progress to 30 June 2020	Status
Bayside will be a 30 minute city residents work locally or work off site no one has to travel more than 30 minutes to work	Finalise the Transport Strategy	Draft Transport Strategy is undergoing final review before being placed on public exhibition in late 2020.	
	Prepare and finalise Development Control Plan (DCP) amendments	DCP amendments being progressed in parallel to relevant Planning Proposals, where they are required. Draft Bayside DCP 2020 nearing finalisation, for implementation with Bayside LEP 2020.	
	Prepare and finalise Local Environment Plan (LEP) amendments	Several PPs notified and exhibited. Draft Bayside LEP 2020 exhibited, reported and awaiting finalisation with DPIE. The LEP amendment for 8 Princess Street, Brighton Le Sands was notified during this time. Several Gateway Determinations were also issued by DPIE.	










### *Opportunities for economic development are recognised*











Delivery Program Strategy	Action	Progress to 30 June 2020	Status
Major employers support/partner with local small business	Administer Local Area Funds	All local area funds have been effectively managed	
	Support and inform small business through forums and partnerships	Continued to progress during COVID with on line meetings and contact with businesses.	
We are an international hub for transport and logistics related business	Develop a qualitative Risk Assessment of Botany Industrial areas	Q3/Q4 In January 2020 the Botany Industrial Park Quantitative Risk Assessment was published and Council is in discussion with NSW Department of Planning, Industry and Environment about how to reflect this information in future planning controls.	

## The transport system works








Delivery Program Strategy	Action	Progress to 30 June 2020	Status
We can easily travel around the LGA traffic problems and gridlock are a thing of the past	Advocate for improvements in transport	Q3/Q4 Correspondence to NSW government in relation to the proposed M6 Motorway, Sydney Gateway and the Botany Rail Duplication to advocate for better outcomes for all types of transport including walking and cycling; technical input to Transport for NSW Movement and Place proposals for Mascot, South East Transport Strategy, Covid-19 Response Pop-Up Cycleways, and finalising Draft Bayside Transport Plan and Bayside Bike Plan.	
	Implement the Road Safety Program with annual matching funding from NSW Roads and Maritime Services	2 learner driver workshops and 3 child restraint check days completed as planned as well as speed campaign and breakfast torque combined with other councils.	
	Undertake Mascot Station Precinct Traffic Improvements	Council officers have been working in collaboration with Transport for NSW on Mascot Station improvements and the integration of these works with the public domain area. The Mascot Station upgrade was announced on 5 June, and it is expected that the works will have a dramatic impacts on pedestrian flow to and from the station. This in-turn will have significant reduction in pedestrians crossing Bourke Road. Council is coordinating works with TfNSW to avoid re-work.	
	Undertake Traffic Committee projects	Projects completed.	
	Upgrade Wentworth Avenue / Baker Street & Page Street Intersection	Approval of 80% design is pending from RMS.	
We can easily travel to work by accessible, reliable public transport	Undertake bus shelter renewal	Project completed.	






## Transparent & accountable governance






Delivery Program Strategy	Action	Progress to 30 June 2020	Status
Ethical Governance	Administer Bayside Council's Traffic Committee	Bayside Traffic Committee meetings held as per schedule with agendas and minutes published.	
	Complete the decommission of legacy IT systems	Authority database will be decommissioned in this quarter	
	Develop a contractor management framework	Council will be implementing the "Contracts Module in CIA Technology One" as the basis for the electronic management of contracts. This is due for implementation in November 2020.	
	Effectively manage enterprise risks	Risk reviews undertaken at least quarterly and reported to the Risk & Audit Committee.	
	Enhanced IT governance, including the remediation of outstanding IT Audit issues	All outstanding audit issues have been remediated and the IT control environment is currently being reviewed by internal and external audit.	
	Finalise the harmonisation of key Council policies	The priority list of key policies has been completed.	
	Finalise the procurement framework	The procurement framework has been reviewed and finalised and forms the basis for our procurement guidelines and purchasing decisions.	
	Implement Internal Audit Program	Internal Audit Program for FY2019/20 has been reviewed by the Executive and the Risk and Audit Committee, and all changes have been accepted. Audit for Q3 is currently underway and planning for Q4 audits have commenced. Internal Audit will have an updated draft 3 year audit plan for FY2020/21 - 2023/24 by the May Risk and Audit Committee meeting.	
	Implement the Archival & Disposal Record Strategy	Council has commenced archiving activities in accordance with Strategy	






