



# Bayside 2032

**Delivery Program 2022-2026**

**Operational Plan & Budget  
2022/23**

**6 Month Progress Report  
July to December 2022**



**Bayside Council**  
Serving Our Community

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# Bayside @ a Glance

Land Area  
**50 km<sup>2</sup>**

Suburbs  
**29**

Population  
**176,061** ▶ **212,836**  
2021 2036

Aboriginal / Torres Strait Isl.  
**1,954**

Born Overseas  
**41%**

Total Assets  
**\$1.5 billion**

Budget  
**\$266 million**

Residential Properties  
**67,248**

Total Businesses  
**17,692**

DAs Approved  
**506**

Planning Proposals  
**4**

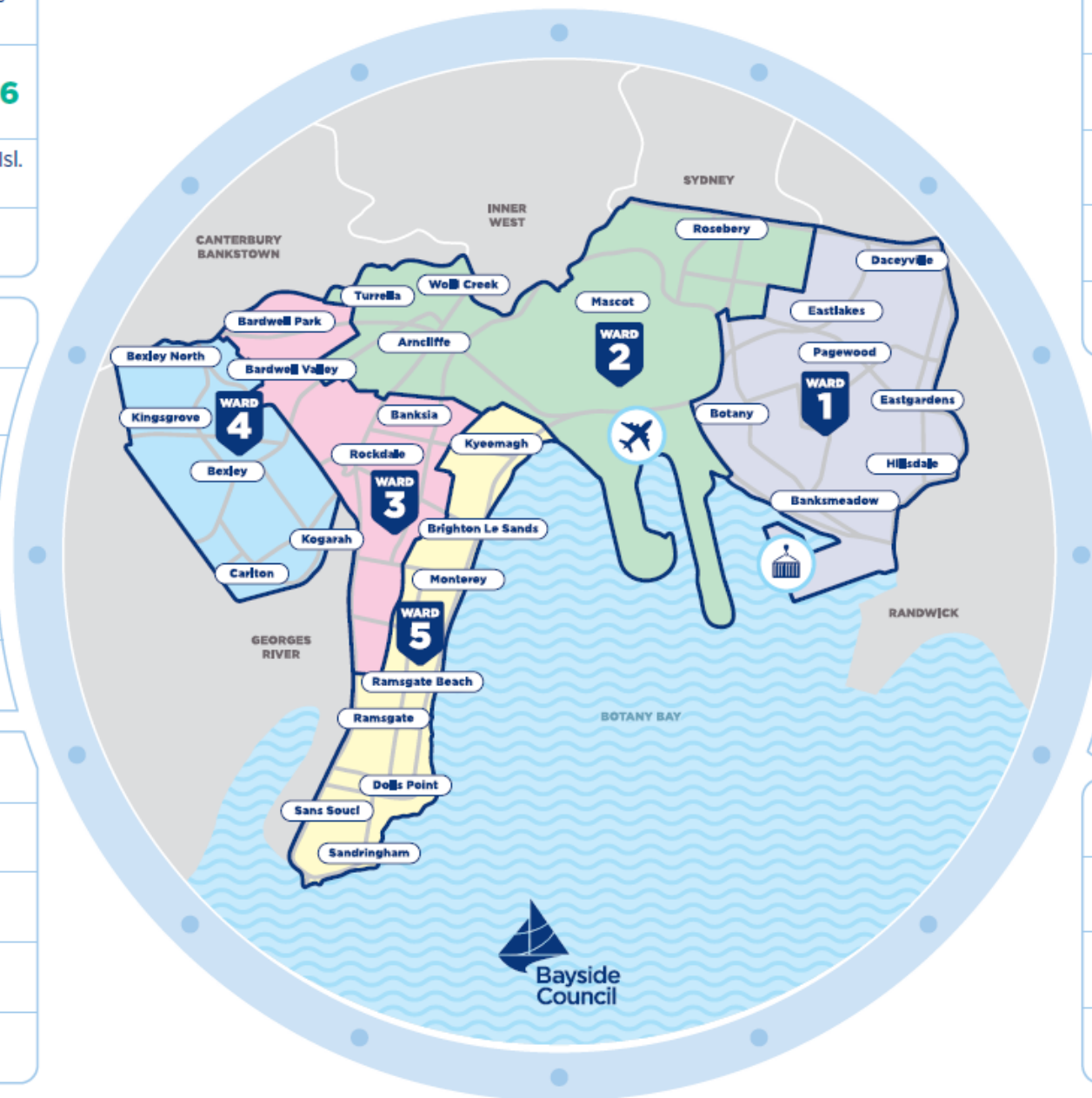
Childcare Centres  
**11**

Aquatic Centres  
**2**

Parks & Reserves  
**339**

Playing Fields Maintained  
**47.68 ha**

Trees Planted  
**2,000+**



Paved Footpaths  
**637 km**

Kerbs & Gutters  
**691 km**

Drainage Pits  
**8,004**

Sealed Roads  
**370 km**

Bridges  
**43**

Customer Requests  
**30,947**

Customer Calls  
**92,229**

Visitors to our Libraries  
**203,887**

New Library Members  
**5,258**

Items Borrowed  
**283,460**

Recycling Drop Off Events  
**22**

Bins Collected  
**4.7 million**

Clean Up Services  
**335,000**

Waste App Downloads  
**28,500**



Playgrounds	<b>131</b>
Depots (incl. 13 workshops)	<b>3</b>
Administration Buildings	<b>2</b>
Town Halls	<b>2</b>
Library Buildings	<b>7</b>
Baby Health Centres	<b>4</b>
Public Toilets	<b>39</b>
Community Halls	<b>18</b>
Senior Citizen Halls	<b>5</b>
Sport, Club Rooms & Kiosks	<b>30</b>
Community Services	<b>4</b>
Leisure Centres	<b>4</b>
Retaining & Sea Walls	<b>15.5 km</b>
Creeks & Channels	<b>10.5 km</b>
Pipes & Culverts	<b>235 km</b>
Pollutant Traps & Devices	<b>90</b>



