

# 6 Month Progress Report

July to December 2021

Delivery Program 2018-2022, Operational Plan 2021/22



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# Integrated Planning & Reporting

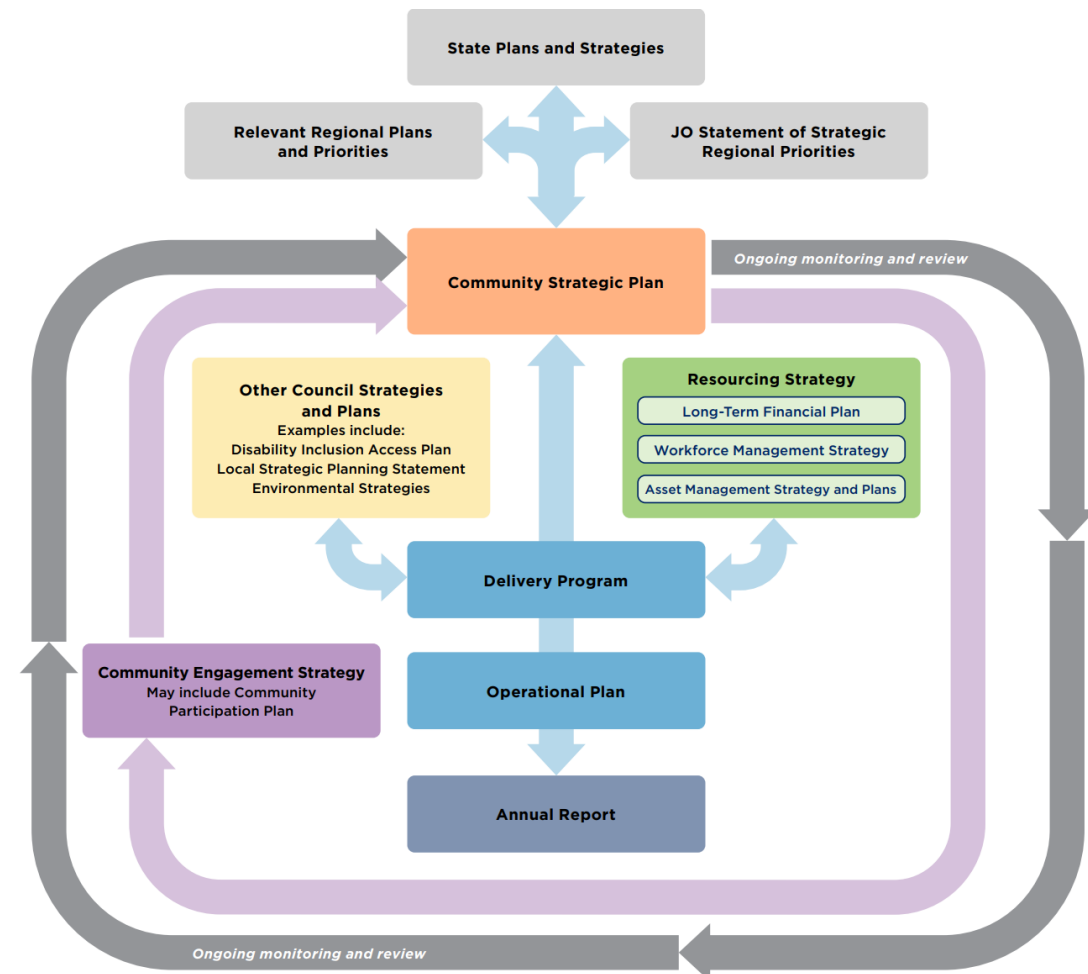
The Integrated Planning and Reporting framework guides our planning and reporting activities. The Community Strategic Plan (CSP), Bayside 2030, is Council's highest-level plan and identifies our community's main priorities and aspirations for the future.

The Resourcing Strategy articulates how Council will allocate resources to deliver the objectives articulated in the CSP and consists of three interrelated elements: the Long-Term Financial Plan, Workforce Management Strategy and Asset Management Strategy and Plans. The RS has 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 Delivery Program (DP) is the Council's commitment to the community about what it will deliver during its term in office to achieve the CSP objectives. The DP is structured on the themes outlined in the CSP and is designed as the single point of reference for activities undertaken throughout the organisation for the four years. All plans, projects, activities, funding, and resource allocations are directly linked to the DP.

The Operational Plan (OP) is the annual plan that shows the individual projects and activities council will undertake and includes the annual budget and Statement of Revenue Policy.

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.



# How to read this report

Monitoring and review play an important part of the IP&R framework. This six-monthly progress report sets out how all the projects and activities in the OP 2021/22 are tracking and therefore contributing to the priorities identified in the DP 2018-22.

This document is structured on the four themes being informed by the CSP and DP. 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 we will be green, leafy, and sustainable

## Theme Four

In 2030 Bayside we will be a prosperous community

## Measuring progress

High level summaries are presented for overall progress and under each theme and form the main part of this report.

Detailed progress, with commentary and status for each action, is contained in the Appendix.

This progress report provides the percentage progress of each action and project and the status of as of 31 December 2021.

The performance against each action and project is colour coded as follows:



Completed



On Track



On Hold



Not Due to Start



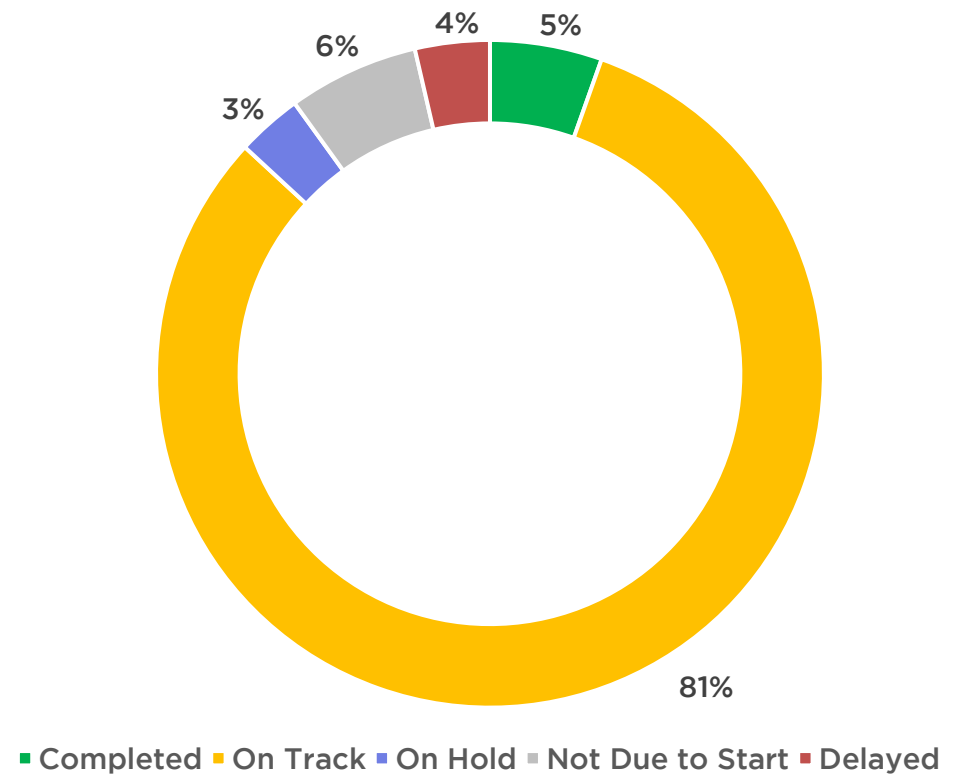
Delayed

# Overall Performance

We are now halfway through the final year of the current DP 2018-22. The OP 2021/22 includes 221 actions across four themes. Of these 5% have been completed, 81% are on track for completion, 3% are on hold, 7% are Not Due to Start, and 4% are Delayed.

## Action Status Summary as of 31 December 2021

Completed	12
On Track	180
On Hold	7
Not Due to Start	14
Delayed	8

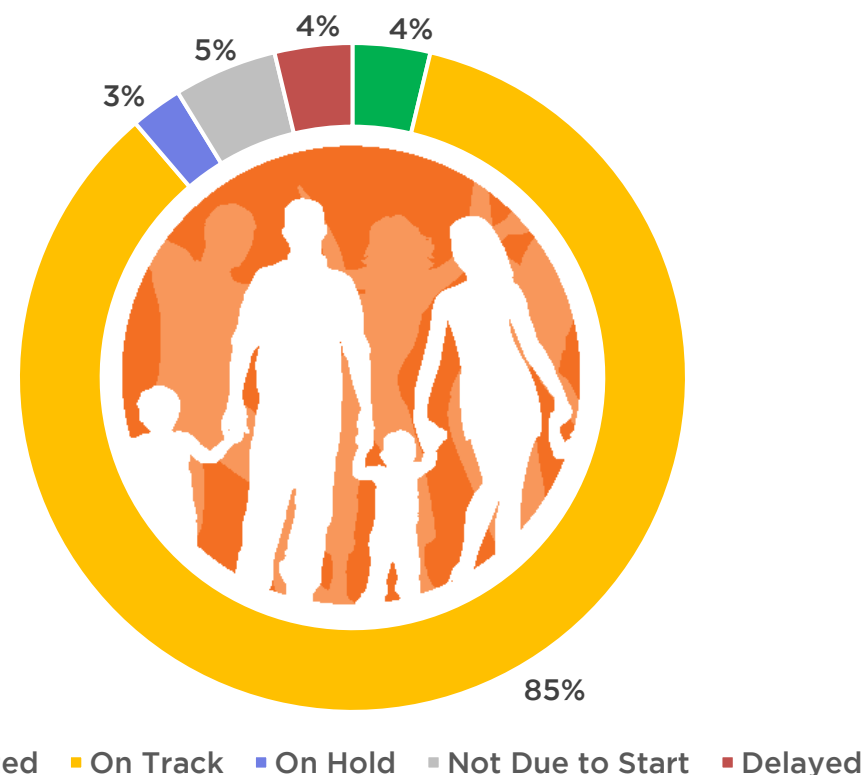


## Theme One - In 2030 Bayside we will be a vibrant place

Built forms focus on efficient use of energy, are sympathetic to the natural landscape and make our area a great place to live, Neighbours, visitors and businesses are connected in dynamic urban environments.