Delivery Program Strategy	Action	Progress to 30 June 2020	Status
	Implement the Information Management Governance Strategy	Strategy has assigned priorities and timeframes	
	Implementation of IT strategy	The current IT digital strategy has been actioned with cloud and online services migration.	
	Maintain, co-ordinate and support Council's Committee system	All Council Committee's provided with necessary administrative support	
	Monitor and report on compliance with purchasing procedures	The current system provides limited reports on supplier spend analysis and purchasing compliance. The upgrade of this system will provide improved reporting capability. A Purchase Order compliance report has been developed to improve procurement practice across the organisation.	
	Prepare Councillor Induction Program	The Minister for Local Government delayed the local government elections to September 2021. Consequently the preparation of the Induction Program has been deferred to 2020/21.	
	Provide information access proactively and/or in a timely manner	36 Formal Information Access requests received and processed within timeframes.	
	Review and test Business Continuity Plans	BCPs for remote sites adopted on 5/9/19	
	Review and update Council's IT Business Continuity Plan	Meeting has been scheduled with Governance and Risk in August 2020 to discuss requirements from IT	
	Support the Local Government Election process	The Minister for Local Government has delayed the local government elections to September 2021.	
	Support the Risk & Audit Committee	Two meetings held in second half of 2019/20. Business Paper and minutes for each prepared and distributed.	















Delivery Program Strategy	Action	Progress to 30 June 2020	Status
	Undertake a Ward Boundary Review	Adopted by Council at its 13 November 2019 meeting.	
	Undertake Councillor Professional Development	With work progressing on the Local Environmental Plan and associated strategies, Councillors will participate in a refresher workshop to raise awareness and remind them of their obligations under the Code of Conduct.	
	Undertake GM briefing session with Councillors to ensure strategic thinking and effective decision making	Weekly GM briefing sessions have continued as virtual meetings throughout 2020. This contemporary approach to informing Councillors has been well received and well attended to date.	
High Standards of Customer Service	Community facing IT services are managed as a priority	Issue arising with customer service delivery are recorded in Council's systems, reported, and managed to root cause analysis for any incidents arising. Improvement to this reporting capability have been added during 2020.	
	Deliver IT support - hardware, software and systems	The IT service delivery module records and reports customer satisfaction, which even through COVID and work from home has delivered a constant high level of user satisfaction.	
	Develop and deliver a program of organisational service reviews	Online services were reviewed in 2020 including; <ul style="list-style-type: none"> <li>- implementation of online forms</li> <li>- readiness for online payments from July 1 2020</li> <li>- Readiness for e-planning access from July 1 2020</li> <li>- Commencement of web site content review</li> </ul>	
	Develop and implement a continuous improvement framework to increase the efficiency and effectiveness of service delivery across the organisation	Delayed due to the wind up of Business Improvement team charged with this action	








Delivery Program Strategy	Action	Progress to 30 June 2020	Status
	Embed newly established business processes and controls for customer experience services	Bayside Council introduced over the phone payments for several transactions during the COVID-19 period (from April 2020). This has improved customer experience particularly during restricted trading hours and for those members of the public that could not attend the customer service Counter. Business Process, Controls and Operational procedures were established. This service will continue to operate Post COVID-19 restrictions.	
	Improved response to public enquiries & requests relating to traffic and parking issues	With the traffic engineer position being filled in October 2019, the number of outstanding CRMs has reduced despite same number of incoming CRMs on a monthly basis with improved response times for customers.	
	Participate in customer service and library networks, including benchmarking opportunities where relevant	Library staff regularly liaised with State Library NSW and other Councils via the library network. Information exchange and benchmarking occurred. Attendance to meetings ceased from March 2020 due to Covid-19, however, community via email, phone and on line increased as Council's continues to support each other through this challenging period.	
	Provide flood level advice to the community	Delivered as requested by applicants. Draft flooding and discussion paper has been finalised and is anticipated to be on public exhibition end of 2020	
	Provide responsive customer service (counter, call centre, customer requests and complaints)	Process improvement initiatives have been implemented to provide a more responsive service and functions including call back option for customers, dedicated rates queue to serve customers over the phone during peak periods, improved message system, development and distribution of a Rates Information Guide and Residential Parking Permit Guide. In April 2020, Council introduced over the phone payment option for several transactions. This provided improved customer experience by enabling payments and other transactions to occur over the phone whilst the Customer Service Counters operating with restricted hours during COVID-19. The annual result is a significant improvement in customer experience and responsiveness to requests and complaints.	