# Integrated Planning & Reporting

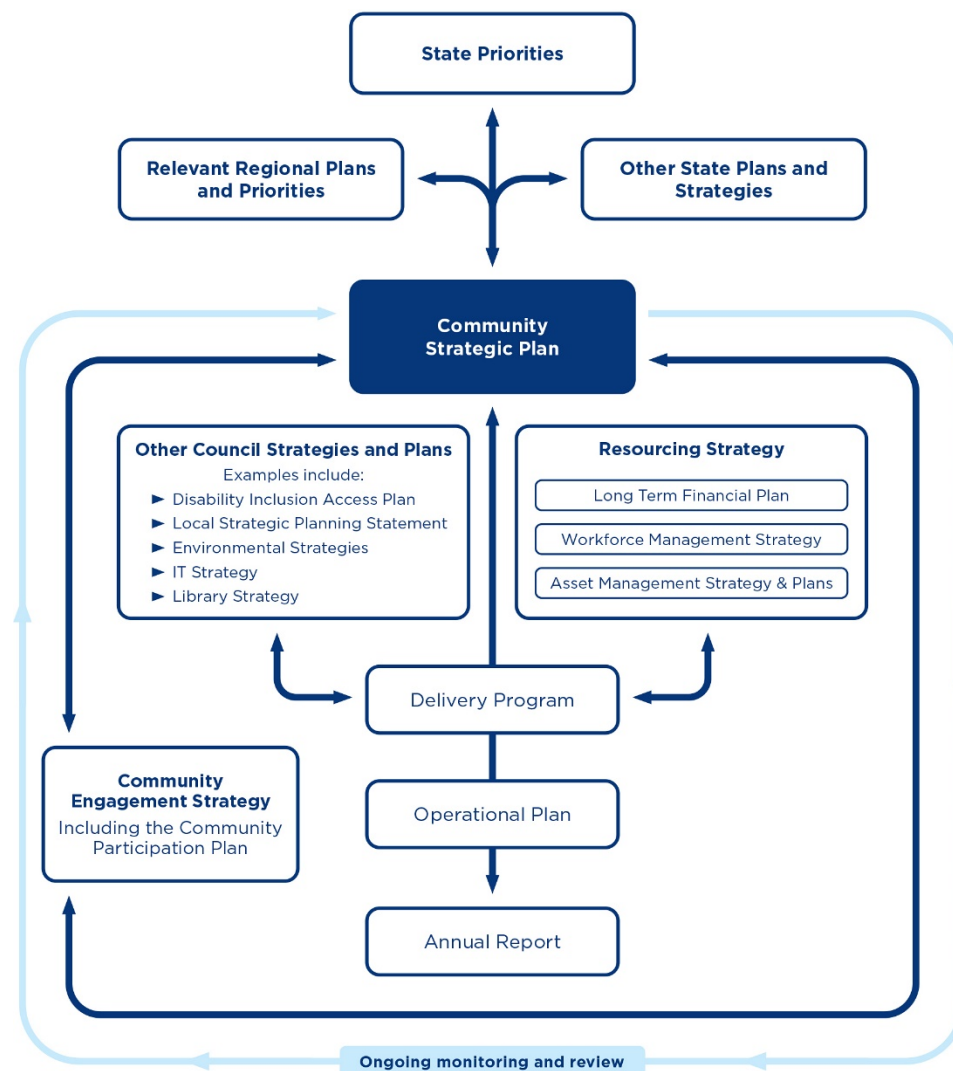
The Integrated Planning and Reporting framework guides our planning and reporting activities. The Community Strategic Plan (CSP), Bayside 2032, is Council's highest-level plan and identifies our community's main priorities and aspirations for the future.

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.





# 10 Bold Moves Progress

These are our strategies and Capital projects that are transforming the future of bayside and will deliver significant benefits to the community by addressing future needs as bayside grows.

Environment & Resilience	New Business Unit established July 2022, new Manager commenced, and staff recruitment is continuing. Key achievements include the switch to 100% renewable energy contract, the planting of 2,000 trees in the public domain and open space (5 times the annual target).
Barton Park	Construction is well underway and is scheduled to be completed in April 2024
Boulevard Car Park Redevelopment	The project is currently in feasibility assessment phase, A draft report will be presented to Executive in March 2023.
Botany Aquatic Centre Upgrade	Originally planned in two stages, Stage 1 has been deferred to be delivered with Stage 2 due to complex site issues
Le Beach Hut	The Development Application and Planning Proposal have progressed and will go through an approvals process. Following this the project will be tendered for construction. Tender for ongoing management and operation of the asset to commence once planning approvals has been finalised.
Town Park (4 Guess Ave, Wolli Creek)	September 2023 target completion date as defined in Property NSW Deed. Construction is underway. Practical completion as per the Property NSW Deed is 17 August 2023.
Bayside Leisure Enterprises	Model submitted and awaiting approval from the Office of Local Government.
Sir Joseph Banks Park Regional Playspace	Construction of the playspace is almost completed and ready for official opening in March 2023.
Rockdale Community Cultural Centre	Engagement with community is currently in progress and will close in February 2023.
Rockdale Town Centre	Key challenges and opportunities have been identified and a number of spatial planning scenarios modelled. An initial workshop has been held with the Executive team to gather feedback on various options and opportunities. The next step will be engagement with Councillors in early 2023 to focus the direction for further modelling, leading toward the preparation of a draft masterplan.

# BAYSIDE Snapshot 2022

NAIDOC Week Celebrations	JULY	First GREEN Term Deposit \$9.65m
Bayside Emissions Tracker	AUGUST	Depeena Reserve Playspace opening
Bayside Spring Fair	SEPTEMBER	Dementia Action Week
Migrant Information Day	OCTOBER	Todd Reserve playground opening
Council's first electric vehicle & operational charging station	NOVEMBER	Small Business Month Business Forum
Summer Foreshore Program	DECEMBER	History Award: A park for the people: Jack Munday and the Eastlakes Green Ban

# Highlights – community and environment

## Strengthening Council's relationship with the local Aboriginal community

- NAIDOC Week collaboration and schedule of activities across the week
- Renaming of two parks with Aboriginal place names
- Establishment of Bayside's first Aboriginal advisory group

## Strengthening older residents' connection to their community and to others

- Dementia popups as part of the Age Friendly Strategy

## Expanded library services to reach broader community base

- Pop-up libraries at various Bayside events and playground openings
- HSC Rescue program supported HSC students after an especially tumultuous two-year disruption

## Diverse representation in engagement to reflect community demographics:

- In the reporting period, Aboriginal people represented 1.9% of all participants in Council engagement activities, people with disability comprised 6% of all participants, and people who speak a language other than English at home comprised 22% of all participants. To date, Council's engagement activities include representative inclusion of Aboriginal people and people with disability, however people who speak language(s) other than English at home still require specific and additional measures to ensure their participation in engagement activities.
- In the reporting period, the engagement with the highest representation of diverse populations included the Noel Seiffert Reserve playspace renewal (61%) followed by the Review of the Engagement and Communications Strategy (44%), and the Planning proposal 88-96 New Illawarra Rd (35%).

## Council's first electric car takes to the road

- Bayside Council took delivery of its first 100% electric car making an impact on Council's environmental footprint. Council ordered six electric vehicles as part of its commitment to renewable energy and lowering emissions
- Council is continuing to work closely with developers to help ensure suitable charging stations are included in all new developments.
- In 2023, Council aims to be part of a trial program that will see 10 street-side electric vehicle (EV) chargers installed in local streets for a 12-month period. This trial will help assess the demand for commercial EV stations in Bayside as well as the implementation of future EV chargers.