### Action Status as of 31 December 2021

Completed	3
On Track	68
On Hold	2
Not Due to Start	4
Delayed	3



### Achievements

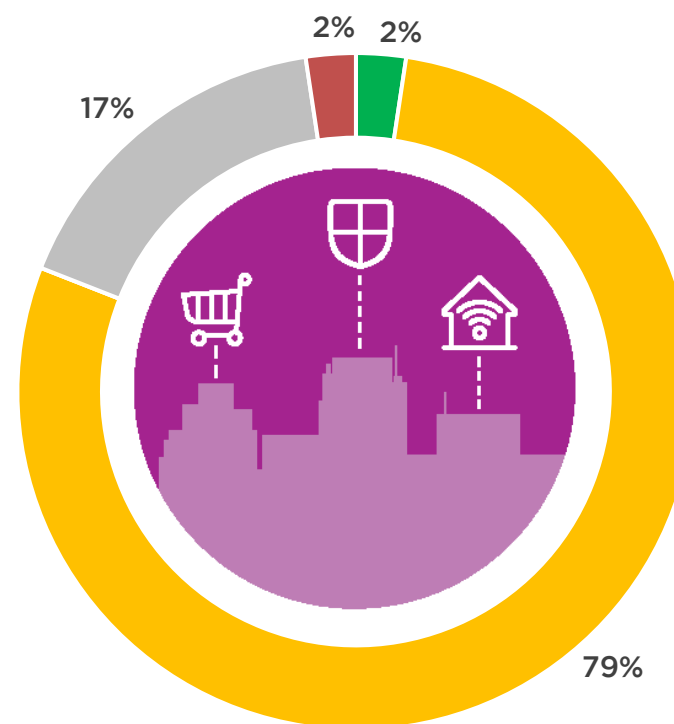
- Grant funding enabled the installation of 30 butt litter Bins and an extensive education program. An estimated 195,000 butts were collected and recycled.
- Council replaced 350 metres of kerb and gutters.
- Upgrades & plant replacement program included the planting of 2,400 shrubs
- Library programs were delivered online including:
  - school holiday programs, and
  - a modified HSC Rescue Program.
- 35 boxes of donated non-perishable items were delivered to the Bayside Women's Shelter before Christmas.

## Theme Two - In2030 our people will be connected in a smart city

Knowledge sharing and collaboration ensures that we have the expertise and relationships to lead with integrity, adapt to change, connect vulnerable people to community and effectively respond in times of adversity and stress.

### Action Status as of 31 December 2021

Completed	1
On Track	33
On Hold	0
Not Due to Start	7
Delayed	1



### Achievements

- The Community Grants program enabled funded 33 projects and a total of \$98,092 was distributed to Community organisations.
- Our digital platform was enhanced to work cyber safe and secure, achieve increased visits to the website, and enable online customer access to NSW planning portal for development applications.
- 2,279 electronic resources were added to our library collections






■ Completed ■ On Track ■ On Hold ■ Not Due to Start ■ Delayed

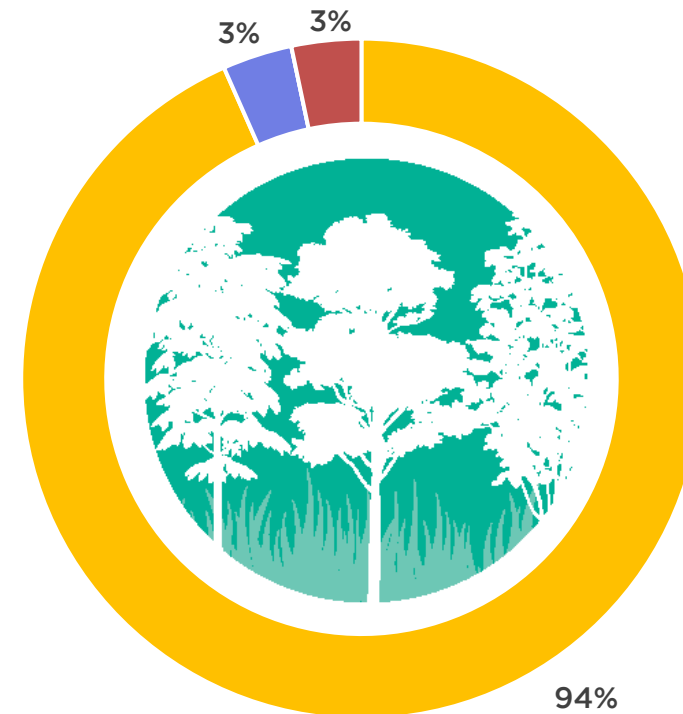


## Theme Three - In 2030 Bayside we will be green, leafy, and sustainable

The biodiversity of the area is protected and enhanced through collaborative partnerships. Vital habitats are supported to rehabilitate, thrive, adapt, and recover from risks and climate events. The landscape will be preserved and regenerated to benefit a healthy environment now and in future.

### Action Status as of 31 December 2021

	Completed	0
	On Track	28
	On Hold	1
	Not Due to Start	0
	Delayed	1



### Achievements

- 151 tons of litter, sediment and vegetation was captured and prevented from entering Council's waterways.
- 577 trees were removed, and 1,083 trees were planted.
- Council was nominated for 8 Keep Australia Beautiful Sustainable Cities Awards.
- Landfill diversion targets are met using alternate waste technologies within the circular economy.

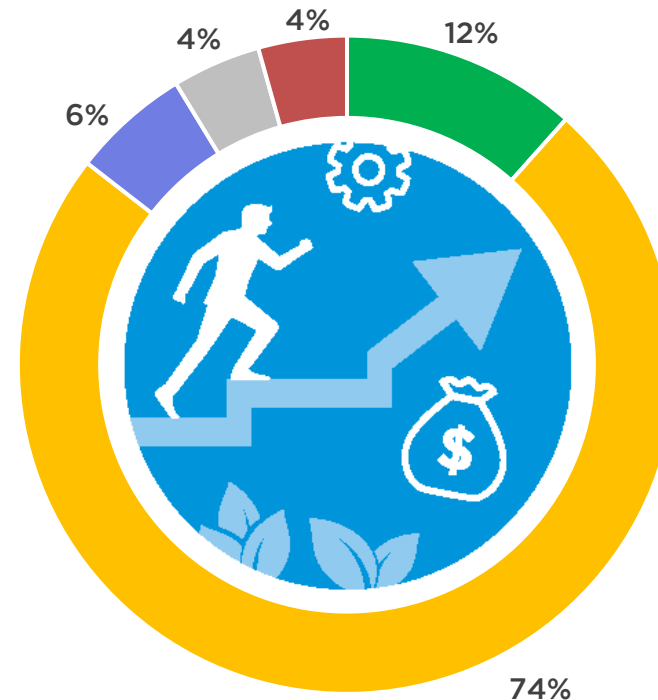
■ Completed ■ On Track ■ On Hold ■ Not Due to Start ■ Delayed

## Theme Four - In 2030 we will be a prosperous community

Business innovation, technology, flourishing urban spaces and efficient transport will attract diverse business, skilled employees and generate home-based business. Growth in services to the local community will generate employment support, a thriving community, and livelihoods.

### Action Status as of 31 December 2021

Completed	8
On Track	51
On Hold	4
Not Due to Start	3
Delayed	3



### Achievements

- The 4-year Business Improvement Delivery program was endorsed by the Executive Committee to improve the way we deliver services to the community
- Development Assessment Teams achieved a 20% reduction in the median application determination timeframes
- The new Bayside LEP came into effect and provides one single source for planning information, including mapping, for zoning, heritage, building height and floor space ratios.

■ Completed ■ On Track ■ On Hold ■ Not Due to Start ■ Delayed

## Appendix








### Detailed 6 monthly progress report of Delivery Program/Operational Plan 2021/22










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






Strategic Direction - 1.1: My place will be special to me						
Delivery Program Strategy	Code	Operational Plan Action	% Progress	Status	Progress comment	Business Unit
1.1.1 Gateway sites are welcoming and attractive	1.1.1.1	Delivery of City Projects Program	50	●	The City Projects Program for 2021/22 is currently being delivered.	City Projects
	1.1.1.2	Partner with local, state, and national organisations to facilitate and achieve shared objectives that directly benefit our community	50	●	Existing correspondence and relationship management with external organisations and local, state and national partners is progressing appropriately. Major infrastructure projects with the state government including the M6 and the Marrickville Incinerator.	Executive Services
1.1.2 Roads rates and rubbish are not forgotten	1.1.2.1	Conduct litter collection along 8km of beachfront mechanically	50	●	24 tons of waste & debris have been removed along 8 km of beachfront.	Parks & Open Space
	1.1.2.2	Deliver an efficient street sweeping program across the Bayside Local Government area	50	●	Council's Guarantee of Service for street sweeping has been met with every street within the LGA being swept twice per month; resulting in 1,012 tons of litter being removed from the streets within Bayside.	City Works
	1.1.2.3	Enforce Abandoned Vehicle Policy by confirmed abandoned vehicles removed from road	50	●	There have been a total of 702 reports of Abandoned Vehicles received by Council for the 6 months from July to December 2021. Currently there are 63 in process with 639 being finalised. None are exceeding the Guarantee Of Service for removal from the roadway.	Compliance & Certification
	1.1.2.4	Provide an effective cleaning program of town centres	50	●	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 have been met thus far in 2021/22. Council also provided a secondary 'in-house' toilet cleaning service to public amenities	Waste & Cleansing Services

					buildings that supported the primary contractor cleaning service in 2021/22.	
	1.1.2.5	Undertake litter education campaigns	50	●	Council continues to run its successful litter awareness program with litter prevention signage implemented throughout Bayside. Council manages over 935 public place bins, as well as implementing temporary mobile bins for special events and during the warmer months. In 2020/21, Council won a grant to install 30 butt litter bins in Bayside Council with an extensive education and consultation program conducted in 2020 and 2021. It is estimated that there have been over 195,000 butts collected and recycled throughout the project.	Waste & Cleansing Services
1.1.3 Traffic and parking are a thing of the past	1.1.3.1	Enforce NSW Road Rules School Parking Patrol Program	50	●	The target for the period June to December 2021 required 252 'School Zone' patrols be completed. There were 384 patrols completed which is 152% of the Guarantee Of Service and well above the requirement.	Compliance & Certification
	1.1.3.2	Ensure regulation of timed parking in shopping centres and business centres	50	●	The target for the period July to December 2021 required 864 patrols of Councils Shopping Centres and Business Districts. There were 1,904 patrols conducted for the period resulting in a 220% of Guarantee Of Service.	Compliance & Certification
	1.1.3.3	Roll out opportunities for smart parking	80	●	Opportunities for smart parking have been identified and delivered through the Mobile Licence Plate Recognition trial, Sandringham Baths Smart CCTV and Bay Street Phase 1 Smart CCTV rollout. In the next half of the FY, a tender will be released to market to continue to deliver smart parking initiatives through CCTV and to ensure long-term maintenance and servicing agreements are catered for.	Business Transformation