Delivery Program Strategy	Action	Progress to 30 June 2020	Status
	Review and implement an Customer Experience Improvement Strategy & Plan (including establishing baseline service standards) that anticipates and responds to our customers service expectations	The review and implementation of the Strategy was put on hold due to a number of competing priorities including a customer service audit. The audit was completed in July / August 2019. Whilst the customer service team was deemed as performing to a satisfactory standard, the auditor provided several recommendations to improve customer service business processes across the organisation that would enhance the customer's experience. Recommendations include Establishing a Customer Service Policy and Charter, Developing and Implementing a Customer Service Strategy and Plan, reviewing and improving our customer request system and establishing customer service Key Performance Indicators (KPIs) and measures. The actioning of these recommendations will progress during 2020-2021	
Skilled Staff	Conduct a staff survey to inform the creation of a Staff Engagement Strategy	The Pandemic has impacted Council's ability to conduct the Staff Survey this year and the action has been delayed until next year.	
	Continue to reduce employees absenteeism caused by injury through a comprehensive return to work framework	External Consultant has been engaged to develop framework, strategies and procedures to reduce employees' absenteeism caused by injury at work.	
	Create a customer centric culture where all staff are providing a positive experience every time, for all of its customers	A comprehensive internal customer centric program has been created. Components of the program has been implemented and will continued to be implemented and monitored in 2020 and 2021.	
	Deliver an annual supplier and staff procurement education program	The program continues to be delivered on an ongoing basis. This includes training for all new employees as part of the staff induction process, targeted systems training and communication with our suppliers and reminders of our policies a guiding principles such as the code of conduct which includes our commitment to 'a thank-you is enough'.	

Delivery Program Strategy	Action	Progress to 30 June 2020	Status
	Deliver leadership programs to develop current and future leadership capabilities and promote and encourage strong, driven and accountable leaders	Leadership program has been developed to enable strong, driven and accountable leaders.	
	Implement a fully compliant payroll frame work, including policy and procedures of identified processes	Payroll function is fully compliant as per legislative and audit requirements, demonstrated through passing the external audit process.	
	Implement a work health and safety digital solution that provides real time data to Managers and Executive whilst ensuring Council is compliant with legislative requirements	Council is implementing a work health and safety improvement program and the digital solution is being updated as per the requirements of the improvement program, the digital solution is forecasted to be operational in 2020.	
	Review and implement PULSE a digital solutions for employees performance agreements that provides an active solution for Council to monitor progress on project, activities and tasks	A new employee performance agreement and review process was implemented this year. A digital solution that is compatible with Council's requirements and supporting current performance agreement and review process will be implemented in 2020 and 2021.	
	Review, research and develop recruitment policy and processes and 3 months Induction program that effectively induct employees to the organisation and their job responsibilities	The recruitment policy and processes has been developed and will be implemented in 2020 and a 3 months induction program for new starters is in the development stage forecasted to be completed in 2020.	





Delivery Program Strategy	Action	Progress to 30 June 2020	Status
	WH&S inspections carried out in accordance with annual schedule, corrective actions identified, recorded and implemented	Council is currently implementing a Work Health and Safety improvement program, which includes all aspects of legislative requirements and best practice in safety, to proactively manage potential work health and safety issues before an incident occur. Annual inspections has been carried out as planned and the identification, recording and implementation of corrective actions within required deadlines has been achieved.	
Strong Financial Management	Complete the remediation of audit issues to remove the external audit disclaimer of opinion on Council's financial statements (Project 2020)	The financial reports and audit process was completed in November 2019. The audited financial statements were lodged with the Office of Local Government in January 2020. The final audit opinion continued as a disclaimed opinion due to outstanding issues with the accuracy of the Stormwater Drainage asset class.	
	Develop and implement procurement data analytics and reporting for strategic procurement decision making	A number of reports have been developed for data analytics. Council can track supplier spend to ensure that we are compliant to the Local Government Tendering Act & Regulation, together with our own internal procurement processes. Also a report can be generated on Purchase Orders raised following an invoice by business unit. This will allow for training and development in this key area. Further reports will be developed in line with audit findings once CIA is introduced in November 2020.	
	Develop and implement the TechnologyOne review roadmap	The implementation of the upgrade to the financial management system and associated improvements is on track to deliver against the milestones in the detailed project plan.	
	Embedded the business process and control framework for financial and asset management (Project 2020)	Monthly controls around timely preparation of reconciliations including independent reviews and reporting of the same are now fully embedded in finance business processes. A number of Project 2020 asset remediation objectives have also been completed in addressing legacy issues surrounding assets including more rigorous and robust processes around on-going asset management, timely project capitalisation and regular reporting.	