*NAIDOC Week Family Fun Day*



*Council's first Electronic Vehicle*



# Highlights – events and awards

## Spring Fair

- Held at Jack Munday Reserve on a beautiful September day the Spring Fair celebrated the cultural diversity in the Bayside Community with culinary delights, arts and crafts, live music and information stalls about local services and opportunities.

## Community Walk Against Domestic & Family Violence

- The Bayside community showed their support in saying NO to domestic violence by joining a walk during the United Nations 16 Days of Activism Against Gender-based Violence. The walk was supported by the NSW Police, the Bayside Women's Shelter and other community organisations.

## Food & Wine Festival Bayside

- The Festival had over 40 stalls hosting local brewers, distillers, regional wineries, and gourmet providores and food trucks.
- The community enjoyed two stages of live entertainment, art workshops and wine tastings throughout the day.

## Planning Excellence Awards

- The Awards for Planning Excellence are run by the Planning Institute of Australia (PIA), the national body representing planning and the planning profession.
- Bayside Council won the *Technology & Digital Innovation Award* for the innovative way Council integrated its corporate applications with the NSW Planning Portal ensuring a seamless, automated transfer of information between Council's systems and the Portal, which improves efficiency and customer experience.
- Bayside Council's child-orientated community engagement around the Sir Joseph Banks Masterplan received the *Stakeholder Engagement Award*. The Award recognises the best practice public engagement and collaborative process Council undertook in planning the regional play space using innovative engagement with families.



*Bayside says NO to Domestic Violence*



*Food & Wine Festival*



# Highlights – greening Bayside

## Tree planting

- Tree Services has planted approx. 1,200 trees, mostly natives, in the first financial quarter to increase Bayside's tree canopy and promote the continuity of natural biodiversity of the community.
- Trees were predominantly planted in parks with a 2:1 ratio of trees planted in our street anytime we remove a tree.

## Rockdale Plaza Drive waterway rescue

- Rockdale Plaza Drive was transformed into a functional natural waterway with over 500 plant species planted on site.
- The site was regularly choked with numerous flooding events at the intersection of West Botany Street. It was overgrown with vegetation and attracted litter and illegal dumping on site
- Council addressed a large illegal dump by removing material (including plastic packaging, pallets, gutter sections, wide roller doors, steel beams, etc.), and a program of ongoing litter picking.
- The walls of the channel were sculptured, and nuisance vegetation cleared. 500 suitable plants were planted to stabilise the banks.



# How to read this report

Monitoring and review play an important part of the IP&R framework. This six-month progress report sets out how all the projects and activities in the OP 2022/23 are tracking and therefore contributing to the priorities identified in the DP 2022-2026.

This document is structured on the four themes being informed by the CSP and DP with 168 Actions of the Operational Plan as:





# 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.

Each Action has

- The Percentage Complete - this is the progress of work planned for 2022/23 as of 31 December 2022.
- Measures and Targets where applicable are reported
- The Status of each action is colour coded as follows:

 Completed

 On Track

 On Hold

 Not Due to Start

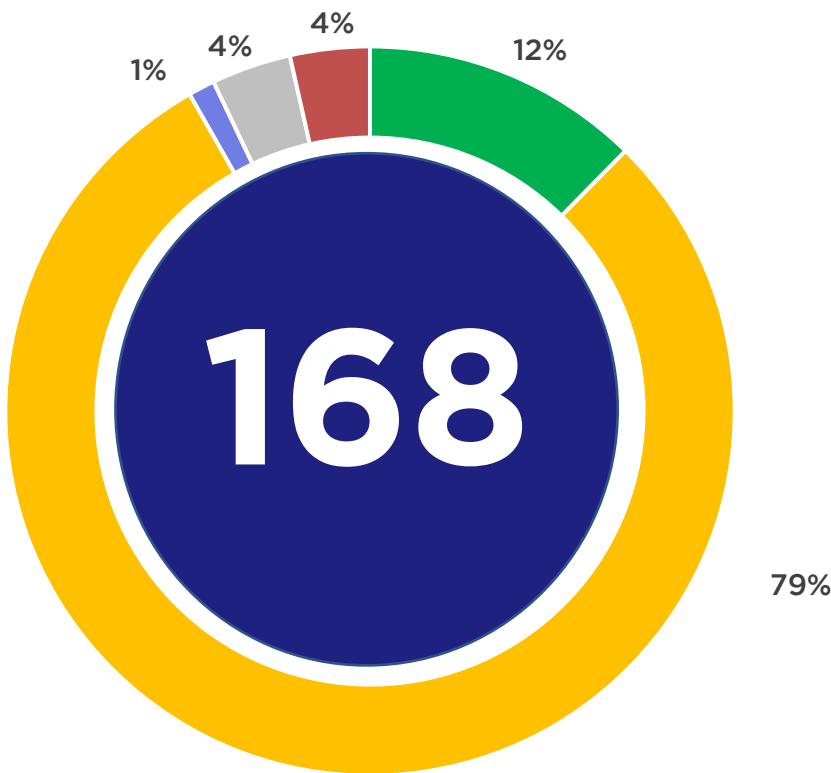
 Delayed

# Overall Performance

We are halfway through the first year of the new DP 2022-26. The OP 2022/23 includes 168 actions across four themes. Of these, 12% have been completed, 79% are on track for completion, 1% are on hold, 4% are Not Due to Start, and 4% are Delayed.

## Action Status Summary as of 31 December 2022

<div></div> Completed	21
<div></div> On Track	133
<div></div> On Hold	2
<div></div> Not Due to Start	6
<div></div> Delayed	6



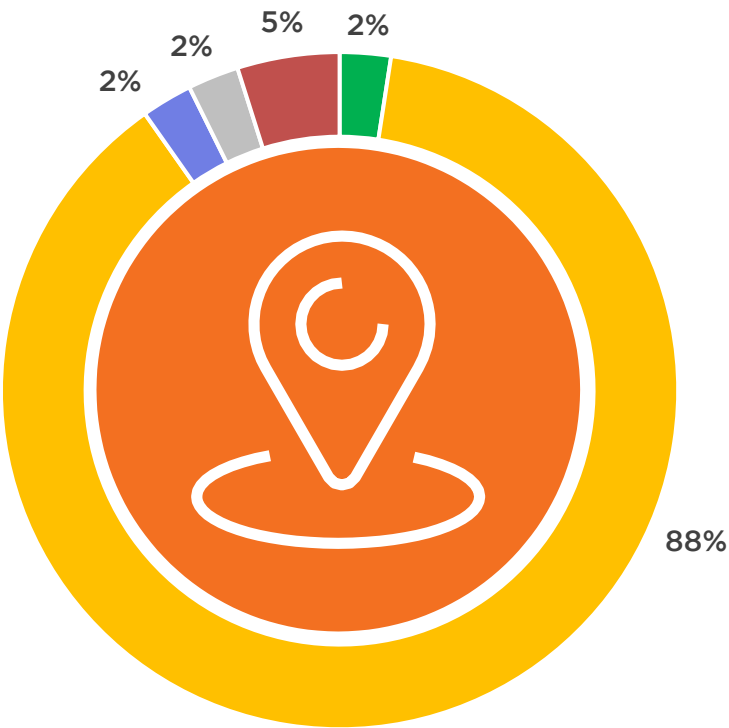
# Theme One

## In 2032 Bayside will be a vibrant place

Neighbours, visitors, and businesses are connected in dynamic urban environments. People are proud of living and working in bayside. Built forms focus are sympathetic to the natural landscape and make our area a great place to live.