## Strategic Direction - 1.2: Our places are accessible to all






Delivery Program Strategy	Code	Operational Plan Action	% Progress	Status	Progress comment	Business Unit
1.2.1: Assets meet community expectations	1.2.1.1	Administer Council's Graffiti Removal Program in accordance with Council's policy	50		The Rapid Graffiti Removal was completed on time and within budget.	Community Life
1.2.1: Assets meet community expectations	1.2.1.2	Deliver Sport and Recreation services to the Community through Council's Aquatic Centres, Golf Courses, Tennis and Squash Courts & Arncliffe youth Centre	50		This remains an ongoing and almost daily output of the Centre Coordinator. Significant achievements in this space include the transition of the Mutch Park Squash and Tennis Centre from Council to Sydney Sports Management Group's operational management. As a result, the centre has received significant capital upgrade and an increased level of local on-site and place-based service for user's and the local community.	Sports & Recreation
1.2.1: Assets meet community expectations	1.2.1.3	Develop and maintain key partnerships to improve community safety	55		Council attended all relevant interagency meetings including the two Bayside Domestic Violence committees, Liquor Accords and Police Area Command Community Safety Precinct Committee meetings. Council continued to work in partnership with NSW Police on hotspot location management and the Summer Foreshore Program.	Community Life
1.2.1: Assets meet community expectations	1.2.1.4	Ensure Council's properties and facilities are fit for purpose and meet statutory requirements	50		Fire and statutory compliance checks and statements completed at all relevant properties (105)	City Works
1.2.1: Assets meet community expectations	1.2.1.5	Implement a proactive maintenance program of Council facilities (pest control, cleaning, fire safety etc)	50		Proactive maintenance schedules for facilities maintenance completed as per the 2021-22 program.	City Works
1.2.1: Assets meet community expectations	1.2.1.6	Implement the Bayside Asset Management Strategy	50		A number of key priorities have been implemented including condition audits and asset valuations.	City Infrastructure
1.2.1: Assets meet community expectations	1.2.1.7	Implement the Fire Safety Awareness and Action Program including the	0		A draft program has been prepared but, due to limited access to buildings and the focus on the replacement of cladding	Compliance & Certification

		management of Annual Fire Safety Statements			on buildings, resources have been placed on hold this at this stage.	
	1.2.1.8	Investigate grants and funding opportunities to enhance Sport and Recreation facilities within Bayside LGA	50		The Coordinator Sport and Recreation has made a significant grant application under the Greater Sydney Sports Facility Fund and assisted other teams across Council in submitting their own.	Sports & Recreation
	1.2.1.9	Maintain flood lighting within recreational parks	0		Audits will be conducted March 2022 ensuring all lighting is fully operational prior to the end of daylight savings 3 April 2022.	Parks & Open Space
	1.2.1.10	Promote and increase usage of community facilities	50		The Sport and Recreation Team has recently undertaken an Expression of Interest process for the upcoming winter season. Community centres are done on an annual basis and are well patronised.	Sports & Recreation
	1.2.1.11	Property acquisitions and disposals are actioned in accordance with adopted strategies and Council resolutions	90		Property acquisitions and disposals are completed in accordance with Council Resolutions. Council is developing a Property Strategy to guide future acquisitions and disposals to improve process and decision making.	Property
	1.2.1.12	Report on the leasing performance of the Bayside Real Estate Portfolio - new leases, renewals, and income	75		Procurement of a new property management system has been endorsed and implementation is expected to be completed by February 2022. Internal reporting continues capturing a lease/licence snapshot as well as project updates.	Property
	1.2.1.13	Report on the leasing performance of the Mascot Administration Building and Coronation Hall	100		Council considered a report in June 2021 formally concluding the leasing process in its current form for 141 Coward St Mascot.	Property
	1.2.1.14	Undertake asset condition audits for Council owned buildings	50		Proposals for condition audits have been received, with audits to be completed in 2022.	City Infrastructure
	1.2.1.15	Undertake restoration of Council assets impacted by public authority works e.g., gas, power etc.	50		Council has embarked on an extensive restoration program of works from development works and utility companies that will result in over of 2,200 m2 of footpath being replaced and 500 m2 of new asphalt roads and associated income.	City Works
	1.2.1.16	Undertake the Kerb and Gutter Renewal Program	50		Council undertakes periodic kerb and gutter maintenance with an allocated	City Works







					maintenance budget annually. Council has completed approximately 350 lineal metres of kerb and gutter replacement. Council's major capital works department also conduct renewals and upgrades of this infrastructure.	
	1.2.1.17	Undertake the Road Pavement Renewal Program	90		RFQ awarded for road re-sheeting program. Works commenced and on track by 30 August 2021. 90% of the program was completed by December 2021. The entire program will be finalised before end of January 2022.	City Works
1.2.2 Bayside provides safe and engaging spaces	1.2.2.1	Continue to support the Summer Foreshores Program	50		The Summer Foreshore Program commenced on 6 November 2021 and continues to operate weekends and public holidays. External partners contributing with patrols as required (Police & RMS Waterways) Enforcement of Parking offences, Parks and Open Space in line with legislation. The program will continue until Easter 2022 (April).	Compliance & Certification
	1.2.2.2	Implement State Library NSW Local Priority Grant funded Library Initiatives	20		Local Project for 2021/22 relates to infrastructure to improve customer experience including improvements to the service desk area at Eastgardens Library and replacement furniture as various libraries. Scoping and concept designs are in progress. Work is expected to commence in the 2nd half of the financial year.	Customer Experience
	1.2.2.3	Implement the "Safe as Houses Project" - funded by the NSW State Government	50		Safe As Houses Officer was employed and planning and outreach at Community Housing estates commenced in 2021. Further engagement to ascertain emergency preparedness ideas from residents, and further discussion on training and support issues, will commence in 2022.	Community Life
	1.2.2.4	Masterplan the former Brighton Fisherman's Club Site, Kyeemagh	75		In 2021 Council resolved to undertake additional community engagement in relation to this project, post COVID 19 lockdowns and establishment of the new term of Council. The project is delayed until the community engagement can occur.	Strategic Planning








	1.2.2.5	Report on the progress of the Bayside City Projects Program	50	●	20.9M expenditure and commitments against 58.5M budget as at 16 December 2021.	City Infrastructure
1.2.3 Open space is accessible and provides a range of active and passive recreation opportunities to match our growing community	1.2.3.1	Deliver Sporting facilities and bookings Policy to ensure community focused sports and recreation services	75	●	The Coordinator Sport and Recreation has focused on the establishment and implementation of the operational model for the Arncliffe Youth Centre. Sport and Recreation bookings are prioritised for Local Community Groups within the LGA, then other groups are considered for any rare gaps in bookings.	Sports & Recreation
	1.2.3.2	Enforce the Companion Animal Act	50	●	From July to December 2021 there were 60 reports to Council of alleged dog attacks with all incidents Council are responsible for investigating recorded on the Companion Animal Register within the 72-hour requirement.	Compliance & Certification
	1.2.3.3	Ensure all active and passive parks are well maintained and fit for purpose	50	●	Weekly, fortnightly & monthly maintenance of all parks was conducted.	Parks & Open Space
	1.2.3.4	Implement the Disability Inclusion Action Plan 2021-2025	50	●	Council was again impacted by COVID-19 in 2021. The NSW government extended the requirements to complete councils DIAP until July 2022. Bayside Council Disability Inclusion Action Plan 2022-2026 will be completed by June 2022. In late 2021 Council continued to provide information about the Inclusion Action Plan to community organisations and individuals. Council ran one-on-one meetings to get feedback from service providers and individuals, including an online forum with Interagency members. Council opened the Have Your Say engagement online portal for council staff to have their input and a community questionnaire was put up on the Have Your Say page - with both easy read and pictorial opportunities. Further engagement will take place and a report to council in 2022	Community Life
	1.2.3.5	Maintain Council's civil assets being roads, drainage, kerb and gutter and footpaths	50	●	Council's roads, drains and footpaths were maintained to agreed service levels. During the period July to December 2021 Council attended to 1,013 customer requests	City Works











					including completing 620 footpath repairs, 310 pothole repairs, and 83 kerb and gutter repairs.	
1.2.4 People who need it can access affordable housing	1.2.4.1	Establish a Community Housing Provider governance framework	100		A Community Housing Provider Governance Framework has been adopted by Council and a Provider appointed to manage Councils Affordable Housing portfolio.	Strategic Planning
	1.2.4.2	Prepare for affordable housing	50		An Affordable Housing Evidence Base has been prepared and the Bayside Housing Strategy has been adopted. Council is currently preparing a Housing Strategy Implementation Delivery Plan to identify how it will deliver a range of actions related to Housing, including affordability.	Strategic Planning
1.2.5 SMART cities – making life better through smart use of technologies	1.2.5.1	Deploy mobile CCTV cameras in response to reports of anti-social behaviours and requests from police	60		The Bayside Council CCTV system is in place to provide the NSW Police with footage when requested. Antisocial behaviour is reported to the NSW Police. Rapid Deployment CCTV cameras are deployed in hotspot locations to reduce antisocial behaviour and provide evidence to the NSW Police. Upgrade of the Brighton CCTV system was commenced and will be completed in 2022	Community Life
	1.2.5.2	Explore opportunities to use technology to provide better outcome for the community	50		The new 4-year Business Improvement Delivery Program was endorsed by the Executive Committee. This covers service reviews, technology projects and innovation initiatives that all serve to improve the way in which Council delivers services to our community. With every project there is the opportunity to undertake an assessment of the use of technology within the current service, and to determine if additional or new technologies would provide better outcomes for the community.	Business Transformation
1.2.6 We welcome tourists to our city	1.2.6.1	Continued implementation of Bayside outdoor branding and signage	70		Local Roads and Community Infrastructure funding has been used to implement the roll out of building and park signage.	City Projects

## Strategic Direction - 1.3: Our places are people focused

Delivery Program Strategy	Code	Operational Plan Action	% Progress	Status	Progress comment	Business Unit
1.3.1 Local areas are activated with cafes, restaurants and cultural events	1.3.1.1	Conduct mandatory annual inspections of regulated premises (e.g., food businesses, skin penetration, hairdressers)	10		Due to COVID-19 lockdowns, inspections were not undertaken from July to October inclusive. Inspections of cooling towers were undertaken in November 2021. Inspections of food businesses have commenced in December 2021.	Compliance & Certification
	1.3.1.2	Deliver an inclusive Bayside Council Events Program which adds value to our community and City , activates public spaces and invigorates town centres	0		The events program has been severely impacted by COVID-19. Council has continued to deliver alternative programs that comply with Public Health Orders to keep our community safe.	Communications & Events
	1.3.1.3	Deliver Sculptures @ Bayside & photography competition	30		Bayside Arts Festival was not held in 2021 due to COVID-19. The date and planning for future art exhibitions and activations which will be held in 2022 is to be finalised.	Community Life
	1.3.1.4	Implement Bayside Council Community Safety Strategy	60		Councils First Community Safety Strategy is on track to start the community engagement phase early 2022. Activations and events to be planed and delivered in line with the strategy and the Rapid graffiti Removal continues to work successfully, within budget within required timeframes.	Community Life
	1.3.1.5	Implement programs through Council's Public Art policy	50		Council Draft Public Art policy to be tabled with Council for endorsement in early 2022. Projects including mural design and implementations completed. Community requests are coming in for more mural design and install, planning and locations will commence in 2022. Activation specialist roles to be advertised in 2022. Planning for activations, Art Festivals will commence in 2022.	Community Life
	1.3.1.6	Partner with community organisations to deliver a wide range of community events & activities	50		All programs and activations were completed on time and within budget.	Community Life