Delivery Program Strategy	Action	Progress to 30 June 2020	Status
	Ensure a timely completion of Council's audited financial statements	Council has agreed on the Audit Engagement Plan (AEP) with the Audit Office of NSW which is scheduled to comply with the statutory reporting requirements for the financial statements to be completed and lodged with the Office of Local Government by 31 October 2020. This target is expected to be met.	
	Implement continuous improvement actions for internal financial reporting	Regular meeting between Managers and Finance Business Partners in place. Enterprise Budget module embedded and improvements to quality is a continuous process.  All Managers have been provided budget enquiry tools and reports for ongoing monitoring of their budgets.	
	Implement continuous improvement for financial operations	A number of key processes improvements have already been implemented across rates and revenue collection, debtor management, and accounts payable functions. On-going improvement to processes are expected to continue with more automation and digitisation of routine tasks creating more capacity in the team to focus on supporting organisational-wide strategic goals	
	Implement, monitor and review a new financial reporting framework	Monthly reviews of reconciliations are being completed and further work has been undertaken to review the framework with on-going implementation of improvements identified.	
	Maintain procurement data repositories	Council uses the Technology One financial system for the ongoing management of its procurement data. This will be further improved in the upgrade to CIA in November 2020.	
	Manage and review Councils Financial Position on a continual basis	Quarterly reviews are completed in accordance with statutory requirements.	
	Maximise a return's on Council's investment portfolio to exceed benchmark	Council's investment portfolio has maintained returns over the benchmark.	




Delivery Program Strategy	Action	Progress to 30 June 2020	Status
	Process and administer Voluntary Planning Agreements	Voluntary Planning Agreements negotiated and executed in accordance with legislation and guidelines	
	Provide effective management of Council's fleet	Council has introduced an interim "Fleet Management Program" which provides for the management, replacement and planning of all of Council major vehicle and plant assets. Additionally, Council will use the CIA Fleet module, as the new environment to improve Fleet Management. This will be implemented in November 2020.	
	Provide effective management of Council's stores operation	The Stores operation will be reviewed in 2020/21 for operational effectiveness.	
	Provide procurement advice to the organisation	Ongoing procurement advice and training is provided across the organisation. Training is provided as part of the staff induction program as well as ad-hoc procurement systems training as required. This will be further developed following the introduction of CIA Procure to Pay in November 2020.	
	Review and update the Long Term Financial Plan	Significant work has been undertaken to develop a draft Long Term Financial Plan (LTFP) in consultation with various Council officers. Council is currently in the process of adopting a new LTFP.	
	Review Council's financial sustainability strategies including current and future rating options.	Rates harmonisation project has commenced and a detailed project plan and timeline has been established. External consultants have been engaged to assist with technical aspects of the project. The harmonisation project is in its infancy stages at the moment where options are being explored including detailed modelling around various scenarios.	
	Undertake a review for harmonisation of Council's rating structure's	Rates harmonisation project has commenced and a detailed project timeline has been established. External consultants have been engaged to assist with technical aspects of the project. The harmonisation project is in its infancy stages at the moment where options are being explored including detailed modelling around various scenarios.	

Delivery Program Strategy	Action	Progress to 30 June 2020	Status
	Undertake legislative financial management and reporting	Council is meeting its legislative requirements for quarterly budget reviews and will complete external financial reporting requirements in line with statutory requirements.	

### *We are prepared for a sharing economy*

Delivery Program Strategy	Action	Progress to 30 June 2020	Status
Innovative businesses are supported to locate in Bayside	Facilitate programs to develop skills for current and future businesses	A grant has been applied for to hold a Migrant Women in Business forum. A Future of Work survey is being finalised to guide future workshops and programs for current and emerging businesses.	
	Partner with Botany Enterprise Centre, TAFE and others to strengthen local business	Online and website material has been developed during COVID.	
Local plans and regulations have kept pace with the sharing economy	Deliver effective and competitive Complying Development (CDC) and Construction Certificate (CC) Services.	Council is continually promoting its Certification Services to the local market.	
	Investigate and implement opportunities to improve development assessment processing times and customer satisfaction for development applications	Bayside has been working towards 'going live' on July 1 to take applications electronically via the NSW Planning Portal. Review of reports on track with a view to being updated for draft Bayside LEP and DCP. Development Services is working to reduce backlog of aged Development Applications. Staff have created work from home strategies to maintain productivity and assessment functions during COVID 19 restrictions.	



Delivery Program Strategy	Action	Progress to 30 June 2020	Status
	Report on the performance of the Bayside Local Planning Panel in regard to determination of Development Applications	Development Services continues to provide feedback to Governance and the Bayside Local Planning Panel on outcomes of meetings and determinations. Development Services assists in providing feedback from the BLPP to Strategic Planning to affect policy in line with assessment and determination of applications. Development Services provides quarterly reports to the Department of Planning Industry and Environment on Panel functions. This will be further streamlined as more applications are lodged via the Planning Portal.	
	Report on the performance of the Bayside Local Planning Panel in regard to Planning Proposal recommendations	High level reporting has been established for internal reporting to monitor status of matters referred to the Local Planning Panel.	
	Undertake Building Information Certificates assessments	Council is continually processing Building Information Certificates	
	Undertake swimming pool inspections to ensure that all swimming pools are inspected within a 3 year period	The Swimming Pool Inspection Program was adopted by Council to incorporate the entire LGA. Inspections are being conducted across the LGA.	