### Action Status as of 31 December 2022

<div></div> Completed	1
<div></div> On Track	36
<div></div> On Hold	1
<div></div> Not Due to Start	1
<div></div> Delayed	2










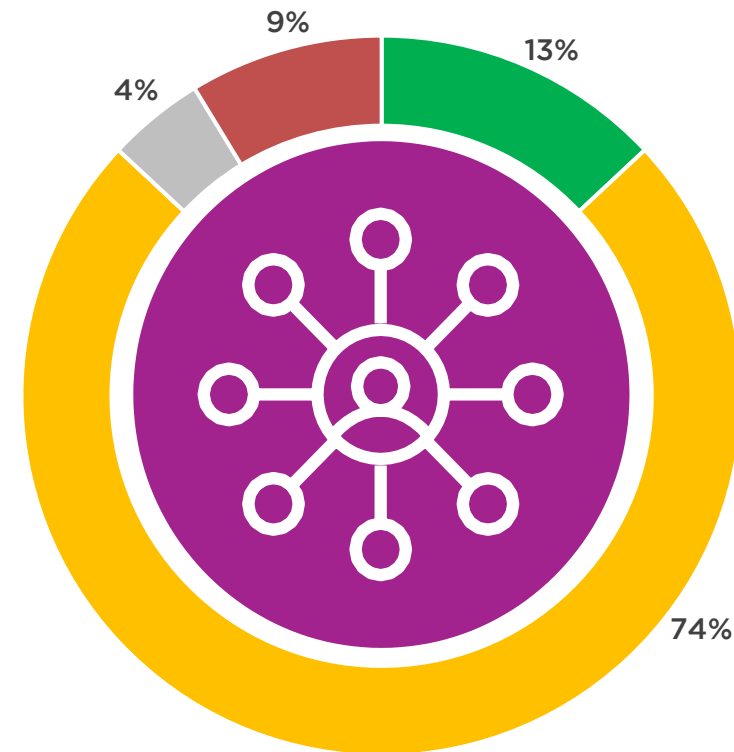
# Theme Two

## In 2032 our people will be connected in a creative City

Knowledge sharing and collaboration ensure that we have the expertise and relationships to lead with integrity, adapt to change, connect vulnerable people to community, build resilience and effectively respond in times of adversity and stress. Our strong connections help our diverse community to feel equally valued.

### Action Status as of 31 December 2022

	Completed	3
	On Track	17
	On Hold	0
	Not Due to Start	1
	Delayed	2



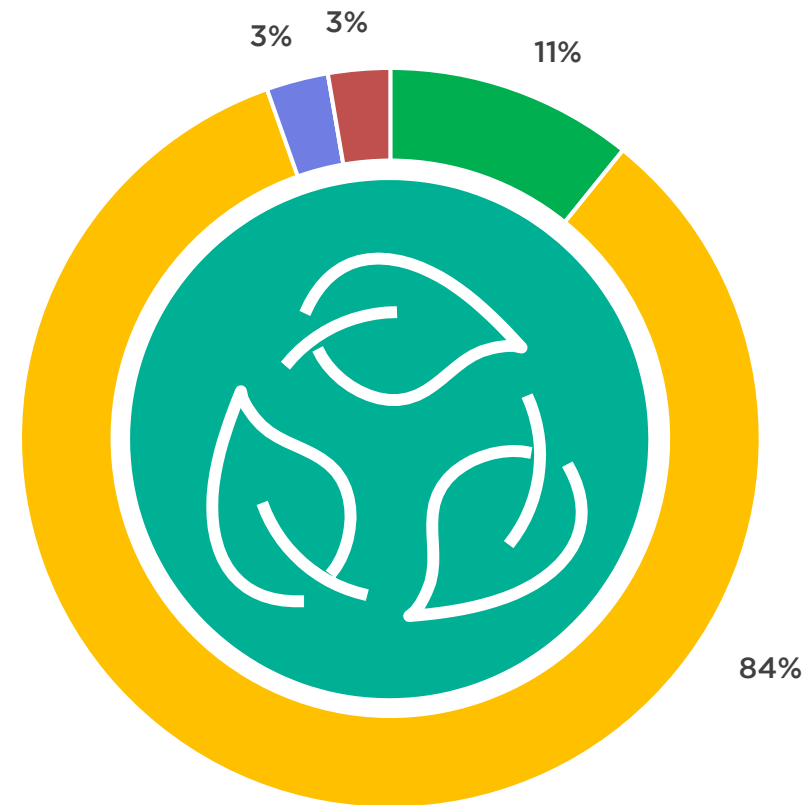
# Theme Three

## In 2032 Bayside will be green, resilient, and sustainable

Our natural assets and biodiversity are protected and enhanced through collaborative partnerships, to benefit a healthy environment now and in the future. The community is resilient, and confident in its ability to work together to thrive, adapt and recover from risks and climate events. Energy, resources, and waste are managed sustainably.