	1.3.1.7	Promote and oversee the use of footways for outdoor dining and retailing	25		Due to restrictions imposed by COVID-19, no outdoor dining was permitted until October. Outdoor dining has been ramped up and extended to help shop owners to extend eating areas which have limited indoor dining areas. Council is promoting NSW Government grants for shop owners to promote the usage of outdoor dining.	Compliance & Certification
	1.3.1.8	Support and celebrate our culturally diverse community through community led local initiatives	60		Council worked with diverse community groups and individuals in Bayside to ensure translated NSW Health messages on issues around COVID-19 were available. The material was available on social media forums, online groups and in print, for all the different language and cultural groups in Bayside.	Community Life
	1.3.1.9	Upgrade Beach Hut Dolls Point	0		Project currently undergoing a design review. Concurrently a Planning Proposal is being prepared to allow for a cafe/restaurant in R1 zoning.	City Projects
1.3.2 My community and Council work in partnership to deliver better local outcomes	1.3.2.1	Amend Bayside Local Environmental Plan (LEP)	50		The Bayside LEP 2021 was notified on 27 August 2021. There are various Planning Proposals being progressed in accordance with legislative requirements.	Strategic Planning
	1.3.2.2	Assets provided to Council by developers (i.e., contributed assets) will be designed and constructed to a high quality and the design review times will be reduced	50		Contributed Assets design review through Frontage Works Process has improved greatly with efficiency gain achieved by reducing the review and approval process by 30%. Capturing data for Asset Capitalisation has also improved through use of our Technical Services Business Unit's new process for Contributed Assets commission, procedure, and reporting templates.	Development Services
	1.3.2.3	Continue to work with Department of Planning, Infrastructure & Environment to implement the Kogarah Collaboration Area with the Greater Sydney Commission	50		DPIE has not progressed this initiative or requested any assistance, so no work has been required.	Strategic Planning
	1.3.2.4	Continue to work with Sydney Water for naturalisation of Muddy Creek	90		Council has finalised input to the design of the project and now awaits completion of the project by Sydney Water.	Strategic Planning






	1.3.2.5	Finalise a Bayside s.7.11 Development Contributions Plan to consolidate Rockdale and Botany Bay Plans	50		Draft documents have been prepared. Work schedules are under preparation and pending an implementation plan. The current reforms on exhibition will impact how this project progresses. Mapping of draft work schedules and costing has commenced.	Strategic Planning
	1.3.2.6	Finalise the draft Bayside Development Control Plan (DCP)	70		The draft Bayside DCP is being progressed and will be reported to Council in the first half of 2022.	Strategic Planning
	1.3.2.7	Implement Bayside Housing Strategy which facilitates housing diversity including affordable housing	100		Bayside Housing Strategy has been adopted and an Implementation Delivery Plan is under preparation to identify how it will delivery a range of actions related to Housing, including affordability.	Strategic Planning
	1.3.2.8	Develop & implement the Bayside Voluntary Planning Agreement Policy	20		In 2021 the NSW Government introduced reforms for the contributions framework and this has impacted the preparation of the Bayside VPA Policy. A draft Policy will be progressed in 2022	Strategic Planning
	1.3.2.9	Improve lease/licence arrangements for open space land owned by other government agencies	80		Council continues to engage with Crown Lands on the draft Crown Lands Plan of Management to secure consent to place the plan out for public exhibition.	Property
	1.3.2.10	Provide strategic planning advice to the organisation	50		Council maintains up to date strategic planning documents that are publicly available including the Bayside Local Strategic Planning Statement, the Bayside Local Environmental Plan and the Bayside Housing Strategy. These key policy positions of Council are used to inform activities of the organisation.	Strategic Planning
	1.3.2.11	Review Community Strategic Plan to ensure alignment with Eastern City District Plan - Connecting Communities and Resilient Sydney Strategy	50		Will be reviewed within the Community Strategic Planning process and reported to Council within 6 months from date of election - by June 2022.	Executive Services
	1.3.2.12	Use digital platforms to maximise utilisation and better customer experience when booking all council venues	95		The recent implementation of Bookable (online booking system) is currently under internal review. Over 5,000 bookings from Local Clubs and Community organisations have been made	Sports & Recreation

					with overwhelming positive feedback from these groups.	
1.3.3 Places have their own village atmosphere and sense of identity	1.3.3.1	Strengthen local business through engagement and collaboration	50	●	COVID-19 impacted negatively on local business. Planning for activations with local business will commence in 2022.	Community Life
	1.3.3.2	Undertake landscape construction services throughout the LGA	60	●	Landscape construction services, upgrades & plant replacement program included planting of 2,400 shrubs and plants.	Parks & Open Space
1.3.4: Public spaces are innovative and put people first	1.3.4.1	Develop a Bayside Property Strategy that reviews all property holdings of council as well as ensuring public benefit	60	●	Strategy Framework has been completed and agreement reached on the objectives, principles and action items within the strategy.	Property
	1.3.4.2	Plan, promote and deliver a range of library programs and initiatives that supports lifelong learning, connects and enriches our community's social wellbeing and encourages creativity and innovation.	50	●	Regular programs and events were impacted due to COVID-19. The School Holiday programs were held online for the first time with a number of activities and workshops booking out quickly. A modified HSC Rescue program incorporated an online campaign featuring stress busting resources, clips and tips to relieve stress, survive and thrive during the HSC exams. Physical resources were delivered to local high schools and healthy snacks provided to young people studying at Eastgardens and Rockdale libraries prior to HSC exams. As part of our fines amnesty we accepted 35 boxes of non-perishable items for the Bayside Women's Shelter that were delivered before Christmas.	Customer Experience
	1.3.4.3	Promote and manage the use of library spaces and facilities including public PC's, study spaces and meetings rooms	50	●	COVID-19 restrictions affected all normal Library operations and opening hours from July to December 2021. Bayside Libraries were closed from July 2021 and began gradually reopening from late October 2021. Attendance and use of study rooms and facilities was significantly impacted due to closures and ongoing restrictions. During this period the Library provide click and collect services, heavily promoted our online resources (books, films, magazines) and delivered initiatives through online social media platforms.	Customer Experience
	1.3.4.4	Respond to community complaints about	40	●	Due to COVID-19 lockdowns, inspections were undertaken with limited access until	Compliance & Certification

		unauthorised development, uses or unsafe structures			November 2021. Reports are progressively responded to and generally on track.	
	1.3.4.5	Review, update and implement Bayside Park and Reserves Plan of Management - Crown Land Approval	50	●	Council has developed a draft Crown Land plan of management. Council continues to work with Crown Lands to secure endorsement to place the plan of management out for public consultation.	Property
1.3.5 There is an appropriate community owned response to threats	1.3.5.1	Support Bayside Local Emergency Management Committee and provide assistance to Emergency agencies	50	●	There were 5 Extraordinary COVID-19 Local Emergency Management Committee (LEMC) teleconferences held prior to the establishment of the combined George's River and Bayside Emergency Operations Centre (EOC) on 12/8/21 in response to Bayside being listed as an LGA of concern. The combined EOC has convened on 45 occasions. Regional Emergency Management Committees (REMCs) were held on 29/7/21 and 7/12/21 - at the meeting in July the updated Bayside EM plan was endorsed and adopted. A Bayside LEMC was held in person on 30/11/21.	City Works

### Strategic Direction - 1.4: Our places connect people






Delivery Program Strategy	Delivery Program Strategy	Delivery Program Strategy	Delivery Program Strategy	Delivery Program Strategy	Delivery Program Strategy	Delivery Program Strategy
1.4.1 Our heritage and history is valued and respected	1.4.1.1	Finalise the Bayside Heritage Strategy including Indigenous Heritage Strategy	35	●	An implementation plan is being prepared. The Strategy will form the evidence base.	Strategic Planning
	1.4.1.2	Maintain Heritage Conservation Management Plans Register for key community facilities	50	●	Lydham Hall conservation management plan public exhibition period has ended and comments being reviewed. On track for Council to consider the draft plan and result of the community consultation by the end June 2022.	City Infrastructure
	1.4.1.3	Plan and implement collaborative initiatives and exhibitions to promote Bayside's rich community history.	50	●	The libraries were closed due COVID-19 restrictions from July to October 2021 and there were no exhibitions. There were 10 popular interactive online 'Flash Back Friday' sessions on local history topics from August to October 2021 with up to 76 community members joining the sessions. The sessions were also supported	Customer Experience

					<p>by weekly 'Flash Back Friday' local history content on social media.</p> <p>The Ron Rathbone Local History Competition 2021 received 21 entries and the major prize winner this year was Leonie Bell for 'Dappeto', which announced in November 2021.</p> <p>The Jack Munday and the Green Bans Movement Exhibition was successfully launched at Mascot Library and George Hanna Museum on 6 December 2021 and will remain on exhibition until the end of February 2022.</p>	
1.4.2 We are one city with shared objectives and desires	1.4.2.1	Manage the Design Review Panel for development applications in accordance with legislative requirements	50		Management of the DRP is on going and performance is being monitored. Meetings are regularly scheduled and meeting minutes published. The Panel continues to add value to the development assessment process.	Development Services
	1.4.2.2	Manage the Design Review Panel for Planning Proposals in accordance with legislative requirements	0		The Panel's input is requested and provided as required.	Strategic Planning
	1.4.2.3	Prepare submissions and reporting to Council on environmental planning instruments and policy	50		Submissions have been made to the Independent Pricing and Regulatory Tribunal and the Department of Planning, Industry and Environment in relation to reforms to local infrastructure contributions and proposed changes to Council's Local Environmental Plan for commercial and industrial zones.	Strategic Planning
	1.4.2.4	Prepare submissions and reporting to Council on state significant development	50		Submissions to the NSW Department of Planning, Industry and Environment have been made in relation to State significant development and infrastructure in relation to Sydney Gateway, the M6 motorway and other large developments.	Strategic Planning
	1.4.2.5	Provide a Development Advisory Service	50		Adequate Development Advisory Services are continually being provided to residents, developers, professionals and internal stakeholders. Minor interruptions experienced during COVID-19 isolation and lockdown period, however service level is	Development Services





					always maintained through remote enquiries.	
	1.4.2.6	Provide an effective Development Assessment service	50	●	All Development Applications are being lodged via the NSW Planning Portal and Council is working on the implementation of the application interface to improve functionality and integration with Council systems. Median determination times remain at an acceptable level despite the changing work environment.	Development Services