### Action Status as of 31 December 2022

Completed	4
On Track	31
On Hold	1
Not Due to Start	0
Delayed	1



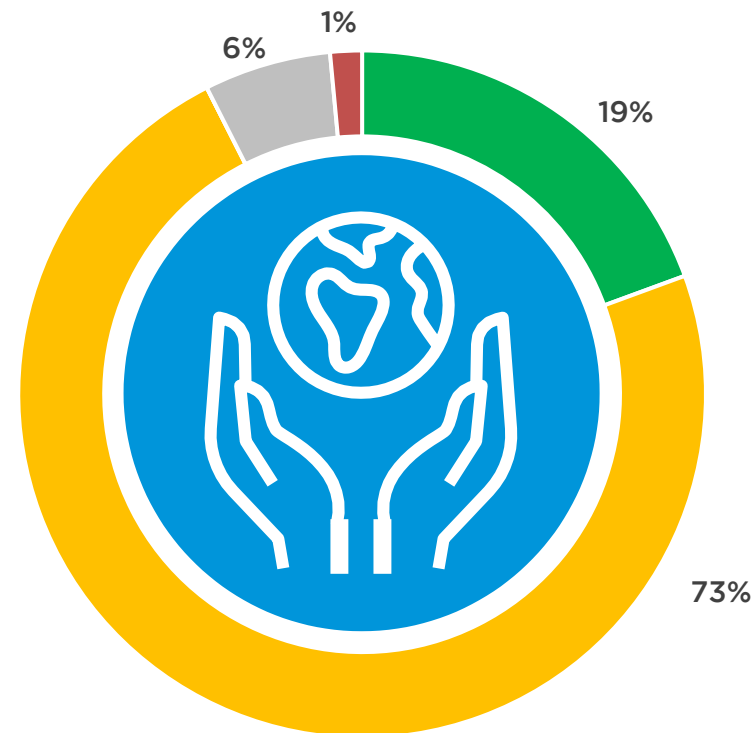
## In 2032 Bayside will be a prosperous community

# Theme Four

Business innovation, technology, flourishing urban spaces and efficient transport attract diverse business, skilled employees and generate home-based business. Growth in services to the local community generate employment support, a thriving community, and livelihoods. Council is viable across its quadruple bottom line: social, environmental, economic, and civic leadership.

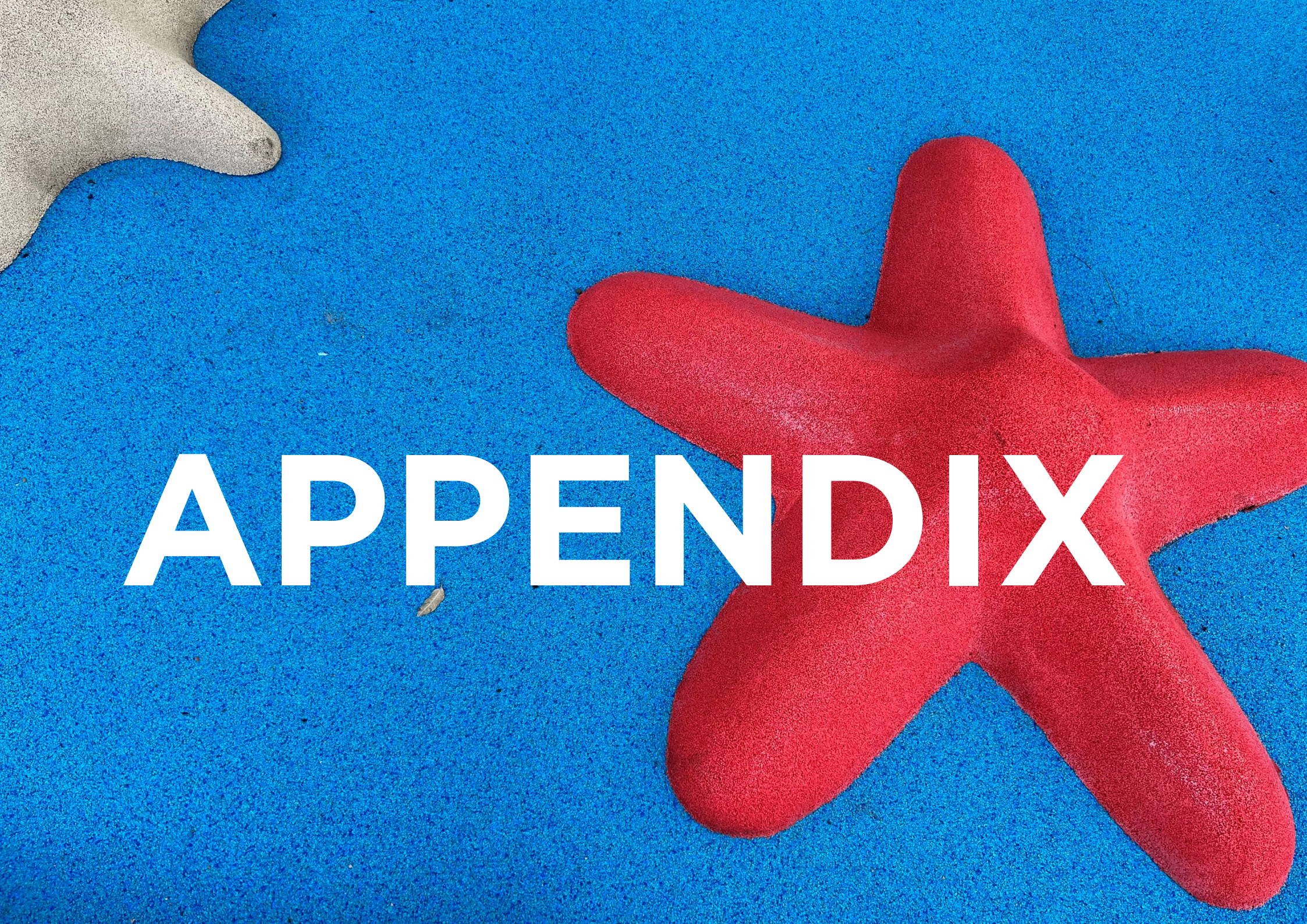
### Action Status as of 31 December 2022

Completed	13
On Track	49
On Hold	0
Not Due to Start	4
Delayed	1





# APPENDIX





# Theme One

## In 2032 Bayside will be a vibrant place








Neighbours, visitors, and businesses are connected in dynamic urban environments. People are proud of living and working in bayside. Built forms focus are sympathetic to the natural landscape and make our area a great place to live.



### Community Outcome -1.1: Bayside's places are accessible to all

Delivery Program Strategy 2022-2026	Code	Operational Plan Action 2022/23	Measure & Target	% Progress	Status	Comment	Directorate
1.1.1 Create spaces, places and interactions that are safe, accessible, and engaging (Deliver)	1.1.1.1	Conduct annual inspections of food, skin penetration and hairdressing businesses	Annual Inspection program completed Target: June 23 Actual: 50%	50	●	All skin penetration and hairdressing businesses inspected. Annual inspections of food currently being undertaken - on track for completion by end of 2022/23.	City Life
	1.1.1.2	Delivery of City Projects Program on time and on budget	Botany Aquatic Centre - completion of Stage 1 Target: December 2022 Actual: Deferred to be delivered with Stage 2 Notes: Stage 1 deferred to be delivered as one project rather than splitting into stages.  Barton Park Target: December 2023 Actual: April 2024 Notes: Construction well underway and as per the agreed program completion is scheduled for April 2024.  Sir Joseph Banks Park Target: December 2022 Actual: March 2023 Notes: The playspace is almost completed and we are scheduling an official opening for March 2023.	50	●	The City Projects Program is being delivered on time and on budget. Regular reports to the Executive and Council Committees are undertaken on projects and we are on track for 50% expenditure against allocated budget.	Office of the General Manager
	1.1.1.3	Develop and maintain key partnerships to improve community safety	# Police meetings attended Target: Report 6 monthly Actual: 4	50	●	Several meetings have already been held this year with Police Area Command and Liquor accord	





			# DFV Partnerships attended Target: Report 6 monthly Actual: NIL Notes: Allocation under review after recent restructure.					
	1.1.1.4	Implement the Community Safety Strategy 2022-2026	Develop a Child Safe Policy and implement the Child Safety Standards Target: June 2023	50	●	The policy has been drafted and on track to meet the target completion date.	City Life	
	1.1.1.5	Respond to community complaints about unauthorised development, uses or unsafe structures	% responded to within agreed timeframes Target: 97% Actual: 97% responded to within 3 days of receipt of complaint	50	●	Compliance officers respond to community complaints to resolve matters regarding unauthorised development or uses and unsafe structures.	City Life	
	1.1.1.6	Roll out opportunities for smart cameras and License Plate Recognition technology to combat illegal parking, anti-social behaviour and increase community safety	LPR program implemented Target: June 23	50	●	An expansion of Council's Smart CCTV Network and License Plate Recognition technology has been successfully installed and commissioned in Sanoni Avenue, Sandringham. Further, a scope of work for an expansion of Council's CCTV network in Brighton Le Sands has been finalised that incorporates Smart CCTV elements of people counting has been finalised, with installation to occur in February 2023. Additionally, a strategy to guide Council's further investment in Smart CCTV and CCTV for surveillance is currently being compiled.	Office of the General Manager	
	1.1.1.7	Complete the Rockdale Centre Masterplan	Concept options are prepared for discussion with Councillors Target: June 23	10	●	Project commenced, draft Project Plan prepared, establishment of Project Control Group and preliminary discussions with Engagement Team commenced. Preliminary design investigations summarised.	City Futures	
1.1.2 Improve availability of parking for residents (Deliver, Advocate)	1.1.2.1	Analyse data and develop strategies around shopping centres and the foreshore to ensure maximum parking availability and safety	Bayside Parking Strategy developed Target: June 23	0	●	Paid parking options explored various models and canvassed with Councillors. Comparative option being formulated relying on License Plate Recognition enforcement as an alternative. Options will be reported to Council in 2023	City Futures	
	1.1.2.2	Enforce NSW Road Rules School Parking Patrol Program for 44 schools	# school patrols per annum Target: 500 Actual: 276	50	●	The annual program highlights Council's commitment to public education around children and road	City Life	

		within the LGA				safety and is generally well received.	
	1.1.2.3	Redevelopment of the Boulevard Carpark project	Preferred Option Determined Target: August 22 Actual: June 2022  Detailed design and scope developed Target: March 23 Actual: Delayed	45		Project currently in feasibility assessment phase. Report drafted for Executive early March 2023.	City Performance
1.1.3 Promote the provision of affordable housing for those who need it (Partner, Advocate)	1.1.3.1	Prepare the implementation plan for the Bayside Local Housing Strategy	Plan developed Target: June 23	40		Council has provided Department of Planning and Environment with a draft Implementation Plan including Table 1 which provides an update on how Council will implement the Bayside Housing Strategy	City Futures
1.1.4 Provide safe accessible open space with a range of active and passive recreation opportunities to match Bayside's growing community	1.1.4.1	Ensure all active and passive parks are well maintained and fit for purpose	All parks maintained on a weekly to monthly schedule, depending on usage Target: ≥ 95% Actual: 95	50		Weekly, fortnightly & monthly maintenance of all parks was conducted.	City Presentation
	1.1.4.2	Finalise Masterplan for Studdert Reserve	Masterplan endorsed Target: December 22	95		Additional community engagement was completed as required by Council resolution. The results and a revised Masterplan were reported to City Planning and Environment Committee on 12 October 2022 with a decision deferred pending on site meetings for Councillors. Site meetings with Councillors have occurred. The Masterplan will be considered by Council in 2023 for endorsement	City Futures
	1.1.4.3	Review, update and implement Bayside Park and Reserves Plan of Management	Crown Land Approval Target: December 22 Actual: February 2023	90		Draft Plan of Management reviewed by Crown Lands, comments received back in December 2022. Updates being made to the document, pending re submission to Crown Lands in early February.	City Performance
	1.1.4.4	Undertake annual Playspace Renewal & Shade Improvement Program	Report on progress Target: 6 monthly Actual: On track	55		Design is well underway for the playspace renewal program. The two shade structures scheduled for this year have been installed and are pending financial completion and capitalisation.	Office of the General Manager
	1.1.4.5	Undertake seasonal sportsfield renovation works program	Program completed as per schedule Target: ≥ 95% Actual: 100	50		Programmed of works completed: sports field renovation works (17 Sporting Field Locations totaling 22.7ha ) scarify, aeration, topdressing	City Presentation



1.1.5 Welcome visitors and tourists to Bayside (Partner)	1.1.5.1	Partner with NSW Government Tourist organisations to promote Bayside as a place of interest for Tourists	Report on activity Target: 6 monthly Actual: Annual	0		soil, fertilising, turf replacement. High level engagement underway with Sydney Airport Corporation Ltd to explore forecast future trends, economic corridors and employment pathways. Participation in Committee for Sydney Forums across Sydney visitation and demographics and future forecasting	City Life
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## Community Outcome -1.2: Bayside's places are dynamic and connected

Delivery Program Strategy 2022-2026	Code	Operational Plan Action 2022/23	Measure & Target	% Progress	Status	Comment	Directorate
1.2.1 Create green and welcoming streetscapes (Deliver)	1.2.1.1	Maintain all garden areas on council assets within LGA	Regular maintenance (weather permitting)  Target: 8 times a year Actual: 4 times total for Q1 & Q2	50		Weekly, fortnightly & monthly maintenance of all parks was conducted.	City Presentation
1.2.2 Ensure public buildings are well maintained as important community hubs with the opportunity for shared and multiple use of facilities (Deliver, Advocate)	1.2.2.1	Promote and increase usage of community facilities (town halls, community halls, centres, and meeting rooms)	Utilisation of facilities - #hours booked (Baseline year) Target: Report 6 monthly Actual: Reported 6 monthly usage	50		Through the ongoing use of Bookable (Council's online booking platform), the public are able to explore venues and book online. Bookings are promoted on Council's website and on Council's social media pages.	City Life
	1.2.2.2	Review of the management options for the Angelo Anestis Aquatic Centre	Council to determine the management option Target: August 22	100		A review of Management Options was undertaken and presented to the City Services Committee and Council in November 2022. Council determined not continue with the external management of Angelo Anestis Aquatic Centre beyond the end of term date (30 June 2023). Council is working with the current operator on transitioning the management of the Centre back to Council to directly manage from 1 July 2023.	City Life
1.2.3 Facilitate greater connectivity through active transport (Deliver, Partner,	1.2.3.1	Advocate for better cycling connections and investigate ways to incorporate active transport into existing decision making	Partner with local active transport groups to encourage participation Target: Report 6 monthly Actual: monthly	50		Strategic planning and Council maintain regular contact with local Bike Advocacy groups BikEast, BicycleNSW, BikeSydney with the aim of delivering walking and cycling infrastructure that provides access to	City Futures