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

Strategic Direction - 2.1: The community is valued						
Delivery Program Strategy	Code	Operational Plan Action	Progress	Status	Progress comment	Business Unit
2.1.1 Aboriginal culture and history is recognised and celebrated	2.1.1.1	Implement the Reconciliation Action Plan to increase interaction with our Aboriginal & Torres Strait Islander community	55		Final endorsement for the RAP has been sent to Reconciliation Australia. The draft was on exhibition 2021 and has had all amendments completed. The RAP will go to the February 2022 council meeting for endorsement.	Community Life
2.1.2 All segments of our community are catered for – children, families, young people, and seniors	2.1.2.1	Administer Bayside Council's Community Grants and Donations Policy and programs	100		The 2019/2020 Community Grants program was successfully implemented as per Councils Financial Assistance Policy. Council funded 33 projects, a total of \$98,092 was distributed to community organisations across Bayside	Community Life
	2.1.2.2	Build capacity of seniors and other community groups to deliver relevant programs to their members	50		Due to COVID-19 the face-to-face component to supporting seniors was a challenge. Council consulted with seniors, groups, and the Bayside Seniors Network to provide flexible and innovative approaches to programs. Senior Groups recommenced with COVID Safety Plans implemented and online groups and meetings, including the Lunch & Learn program, which included a seniors wellbeing component.	Community Life
	2.1.2.3	Deliver a range of social and recreational programs to older people in Bayside	50		2021 Seniors Week activities were impacted by COVID-19 and safety plans were produced and implemented for all activities for senior's week and a reduced, but interesting, program was delivered successfully in 2021. Council continues to provide weekly support and wellbeing groups for seniors in council facilities.	Community Life
	2.1.2.4	Library Service Strategy and Operational Review to be undertaken	70		Library review and strategy development is in progress. Community engagement initiatives including surveys and online focus groups were completed in November 2021. The project is due for completion by April 2022. Key deliverables	Customer Experience


					include Bayside Library Strategy and a 3-year action plan.	
	2.1.2.5	Manage and operate a Family Day Care Service	50	●	Family Day Care are operating in accordance with the National Quality Framework and are meeting legislative and regulatory requirements in accordance with our funding requirements. Education and Care support visits have been conducted to Family Day Care Educators, this occurred via ZOOM during COVID-19 lockdown.	Community Life
	2.1.2.6	Meet requirements under Federal and State funding agreements in relation to Community Builders and Commonwealth Home Support Program outputs	55	●	The Federal and State Funding requirements were met. All TEI (targeted early intervention) funding requirements were met on time.	Community Life
	2.1.2.7	Partner with local services to deliver programs which address gaps in service deliver for children and young people	0	●	COVID-19 lockdown impacted skill development and meant a drop in programs for young people until December. Face-to-face classes were closed; however, a great variety of workshops were conducted online and were well attended by young people. A parent workshop focusing on Language Development was also offered online in conjunction with the Sydney Children's Hospital.	Community Life
	2.1.2.8	Review social planning in the areas of older people & linguistically diverse communities	50	●	The Public Art Policy was endorsed by Council in 2021. The Community Safety Strategy 2022-2026, Disability Inclusion Action Plan 2022-2026, Reconciliation Action Plan, and Positive Aging Strategy will all be going to Council for endorsement in 2022.	Community Life
	2.1.2.9	Review, manage and operate Long Day Care Centres	0	●	Long Day Care Centres are operating in accordance with the National Quality Framework and are meeting legislative and regulatory requirements in accordance with our funding requirements. Services have had spot checks from the Department of Education with all legislative and regulatory requirements being met.	Community Life







	2.1.2.10	Support local youth through provision of youth drop-in and school holiday activities	50		During COVID-19 keeping connected with young people in the Bayside area was provided by multiple online resources and activities. The online zoom training, fun activities, and meetings. When the facilities opened again, youth drop-in at the Hillsdale Community Centre recommenced with a COVID Safety Plan. The school holiday activities commenced with youth taking on the activities after being in lockdown. The Youth Specialists also started a weekly strategy activity to ensure youth can stay connected in COVID safe environment at the Skate Park at Pagewood/ Eastgardens.	Community Life
	2.1.2.11	Undertake Playspace Renewal & Shade Improvement Program	50		15 playgrounds are currently underway for renewal including shade.	City Projects
2.1.3 Cultural diversity is reflected and celebrated in the city's activities	2.1.3.1	Develop and implement a Community Capacity Building program with partners to support our community through local initiatives	60		COVID-19 impacted program planning and implementation in 2021. Council initiated the Lunch & Learn online activities and wellbeing classes. The aim was to keep the community connected, providing opportunities for wellbeing and inclusion, and ensuring community feedback was provided through the hard lockdown. The Eastlakes Outreach program continued throughout 2021, with an outreach BBQ provided to support the COVID Vaccination Mobile clinic. Council coordinated food relief and PPE equipment to individuals and community organisations supporting vulnerable members of the Bayside community thought the lockdown. Council worked to provide translated health related COVID-19 messages to the community, through social media online forums and in print. Council worked with community leaders, groups, and organisations to ensure appropriate messages where delivered.	Community Life
	2.1.3.2	Review guidelines and policies for events to ensure they are up to date	0		Reviewed on a regular basis in line with changing legislation and identified needs for new guidelines and policies.	Communications & Events







2.1.4 Flexible/care support arrangements for seniors, children and people with disabilities are available across the Bayside	2.1.4.1	Deliver community play sessions throughout Bayside to support families and children	0		All community play sessions were postponed due to COVID-19.	Community Life
	2.1.4.2	Promote and deliver a Bayside Home Library Service to our vulnerable and housebound community members	50		Bayside has 75 individuals and 15 institutions registered with home library services. During the reporting period 1,741 items were delivered to over 213 residents and nursing homes. COVID-19 restrictions significantly impacted on Bayside's home library service and deliveries. Library staff working from home during the lock down conducted 'warm calls' to Home Library Service customers to check on their wellbeing and to offer access to resources where feasible (e.g., online). Home library deliveries to customer homes resumed from October 2021 with COVID safe measures implemented. Deliveries to nursing homes resumed in December 2021.	Customer Experience
2.1.5 Opportunities for passive and active activities are available to community members, including people with pets	2.1.5.1	Confirm tenancies of the Rockdale PCYC Building for recreation and community uses	75		A new 5-year lease signed commencing 1 December 2021. Lease includes an agreed schedule of essential works and maintenance on the premises.	Property
	2.1.5.2	Undertake reactive sportsfield renovation works	70		Programmed of works completed: sports field renovation works (24.6ha) scarify, aeration, topdressing soil (2,000ton), fertilising (9,340kg) turf replacement (10,000m2).	Parks & Open Space
2.1.6 We are a healthy community with access to active recreation and health education	2.1.6.1	Collaborate with Office of Sport to contribute to positive regional outcomes, planning and grants opportunities	50		The Coordinator Sport and Recreation has made a significant grant application under the Greater Sydney Sports Facility Fund and assisted other teams across Council in submitting their own. Other sporting groups supported in their applications as well as implementation of their successful grant funding.	Sports & Recreation
	2.1.6.2	Conduct minimum of 4 Food handling Workshops with food shops across our Local Government Area.	0		This Action is scheduled to occur in May 2022.	Compliance & Certification

	2.1.6.3	Continue to liaise with sports groups and associations	50		Council's Recreation and Bookings Officers maintain weekly communication with most clubs and associations. The Coordinator Sport and Recreation has issued multiple communications both on bulk and targeted regarding grant funding opportunities and has worked on two applications with local Clubs to address infrastructure needs.	Sports & Recreation
	2.1.6.4	Research, promote and support active recreation, leisure and sporting activities and initiatives	50		The Arncliffe Youth Centre Team have undertaken the planning of a sport and recreation based on-site holiday program. Local groups supported in access to facilities with numbers growing in participation for the majority of local clubs.	Sports & Recreation
	2.1.6.5	Support the improvement of the sporting facilities across the LGA	50		The Coordinator Sport and Recreation has participated in delivery of an Expression of Interest process for Riverine Park in partnership with the City Projects Team. Other grants supported as well as Council initiatives being implemented for a number of Clubs across the LGA.	Sports & Recreation
	2.1.7.1	Investigate sponsorship opportunities for event provision	0		COVID-19 has impacted events and corporate businesses that would normally sponsor Council events.	Communications & Events

### Strategic Direction - 2.2: We are unified and excited about the future

Delivery Program Strategy	Code	Operational Plan Action	Progress	Status	Progress comment	Business Unit
2.2.1 Community leadership is developed and supported	2.2.1.1	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	60		The Doing it Differently funding for community members and their auspice organisations to develop and deliver the individual projects have had the time frames moved Due to Covid 19. This ongoing partnership with South East Sydney Local Health District (SESLHD) provided funding for community members and links to organisations to provide professional mentorship. Work has continued with SESLHD & community groups to ensure the funded projects are finalised. The programs will provide Seniors, People with Disability, Woman and Young people from multicultural	Community Life




					community an opportunity to participate in the program.	
2.2.2 We are all included and have a part to play in the city	2.2.2.1	Research, Develop and implement a recruitment inclusion strategy and action plan.	0		To be developed as part of the Workforce Strategy for 2023	Business Transformation
2.3.1 Council engages with us and decision making is transparent, and data driven	2.3.1.1	Councillors utilise social media to engage with the community	50		The new term of Council will have new councillors attending induction and specific training related to the use of social media.	Executive Services
	2.3.1.2	Develop and maintain the 'Talking Bayside' Community Panel	50		The Talking Bayside Community Panel has been engaged via email for Council engagement opportunities including Public Art Policy, Reconciliation Action Plan and other engagement projects.	Community Life
	2.3.1.3	Engage the community through a variety of methods as outlined in Council's Communication & Community Engagement Strategy	50		Engagement has been impacted by COVID19 Public Health Order restrictions on public gathering, however online and digital methods have been used for most of Council engagement during the reporting period. Lunch and Learn using Zoom was a daily lunchtime opportunity for the public to connect with Council and community initiatives. Specifically, Talking Bayside Tuesdays gave the community an opportunity to connect with Council projects.	Community Life
	2.3.1.4	Ensure all documents are produced in accordance with Council's image and branding	50		Council's Graphic Designer continues to ensure all council documents are produced in accordance with the Bayside Style Guide.	Communications & Events
	2.3.1.5	Improve community engagement at Council events	50		Face to Face events have been severely impacted by COVID-19 therefore engagement has been limited. However, during the lockdown period when public gatherings were prohibited under Public Health Order, Council used Zoom to run Council forums on a range of topics concerning the pandemic. Hosted by the Mayor and Deputy Mayor, Council organised sessions on the lockdown rules for Bayside as an LGA of Concern, business engagement, coping with mental health issues, and a spotlight on local	Community Life

					organisations providing community support services.	
	2.3.1.6	Undertake community engagement & research activities to support the review of the new Community Strategic Plan	0		Engagement commenced pre-Christmas with the Have Your Say page, however the majority of engagement will occur in the early part of 2022.	Community Life
2.3.2 Technological change has been harnessed and we are sharing the benefits	2.3.2.1	Enhance our digital platforms	50		Our digital platforms have been enhanced in 3 key areas. 1. Working cyber safe and secure by an against essential 8 security ratings. 2. Working for our customers by providing online customer access to NSW planning portal for development applications. 3. Working smarter by improvements to our delivery of cloud-based software.	Information Technology
	2.3.2.2	Implement a Social Media Strategy including policy; framework and content management approach across all platforms	0		Council's current social media strategy and policy is due for review and will be updated in 2022.	Communications & Events
	2.3.2.3	Publish Council's events calendar - providing quarterly updates to the community	0		Not published as Council's event program was constantly pivoting due to changing COVID-19 Public Health Orders.	Communications & Events
	2.3.2.4	Develop and commence the implementation of new 3-year ICT Strategy and IT improvement program	85		This is a multi-stage project and Stages 1 and 2 have been completed and adopted by management. The remaining Stage 3 - Roadmap has been drafted and is awaiting management approval.	Information Technology
	2.3.2.5	Plan, source and maintain a diverse range of physical and on-line library collections and resources that support our community's educational and recreational needs	50		COVID-19 impacted Library operations and opening hours between July and December 2021. 5,683 new physical and 2,278 electronic resources were added to our collections for the community. 33,758 for physical resources (51%) and 32,976 for electronic resources (49%) were borrowed. There were an additional 28,175 renewals, increasing the total loan of physical items to 61,151. The most popular collections during this reporting period were adult fiction, junior picture books, adult non-fiction, and junior readers.	Customer Experience