Advocate)			Incorporate Active Transport issues into the existing Traffic Committee Target: Report 6 monthly Actual: 6 monthly			key destinations. These actions are in response to increased community demand and safety concerns.	
	1.2.3.2	Implement the annual Footpath Program	Report on progress Target: 6 monthly Actual: 50 % Notes: on track to complete	50	●	1,717 CRM's for footpath maintenance were received in the first 6 months of 2022/23. Completed 1,200m <sup>2</sup> of footpath repairs and 400 <sup>2</sup> of restorations in the first half of the 2022/23. We have over 7,000m <sup>2</sup> of new footpath and footpath widening works scheduled for the second half of the 2022/23.	City Presentation
1.2.4 Support and deliver cultural and arts facilities, programs, events, and opportunities (Deliver, Partner, Advocate)	1.2.4.1	Deliver Bayside Council Annual Events Program which adds value to our community and City, activates public spaces and invigorates town centres	# events - report on totals Target: Report 6 monthly Actual: 12 Notes:  # participants - report on totals Target: Report 6 monthly Actual: 15,000 plus Notes: Book Week 200 Spring Fair - 5,000 - 6,000 Food and Wine 6,000-8,000 Movie Carols Nights 2,000 at each night	50	●	Following a two-year hiatus events return to normal in 2022. From June to December council held several major events including the very successful Spring Fair in Eastlakes; Food and Wine Fair in Mascot and two Family Friendly Christmas Movie and Carols nights. Three were planned but one was cancelled on the day due to weather. Several minor events were also held including the Mayoral Student Awards, Council's Annual Book Week Awards and the Council Community Christmas Event to thank key community leaders and volunteers for their efforts and support throughout 2022. A separate function was held for the Senior members of the Bayside community.	Office of the General Manager

## Community Outcome -1.3: Bayside's places are people focussed

Delivery Program Strategy 2022-2026	Code	Operational Plan Action 2022/23	Measure & Target	% Progress	Status	Comment	Directorate
1.3.1 Activate local areas and town centres with facilities valued by the community (Deliver, Partner)	1.3.1.1	Deliver a range of library programs and initiatives that supports our community	# attendees Target: Report 6 monthly Actual: 6 monthly Notes: 5,456 attendees  # programs delivered Target: Report 6 monthly Actual: 6 monthly Notes: 289 programs	50	●	Bayside's Library Services facilitate several activities, programs and initiatives for our diverse community including: - English classes for adult beginners and adult post beginners, with students from Indonesia, Vietnam, Iran, Brazil, the Czech Republic, Russia, Ukraine, China and Hong	City Life

			<p>delivered</p> <p># home library members Target: Report 6 monthly Actual: 6 monthly Notes: 80 current members</p>			<p>Kong.</p> <ul style="list-style-type: none"> <li>- Technology education programs for our older community and CALD community.</li> <li>- Book Club and Artful Pride Club programs enabling community members to connect with each other through activities reducing isolation and improving mental wellbeing.</li> <li>- Our weekly story time and rhyme time activities which remain popular with children, families and carers.</li> <li>- School holiday programs which were also popular and booked out early. Activities included art, craft, science and education activities and games.</li> <li>- A stress-relief program to support local HSC students which was held at Rockdale and Eastgardens libraries. The 4-week program – themed “mindfulness study breaks” kicked off in the first week of exams. Sessions were hosted by 2Connect, Headspace Hurstville and The Yoga Foundation and included mindful origami, chair yoga and a sensory workshop, which were all well received.</li> <li>- An author talk by Dr Rachel Franks at Mascot Library for members of the BHT and others in the community focused on the hanging of Louisa Collins (a Botany resident) and was attended by 31 people.</li> </ul> <p>The Library staff also continue to deliver resources and support to Bayside’s homebound library members.</p>	
	1.3.1.2	Promote and maximise the use of library spaces and facilities (including public PC’s, study spaces and meetings rooms)	<p># Facilities bookings Target: Report 6 monthly Actual: 6 monthly Notes: Study rooms were booked 2,413 times.</p> <p># of hrs of PC bookings Target: Report 6 monthly Actual: 6 monthly Notes: PCs were booked 12,044 times with a total of 9,655 hours of booking time.</p>	45	●	<p>Study spaces are being very well used again. Study spaces are particularly popular during HSC time for students; however they are also used for a variety of purposes from online job interviews to JP services. Public PCs are still popular though customers are making more use of the free Wi-Fi with their own devices. Meeting rooms have been booked by a number of groups including strata committees, Transport NSW, Department of Housing for</p>	City Life





			# Physical visits to libraries Target: Report 6 monthly Actual: 6 monthly Notes: 201,931 visits to the libraries.			information sessions, South-Eastern Sydney Health and individuals sitting exams.	
1.3.2 Create and maintain vibrant, visually appealing, and welcoming places with their own village atmosphere and sense of identity (Deliver, Partner, Advocate)	1.3.2.1	Deliver an efficient street sweeping program across the Bayside Local Government area	All streets mechanically swept twice per month (weather permitting) Target: 95% Actual: 95% Notes:  Report on tonnage collected Target: 6 monthly Actual: 1112.86 Notes: total tonnages collected  Report on % street waste recycled Target: 6 monthly Actual: 90%	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 966 tonnes of litter being removed from the streets within Bayside.  Currently 100% of street waste goes to recycling facilities and their average repurposing rate is approximately 90%.	City Presentation
	1.3.2.2	Manage removal of Graffiti on Council owned assets	% of incidents responded to within agreed standard of service Target: 95% Actual: 95%	50	●	The graffiti on the west site continues to be managed by an external contractor and is removed as is reported. Reporting has been improved on the east to capture an accurate view of the amount of graffiti that is being removed. Graffiti is removed on Council controlled areas as soon as practicable after a report is received and referred to other agencies where they control the affected property.	City Life
	1.3.2.3	Progress planning for the upgrade for Le Beach Hut Dolls Point	Facilities delivered Target: 2024 Actual: On track Notes: Pending Approvals	55	●	The concept design is complete for the upgrade of Le Beach Hut, consultation has been undertaken. The Development Application will be lodged in Q3.	Office of the General Manager
	1.3.2.4	Promote and oversee the use of footways for outdoor dining and retailing	# of footway licences Target: Maintain or increase Actual: 159 Footway and 16 'A' Frame permits	45	●	Renewal are being issued and the promotion of footway trading as accorded on the eastern side with an increase of permits being issued.	City Life
	1.3.2.5	Provide an effective and responsive cleaning program of town centres	Cleaning to be completed at least weekly Target: 95% Actual: 95%	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 and reactive services were provided in	City Presentation