2.3.4 We can access information and services online and through social media	2.3.4.1	Continue to implement the Bayside Website Strategy with priority on the optimisation of online transactional	50	●	Actively updating and refreshing existing content. Performance reported quarterly to the Executive Committee.	Executive Services
	2.3.4.2	Implement online services and smart forms for the community	50	●	The Information Management Technology Steering Committee has endorsed the delivery programme for Online Services. The discovery and planning phases of the Online Services project has been finalised. Documenting the business processes and undertaking the requirements gathering for each service is now taking place. The project will be delivered in stages, with the first stage to deliver 6 Proof of Concept services via Council's website and ePathway by end of February 2022. The larger project is expected to be completed by December 2022.	Business Transformation
	2.3.4.3	Improve online presence on Social Media	0	●	Council continues to improve its online presence across several social media platforms. Facebook followers and likes have increased substantially during 2021.	Communications & Events
	2.3.4.4	Maintain accurate property register to reflect changes to registered strata and deposited plans	50	●	Property information updated as notification of new plans are registered.	City Infrastructure
	2.3.4.5	Produce newsletters (quarterly), media releases, e-newsletters (monthly) to inform the community about Council	0	●	During 2021 Council has produced its quarterly newsletter as well as a regular e-newsletter. The e-newsletter was produced more frequently during 2021, moving from monthly to fortnightly. The number of recipients continues to grow slowly. Council also produced media releases for the local paper and responded to media enquiries each week.	Communications & Events






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

Strategic Direction - 3.1: Our waste is well managed						
Delivery Program Strategy	Code	Operational Plan Action	Progress	Status	Progress comment	Business Unit
3.1.1 I can reduce my waste through recycling and community education	3.1.1.1	Co-partner with pharmacies to safely dispose of medical sharps	50		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 with 26 pharmacies across 17 Bayside suburbs providing the service.	Waste & Cleansing Services
	3.1.1.2	Implement Councils Waste Avoidance Resource Recovery Strategy (WARRS) 2030 + Action Plan.	50		<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>In 2021/22, Council has been nominated for 8 Keep Australia Beautiful Sustainable Cities awards that included: Circular Economy Award, Recycled Organics Award, Waterways and Marine Protection Award, Community Spirit and Inclusion Award, Habitat and Wildlife Conservation Award, Litter Prevention Award, Resource Recovery and Waste Minimisation Award, Overall Metropolitan Council Sustainable Cities Award.</p> <p>In late 2021, Council applied for a \$1.3M organics collection grant with the NSW EPA.</p>	Waste & Cleansing Services
	3.1.1.3	Implement initiatives that assist in reducing waste going to landfill.	50		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:	Waste & Cleansing Services





					<ul style="list-style-type: none"> <li>- award winning expansion of the community recycling drop off events for a wide range of materials including metals, whitegoods, e-waste, green-waste, cardboard, clothing, toner/cartridges, batteries, expanded polystyrene; and tyres,</li> <li>- and processing contracts that assist in higher diversion rates, such as the recycled mattress contract.</li> </ul>	
	3.1.1.4	Inform residents about Councils Domestic Waste and Clean Up programs (via electronic and print media)	50	●	<p>Council designed and printed the 2022 Clean Up, Waste and Recycling Calendars and distributed them at the end of 2021 to over 65,000 households. A digital Waste Guide was launched on Council's website at the start of July 2021 for the financial year 2021/22. Hardcopies were printed and provided to Council's Customer Service for residents to access that prefer a hardcopy. 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. Additionally, Council interacts with the community regularly on social media and print media in relation to new or modified service information. As of 26 December 2021, there have been 23,624 downloads of Council's Waste App which is an increase of 23.7% from previous year. Council's Waste and Recycling website content also continues to receive extensive traffic viewership, as one of the most viewed areas of Council's website.</p>	Waste & Cleansing Services
	3.1.1.5	Program and offer waste education programs to all primary schools and at 6 community events per annum	50	●	<p>Council partnered with Keep Australia Beautiful (KAB) NSW and offered primary schools within Bayside waste education modules. 2,929 students participated in numerous modules from 10 schools, over 25 days, raising awareness of the impacts of litter and waste related solutions. In December Council commissioned KAB NSW to offer all primary schools within</p>	Waste & Cleansing Services

					<p>Bayside waste education modules to be conducted in early to mid-2022.</p> <p>Council is on track to deliver more than 6 waste related community events or initiatives in 2020/21. Three events were delivered between July and December 2021, with more anticipated in 2022 with loosening of COVID-19 restrictions.</p> <p>Council also boosted its social media waste education presence with 37 social media posts between July and December 2021. Council also hosted the online Community Consultation Survey in June/July and the Cigarette Butt Litter online survey in July/August 2021.</p>	
	3.1.1.6	Provide an effective public place litter bin program	50	●	<p>Council conducts town centre and public place litter bin collections daily. Council manages over 800 fixed public place litter bin infrastructures, ranging from 60L to 660L. Each community bin promotes awareness, including messaging such as 'Don't Be a Tosser' which is a NSW EPA campaign and 'Watch Your Butt' which encourages the correct disposal of cigarette butts.</p> <p>Council also manages smart technology beach bin infrastructure along Cook Park and the 8km beachfront. This material was diverted from making its way into our waterways or remaining in amongst the sand or the adjacent parkland.</p> <p>In 2020/21 Council was awarded a \$40,000 grant by the NSW EPA for new cigarette butt litter infrastructure that was installed throughout the local government area. Cigarette butt litter in those areas has decreased significantly.</p>	Waste & Cleansing Services
	3.1.1.7	Seek funding through the NSW Environment Protection Authority's 'Waste Less, Recycle More' Waste and Resource Recovery Initiative.	50	●	<p>A number of programs and initiatives have been designed, implemented and/or reviewed from July to December 2021, with funding approved and provided by NSW EPA, Sydney Regional Illegal Dumping (RID) Squad membership; Community Sharps Collection Program and Community Recycling Drop Off</p>	Waste & Cleansing Services

					Events. Council received over \$180K in EPA uncontested funding. In 2021, Council also received contested funding for cigarette butt litter infrastructure, illegal dumping infrastructure, and organics collection transition research funding for approximately \$275k. In late 2021, Council applied for \$1.3M organics collection grant to roll out green waste bins to harmonise the service across the entire LGA.	
	3.1.1.8	Undertake 22 annual recycling drop off events per year	50	●	Council has delivered all the scheduled community drop off events thus far, except for 5 events that were cancelled from August to October as a result of COVID-19 restrictions.	Waste & Cleansing Services
	3.1.1.9	Undertake the management of essential waste and recycling services to over 62,000 households	50	●	The management of essential waste and recycling services to all households is on track despite the challenges of COVID-19. Council has implemented a well-conceived Essential Services Continuity Plan, has improved social distancing protocols, and increased hygiene / sanitation measures in order to deliver priority essential waste and recycling services. This includes managing services, through a pandemic and NSW public health orders and restrictions, such as: garbage, organics, recycling kerbside bin collections, bulk bin collections, kerbside and on-site clean up services, public place bin collections, community recycling drop off events, and community waste education and regulation.	Waste & Cleansing Services
3.1.2 Illegal Dumping is a thing of the past	3.1.2.1	Ascertain hotspots through mapping and analysing reported incidents of illegal dumping	50	●	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.	Waste & Cleansing Services

	3.1.2.2	Investigate incidents of illegal dumping and enforce compliance	50		1,290 reports of illegal dumping were investigated by Council and/or the Sydney Regional Illegal Dumping (RID) Squad between 1 July and 21 December 2021. Council and RID continue to conduct operations, targeting hotspot areas, providing educational information in letter boxes, engaging the community, and installing education/deterrence signage.	Waste & Cleansing Services
	3.1.2.3	Maintain the contaminated land management and recording system through the development process	50		Assessment of contamination issues in relation to Development Applications is implemented by Council	Strategic Planning
	3.1.2.4	Remove and dispose of illegally dumped materials throughout the LGA within Service Level Agreement timeframes	50		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. Between 1 July and 21 December 2021, Council and/or RID investigated 1,290 instances of illegal dumping.	Waste & Cleansing Services





### Strategic Direction - 3.2: We are prepared for Climate Change

Delivery Program Strategy	Code	Operational Plan Action	Progress	Status	Progress comment	Business Unit
3.2.1 Our city is prepared and able to cope with severe weather events	3.2.1.1	Finalise Bayside West Floodplain risk management study	80		Council is reviewing the existing Floodplain Risk Management Studies and Plans for four catchment areas to create one consolidated plan. The four catchments are Bardwell Creek and Wolli Creek, Bonnie Doon, Spring Street, Muddy Creek and Scarborough Ponds and Sans Souci. Flood mitigation measures to reduce the risk of flooding are currently being tested for Council consideration.	Strategic Planning
	3.2.1.2	Implement Botany Bay Foreshore Beach Flood Plain Risk Management Study and Plan	60		The Plan has been completed and Council is identifying options for implementation.	Strategic Planning
	3.2.1.3	Implement Stormwater & Flood Management Strategy	40		An Implementation Plan is being prepared for Council consideration in 2022	Strategic Planning
	3.2.1.4	Undertake Bonar Street Stormwater Project - Stage 2	20		The project is underway following the award of the Tender.	City Projects




	3.2.1.5	Undertake Stormwater Drainage Rehab and Renewal Program	10	●	The Stormwater Drainage Rehab and Renewal program is underway.	City Projects
3.2.2 Waterways and green corridors are regenerated and preserved	3.2.2.1	Carry out turf maintenance of approx. 333 parks and reserves and approx. 150 lineal kilometres of grass verges	50	●	Turf maintenance of approx. 333 parks and reserves and approx. 150 lineal kilometres of grass verges was conducted during the period.	Parks & Open Space
	3.2.2.2	Continue to work with Sydney Water to identify opportunities for stormwater management in Dominey Reserve	30	●	The project is subject to Sydney Water's timetable. Council will continue to work with the agency to progress water quality improvements.	Strategic Planning
	3.2.2.3	Improve the tree canopy across LGA by undertaking tree planting in public domain & open space	30	●	Greening our City grant, and planting will commence early Autumn with attention to high profile parks and suburbs with lowest canopy percentage. Species selection reflects current demographic of existing trees with new flowering species for beautification. Council is exploring options for community engagement to help minimise vandalism (e.g., letters outlining species growing characteristics, signage, local school involvement, social media). Private Tree Permits are being refined to incorporate on-site and off-set replanting strategies when trees are removed. Community Awareness has been raised of the importance of minimising removals and incorporating a positive replacement ratio. In the 6 months July to December Council has removed 577 and planted 1,083 trees. In the 2nd half of the financial year, Council will be planting an additional 1,000 trees in addition to our normal replanting schedule.	Parks & Open Space
	3.2.2.4	Maintain all garden areas on council assets within LGA	50	●	Monthly schedule of garden bed maintenance has continued including pest & disease identification & treatment. Install Mulch (1,300m <sup>3</sup> ).	Parks & Open Space
	3.2.2.5	Manage and maintain all trees within LGA	20	●	Respond and provide reactive maintenance services to meet customer requirements. Conduct street tree programmed maintenance. Conduct bush regeneration tree maintenance. Manage	Parks & Open Space

					tree maintenance contractors and private tree concerns. The tree Team actioned 1,401 customer requests from June to December 2021.	
	3.2.2.6	Prepare an implementation plan for the adopted Water Management Strategy	40	●	An Implementation Plan is in preparation and due for consideration by Council in 2022	Strategic Planning
	3.2.2.7	Protect and restore the health of waterways and wetlands through planned Gross Pollutant Traps (GPTs) inspection and cleaning program	50	●	61 GPTs were maintained during the period resulting in 151 tons of litter, sediment and vegetation being captured and prevented from entering Council's waterways	City Works
3.2.3: We increase our use of renewable energy	3.2.3.1	Develop ESD policy and targets for council facilities	50	●	Consideration being given to ESD targets in the context of Net Zero Emissions Targets and Resilient Sydney project	Strategic Planning
	3.2.3.2	Installation of water and energy efficiency initiatives in community and administrative buildings	50	●	Energy and water efficiency measures are included in the design of our new facilities across the LGA.	City Projects
3.2.4: We understand climate change and are prepared for the impacts	3.2.4.1	Actively contribute to initiatives that support resilience transformation and raised resilience-awareness in our community	50	●	Council has been actively involved in the Resilient Sydney Steering Committee and the Resilient Sydney user group. A dashboard rollout was done to various Council officers to raise awareness and build understanding of Bayside's sustainability initiatives and data to inform decision-making on environmentally sustainable measures and practices.	Executive Services
	3.2.4.2	Finalise the Bayside Environmental Strategy	50	●	An Implementation Plan is being prepared for Council consideration in 2022. The Strategy will be utilised as background evidence base.	Strategic Planning
	3.2.4.3	Implement the community sustainability program via events and workshops	0	●	The Community Sustainability program of events was limited due to COVID-19 restrictions.	Strategic Planning







## Theme Four - In 2030 we will be a prosperous community










Strategic Direction - 4.1: My place will be special to me						
Delivery Program Strategy	Code	Operational Plan Action	Progress	Status	Progress comment	Business Unit
4.1.1 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	4.1.1.1	Prepare and finalise Bayside DCP amendments	65		An amendment to the DCP in relation to changes to controls in the Rockdale Town Centre will be reported to Council May 2022 with the consolidated Bayside DCP.	Strategic Planning
Strategic Direction - 4.2: Opportunities for economic development are recognised						
Delivery Program Strategy	Code	Operational Plan Action	Progress	Status	Progress comment	Business Unit
4.2.1 Major employers support/partner with local small business	4.2.1.1	Administer Local Area Funds	50		Oversight of the Local Area Funds is being implemented	Strategic Planning
	4.2.1.2	Develop an economic development strategy to enhance economic activity across Bayside	20		The project is on hold due to resourcing issues.	Community Life
Strategic Direction - 4.3: The transport system works						
Delivery Program Strategy	Code	Operational Plan Action	Progress	Status	Progress comment	Business Unit
4.3.1 We can easily travel around the LGA – traffic problems and gridlock are a thing of the past	4.3.1.1	Advocate for improvements in transport	50		Council has made submissions to state agencies in relation to major infrastructure projects in Bayside including the Sydney Gateway, the M6 Motorway and the Botany Rail Duplication as well as active transport projects including new and updated cycling infrastructure such as the Principal Bicycle Network.	Strategic Planning










	4.3.1.2	Finalise the Bayside Employment and Economic Development Strategy to identify opportunities for activation of local areas	50		An Implementation Plan is being prepared for Council consideration in 2022. The Strategy will be utilised as background evidence base.	Strategic Planning
	4.3.1.3	Implement the Road Safety Program with annual matching funding from NSW Roads and Maritime Services	10		Some programs delayed due to restrictions on direct delivery of programs with COVID-19 protocols.	City Infrastructure
	4.3.1.4	Undertake Traffic Committee projects	50		All traffic committee projects allocated are underway and on track for completion.	City Projects



#### Strategic Direction - 4.4: Transparent & accountable governance







Delivery Program Strategy	Code	Operational Plan Action	Progress	Status	Progress comment	Business Unit
4.4.1 Ethical Governance	4.4.1.1	Administer Bayside Council's Traffic Committee	50		Virtual meetings continued throughout the period to comply with COVID-19 restrictions.	City Infrastructure
	4.4.1.2	Deliver Councillor Induction Program	50		Draft induction program underway with Induction Weekend confirmed for 29 & 30 January 2022.	Executive Services
	4.4.1.3	Develop an audit plan and report on internal audits undertaken.	50		Internal Audit Program approved and quarterly progress reports on the Program to be presented to the Risk & Audit Committee.	Governance & Risk
	4.4.1.4	Develop and Implement a new Internal Audit Charter	100		Internal Audit Charter approved by the Risk & Audit Committee and Council.	Governance & Risk
	4.4.1.5	Effectively manage Council's enterprise risk management framework	50		Strategic Risks approved by Executive and endorsed by the Risk & Audit Committee. Operational Risks monitored and reported regularly to Risk & Audit Committee.	Governance & Risk
	4.4.1.6	Establish and implement the Information & Data Management Governance Strategy	10		Research undertaken and resourcing options being considered.	Governance & Risk

	4.4.1.7	Implement the Archival & Disposal Record Strategy	50		Archival and Disposal Record Strategy developed with offsite storage provider. Plan as agreed being implemented and progress being monitored.	Governance & Risk
	4.4.1.8	Implement the recommendations from the Fraud & Corruption Prevention Report	85		Fraud & Corruption Policy Framework developed and approved by Executive, with reference to ICAC COVID-19 guide.	Governance & Risk
	4.4.1.9	Maintain, co-ordinate and support Council's Committee system	50		All Council Committees and Working Parties supported and managed in accordance with requirements under each Terms of Reference.	Governance & Risk
	4.4.1.10	Manage & coordinate the delivery of all IPR documents and reports	50		Planning is on track to develop the new suite of IP&R Documents to come into effect in July 2022 and report on progress on the Current Delivery and Operational Plan.	Governance & Risk
	4.4.1.11	Provide information access proactively and/or in a timely manner	50		Formal and Informal Access to Information Requests dealt with in accordance with Council Policy and Procedures.	Governance & Risk
	4.4.1.12	Review and develop the contractor management framework including an ongoing corporate training program	50		Draft Contractor Management framework is being developed.	Procurement & Fleet
	4.4.1.13	Review and test Council's Business Continuity Plans	90		Business Continuity plans reviewed, updated, and approved. IT Plan tested.	Governance & Risk
	4.4.1.14	Review and test Council's IT Business Continuity Plan	50		Verification Test done 25/11/2021 and report completed and registered according to Council document management policies.	Information Technology
	4.4.1.15	Review key governance policies following Local Government Election	20		Local Government Elections postponed to December 2021 and therefore review of policies for new Council term delayed. Policy review commenced.	Governance & Risk







	4.4.1.16	Support the Local Government Election process	100		Local Government Elections were held on 4 December 2021. Statutory requirements completed and Council supported as required the NSW Electoral Commission, who managed the elections for Council.	Governance & Risk
	4.4.1.17	Transition to a new Audit, Risk & Improvement Committee	0		The NSW Government has delayed the release of mandatory guidelines on the establishment of the Risk Management and Internal Audit Framework for local councils.	Governance & Risk
	4.4.1.18	Undertake Councillor Professional Development	50		Newly elected Councillors offered a range of professional development opportunities including mandatory Induction Weekend and ongoing training and awareness sessions.	Executive Services
	4.4.1.19	Undertake GM briefing session with Councillors to ensure strategic thinking and effective decision making	0		Incoming Council to set agenda for reporting and information sessions.	Executive Services
4.4.2 High Standards of Customer Service	4.4.2.1	Deliver a program of organisational service reviews	100		The Business Improvement Delivery program has been endorsed by the Executive Committee. This programme covers the next 4 years of service reviews, technology projects and innovation initiatives that all serve to improve the way in which Council delivers services to our community.	Business Transformation
	4.4.2.2	Deliver IT support - hardware, software and systems	50		IT services have been delivered to staff and community including provisioning work from home and online services during COVID-19.	Information Technology
	4.4.2.3	Develop & Implement a Customer Experience Strategy	60		The Customer Service Strategy and Operational review is in progress. Community engagement initiatives	Customer Experience

					including surveys and online focus groups was completed in November 2021. The project is due for completed by April 2022. Key deliverables include Bayside Customer Service Strategy, a 3-year improvement program and a Customer Service Policy and Charter.	
	4.4.2.4	Implement business improvement initiatives across the organisation	70	●	From July to December 2021, Business Improvement initiatives have touched on every Directorate and Business Unit of Council. This has been realised through the delivery and ongoing work of the Developer Contributions Improvement Program, Planning Agreement Improvement Program, CRM Review Phase 1 & 2, Smart CCTV trial, LPR trial rollout, a number of strategies supported by Business Improvement and Online Services. Across the 20 projects currently supported and driven by Business Improvement, every relevant Manager and Director is involved in ensuring the project will meet the needs of improving the business for our customers.	Business Transformation
	4.4.2.5	Improved response to public enquiries & requests relating to traffic and parking issues	50	●	Customer requests were 87.52% within service standard compared to 83.74% for the same period in 2020.	City Infrastructure
	4.4.2.6	Provide flood level advice to the community	50	●	Flood level advice is provided to the community accurately and in a timely manner.	Strategic Planning
	4.4.2.7	Provide responsive customer service (counter, call centre,	50	●	Bayside continues to strive to provide responsive and quality customer service. The Customer Service Counters	Customer Experience









		customer requests and complaints)			were closed from July - October 2021 in accordance COVID-19 restrictions. Council staff operated remotely during this period servicing customers online, over the phone and via emails. From July to December 2021; there were 40,900 calls offered to the contact centre; with a much-improved abandonment rate (from last quarter) of 7.5%. 73% of inbound calls were resolved at first point of contact. The top 3 call types were: 1. Waste; 2. Rates; 3. Development. Council received 15,713 Customer Requests with 90% (14,145) being completed during this period. Top 3 categories were: 1. Illegal parking; 2. Dumped rubbish; 3. Council Tree. Council received 3,120 counter enquiries from 25/10/21 to 31/12/21. Top 3 counter enquiries were: 1. Rates; 2. Development; 3. Animal Pet Registry.	
4.4.3 Skilled Staff	4.4.3.1	Continue to reduce employees' absenteeism caused by injury through a proactive and comprehensive return to work framework. Implement specific Injury Management strategies to effectively manage each employees' injury case.	50		Work Health & Safety is preparing a business case to introduce the new Return To Work module of Damstra. The new module will help understand areas of improvement in managing a claim.	Business Transformation
	4.4.3.2	Create a customer centric culture where all staff are providing a positive experience every time, for all of its customers	30		Customer Service Programs developed. Training planned for teams to deliver post lockdown. A corporate customer service training approach to be developed following the	Business Transformation

					development and approval of the Customer Service Strategy by the CS&L business unit.	
	4.4.3.3	Deliver an annual supplier and staff procurement education program	40		Procurement systems and induction training has been undertaken for staff. Work is underway to develop and introduce an E-Learning portal for Procurement. New Suppliers are provided an information pack email detailing Councils requirements with a particular focus on good governance requirements..	Procurement & Fleet
	4.4.3.4	Deliver leadership programs to develop current and future leadership capabilities and promote and encourage strong, driven and accountable leaders	100		Comprehensive leadership training plan adopted in 2020 by the Executive Committee. Leadership training has been incorporated into annual corporate training plan and has been incorporated into Business As Usual.	Business Transformation
	4.4.3.5	Develop and implement strategic actions as identified in the staff survey that will improve Council's culture and performance	40		Following the staff survey undertaken in December 2021, the results and analysis are expected in Q1 2022. Following this, report back sessions will be held with staff, leadership and the Executive and an action plan developed based on the areas identified by the survey.	Business Transformation
	4.4.3.6	Develop Workforce Strategy and Plan that supports strong service delivery to the community	0		Bayside Strategic Workforce Plan 2030 in place with updated plan to be developed by March 2023.	Business Transformation
	4.4.3.7	Maintain a fully compliant payroll framework, including policy and procedures of identified processes	50		Council is maintaining fully compliant payroll and undertakes regular reviews of processes and procedures.	Chief Financial Officer
	4.4.3.8	Review of identified human resources policies, procedures and	50		Policies reviewed or developed in the period include the COVID-19 Vaccination Policy,	Business Transformation





		forms that drives employee engagement and performance whilst ensuring consistent applications of terms and conditions			Talent Acquisition Policy and Performance Planning & Review Policy.	
	4.4.3.9	Review the Bayside's Community History Collection and develop an improvement plan	50	●	<p>Bayside Council is continuing to audit its community history material (physical and digital) as part of Council's Community History Harmonisation Project. The audit is being undertaken at 3 locations, Mascot Library and George Hanna Museum, Rockdale Library and AMAC house at Botany. The outcome of the audit will inform an improvement and action plan for preservation, storage, and access of the community history collection.</p> <p>The audit was suspended during COVID19 lockdown and re-commenced in late November 2021; 150 framed works were photographed (front and back), measured, wrapped and documented, 97 boxes of archaeological artefacts and paper-based archives were audited prior to 31 December.</p> <p>The lockdown did provide an opportunity to focus on the digital audit. Currently, the size of the digitised local history collection is 3,679 GB (or 3.6 TB). This will grow as fragile items and photographs are digitised in the future.</p>	Customer Experience
	4.4.3.10	Review, research, develop and implement a work health and safety management framework to ensure that Council is	60	●	<p>Good progress is being made in implementing the Work Health &amp; Safety (WHS) Management system.</p> <p>1. Recently Damstra Safety was</p>	Business Transformation


		compliant whilst driving a strong safety culture			commissioned. The WHS team is recording incidents in the Events module. Records of the investigation and tracking of corrective action is also now captured within Damstra. 2. All the Minerva procedures have been approved with the remaining procedure to be published.	
	4.4.3.11	WH&S inspections carried out in accordance with annual schedule, corrective actions identified, recorded and implemented	20		There has been a delay in setting up the schedule for the WHS Committee due to COVID-19 and the first meeting of the new committee was also delayed.	Business Transformation
4.4.4 Strong Financial Management	4.4.4.1	Develop a strategy/council endorsed position leasing of golf courses - greater than 12 months	80		On 13 October 2021, Council endorsed 5-year lease agreements to Bexley and Bardwell Valley Golf Clubs, subject to suitable terms. Statutory advertising for the proposed leases are completed and negotiations with the Clubs have commenced.	Property
	4.4.4.2	Develop an advertising strategy (incl. Bus Shelter) associated with the Property Strategy	50		This is being developed as a component of the Property Strategy.	Property
	4.4.4.3	Ensure a timely completion of Council's audited financial statements	35		Work is progressing to ensure timely delivery of Council's audited financial statements..	Chief Financial Officer
	4.4.4.4	Establish an independent entity and board of management for Arncliffe Youth Centre	30		Updated submission to establish a company to manage Arncliffe Youth Centre sent to the Office of Local Government in November 2021. Currently awaiting feedback and a formal determination of the proposal.	Property
	4.4.4.5	Implement a new property management system and develop a	50		A new Property Management System is at the design stage and process maps are being developed.	Property



		new reporting framework				
	4.4.4.6	Implement continuous improvement actions for internal financial reporting & financial operations	50		A comprehensive review has been conducted to assess current state and set up a program of works to achieve best practice.	Chief Financial Officer
	4.4.4.7	Implement the rate harmonisation process	100		From 1 July 2021 Council commenced the introduction of a new rating scheme across Bayside. As agreed, this scheme is being introduced gradually, with rates reaching harmonisation by 2024/25.	Chief Financial Officer
	4.4.4.8	Implement, monitor and review a new financial reporting framework	100		The new financial reporting framework has been implemented and continues to be reviewed to ensure best practice.	Chief Financial Officer
	4.4.4.9	Maintain procurement data analytics and reporting for strategic procurement decision making	100		There are a number of Procurement Reports and analytics in place to help inform and make procurement decisions. Other reports will be established as the need arises.	Procurement & Fleet
	4.4.4.10	Manage and review Councils Financial Position on a continual basis	50		Council continues monthly reviews to monitor and improve its Financial position and ensure compliance with accounting standards.	Chief Financial Officer
	4.4.4.11	Maximise return's on Council's investment portfolio to exceed benchmark	50		Council continues to review its investment portfolio to work within the legislative guidelines to achieve maximum returns.	Chief Financial Officer
	4.4.4.12	Process and administer Voluntary Planning Agreements	50		Council continues to administer all Voluntary Planning Agreements on an ongoing basis. A register of VPAs is included in the Bayside council website.	Strategic Planning
	4.4.4.13	Provide effective management of Council's fleet	100		The introduction of a new asset and finance system allows Council to deliver on reporting	Procurement & Fleet

					capabilities to manage and monitor fleet activities.	
	4.4.4.14	Provide effective management of Council's stores	50	●	Council effectively manages two store operations at Bexley and Botany. Measures include stock control, approval processes, and stocktakes.	Procurement & Fleet
	4.4.4.15	Provide procurement advice to the organisation to achieve best value procurement & community outcomes	50	●	Procurement support advice is provided to Business Units across Council	Procurement & Fleet
	4.4.4.16	Review and update the Long-Term Financial Plan	50	●	The Long-Term Financial Plan is being reviewed and updated given Council's commitments to the community and changing financial landscapes and opportunities.	Chief Financial Officer
	4.4.4.17	Review Council's financial sustainability strategies to address infrastructure asset funding shortfall	50	●	There has been a series of reviews and discussions with Executive Committee to address identified funding shortfalls to further inform the incoming Council following the local government elections..	Chief Financial Officer
	4.4.4.18	Undertake legislative financial management and reporting	50	●	Budgeting and Financial reporting has been completed and is on track including the Quarterly Budget Review Statements.	Chief Financial Officer
4.5.1 Innovative businesses are supported to locate in Bayside	4.5.1.1	Facilitate programs to develop skills for current and future business owners	50	●	Continued to work with local up and coming businesswomen to support growth and connection to the community. Engaged with local businesses, engaging, and connecting throughout lockdown, via Councils Online forums and business networks with BEC.	Community Life
4.5.2 Local plans and regulations have kept pace	4.5.2.1	Deliver effective and competitive Complying Development (CDC) and Construction Certificate (CC) Services.	50	●	Council has continued to promote Council's Certification Services. There has been an increase in CDC and CC as a result in a change of legislation.	Compliance & Certification

with the sharing economy	4.5.2.2	Implement new LEP/DCP in assessment of DAs	50		The new Bayside LEP came into effect on Friday 27 August 2021. This Bayside LEP now provides one single source for planning information, including mapping, for zoning, heritage, building height and floor space ratios. The new Bayside DCP is still currently under review.	Development Services
	4.5.2.3	Investigate and implement opportunities to improve development assessment processing times and customer satisfaction for development applications	50		Development Assessment Teams have successfully achieved a 20% reduction in the median application determination timeframes to meet the target set by the NSW Government Public Spaces Legacy Program. Development Assessment has also adopted a 'New Approach' policy to reduce determination times. This reduces the number of amendments allowed to applicants and sets firmer timelines on waiting for additional information and amended plans to be submitted.	Development Services
	4.5.2.4	Report to the Department of Planning on the performance of the Bayside Local Planning Panel in regard to determination of Development Applications	50		Development Services continues to provide updates feedback to Governance and the Bayside Local Planning Panel on outcomes of meetings and determinations. Quarterly Reports are also provided to the Department of Planning Industry and Environment on the Panel functions.	Development Services
	4.5.2.5	Undertake Building Information Certificates assessments	50		Council undertakes the assessment of building information certification daily and assesses in accordance with the legislative's requirements. Council has also developed standard checklists and procedures.	Compliance & Certification

	4.5.2.6	Undertake swimming pool inspections to ensure that all swimming pools are inspected within a 3-year period	50		All swimming applications received in this period have been assessed and inspected.	Compliance & Certification
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