						2022/23. This includes providing a secondary 'in-house' toilet maintenance service to public amenities buildings that supported the primary contractor cleaning service.	
1.3.3 Promote innovative and well-designed local developments which incorporate open space and put people first (Deliver, Partner, Advocate)	1.3.3.1	Manage the Design Review Panel for Development Applications in accordance with legislative requirements	Wait time to application assessment due to outstanding applications Target: No delays Actual: No delays	50	●	8 Design Review Panel meetings were held in the past 6 months. 2 of these meetings were organised as 'extraordinary' to minimise unnecessary delays to DA determination timeframes. The process for selecting new Panel members commenced late 2022 with final selection anticipated in February 2023. The DRP Terms of Reference has also been reviewed by the City Design Team to align with the new panel. Meetings continue via Teams with potential for Panel members (only) to return 'face to face' in February 2023.	City Futures
	1.3.3.4	Provide an effective Development Assessment service	DRP meetings are available for referral Target: No delays Actual: No delays	50	●	A total of 8 Design Review Panel meetings were held in the past 6 months. 2 meetings were organised as 'extraordinary' meetings to ensure that planning proposals progress in a timely manner with clear guidance provided from the Panel to staff.	City Futures

## Community Outcome -1.4: Bayside's transport system works

Delivery Program Strategy 2022-2026	Code	Operational Plan Action 2022/23	Measure & Target	% Progress	Status	Comment	Directorate
1.4.1 Promote adequate, accessible, reliable public transport for ease of travel to work and leisure (Advocate)	1.4.1.1	Advocate for improvements in transport	Opportunities to make submissions and advocate are identified  Target: submissions made within time allowed and report to next available Council meeting for endorsement Actual: monthly	50	●	Council has made submissions to TfNSW in relation to the proposed clearways along The Grand Parade and has extensive discussions with TfNSW and the contractors in relation to the built form, landscape and traffic outcomes that will eventuate from the completion of Stage 1 of the M6 motorway. Council has also made submissions in relation to changes to bus timetables and transport projects such as Sydney Gateway and the Port Botany rail	City Futures

1.4.2 Promote Bayside as a 30-minute City where residents do not have to travel for more than 30 minutes to work (Advocate)	1.4.2.1	Advocate and partner with local, state, and national organisations to facilitate and achieve shared objectives that directly benefit our community	# Initiatives or campaigns we participate in Target: Report 6 monthly	50		Duplication.  The Manager Strategic Planning was a member of the Industrial Lands review Council Working Group and staff have attended and provided input to workshops in relation to the review of the Metropolitan Plan (Six Cities Discussion Paper) and the Eastern Harbour City District Plan review. Council staff have also met with Randwick City Council in relation to the upcoming review of the Maroubra-Eastgardens Strategic Centre, Georges River Council in relation to the Kogarah Collaboration Area and major Planning Proposals. Regular and project based meetings, emails and conversations are undertaken between state government agencies including TfNSW, DPE, Department Education and NPWS.	City Futures
	1.4.2.2	Prepare and finalise Bayside Development Control Plan	DCP adopted Target: December 22 Actual: 2023	80		The Draft Development Control Plan was exhibited in October 2022 and is being re-exhibited due to proposed changes required by a resolution of Council to parking controls. It will be reported to the City Planning and Environment Committee and Council in early 2023	City Futures
1.4.3 Support an effective and efficient local road network through investment in maintenance and reduced traffic issues in Bayside (Deliver, Partner, Advocate)	1.4.3.1	Administer Bayside Council's Traffic Committee	Report on progress Target: 6 monthly	50		6 Bayside Traffic Committee meetings held during the period dealing with all matters that require the Committee's advice before Council exercises its decision making power on road and traffic related matters.	City Futures
	1.4.3.2	Implement the Road Safety Program with annual matching funding from NSW Roads and Maritime Services	Road Safety Program Delivered Target: Annually	0		Council has withdrawn from the Road Safety program and reallocated what was a part-funded Road Safety Officer role primarily focussed on administration of TfNSW programs to focus on Bayside priorities that arise from the Bayside Traffic Committee and customer requests. Any future Road Safety program initiatives will need to be applied for and will be funded on a program basis up to \$10,000	City Futures

	1.4.3.3	Improve road safety and pathways by responding to issues raised with the Traffic Committee	Report on progress Target: 6 monthly	50		6 Local Traffic Committees held during the period and actions arising from these committees actioned as appropriate	City Futures
	1.4.3.4	Maintain Council's civil assets being roads, drainage, kerb and gutter and footpaths	Customer requests actioned to agreed asset condition rating Target: $\geq 95\%$ Actual: 90%	50		Council's roads, drains and footpaths were maintained to agreed service levels. During the period July to December 2022 Council attended to 1,013 customer requests including completing 620 footpath repairs, 310 pothole repairs, and 83 kerb and gutter repairs.	City Presentation

# Theme Two

## In 2032 our people will be connected in a creative City



Knowledge sharing and collaboration ensure that we have the expertise and relationships to lead with integrity, adapt to change, connect vulnerable people to community, build resilience and effectively respond in times of adversity and stress. Our strong connections help our diverse community to feel equally valued





### Community Outcome – 2.1: Bayside celebrates and respects our diverse community




Delivery Program Strategy 2022-2026	Code	Operational Plan Action 2022/23	Measure & Target	% Progress	Status	Comment	Directorate
2.1.1 Reflect and celebrate cultural diversity in Bayside's activities (Deliver, Partner)	2.1.1.1	Support and celebrate our culturally diverse community by being an active participant in the Local Government Migrant Network	# Meetings attended Target: Report 6 monthly Actual: 5	50	●	A total of 5 meetings have been attended during the reporting period. Additionally, staff attended regular planning meetings for the Harmony Walk and Migrant Information Day events, which comprised representation from neighbouring local governments and relevant stakeholders.	City Life
2.1.2 Support cultural and arts events that reflect and involve community (Deliver, Partner)	2.1.2.1	Continue to support the annual Summer Foreshores Program (1 November - Easter long weekend)	Foreshore Program delivered Target: May 23	80	●	The 2023 Summer Foreshore Program campaign titled Leave Only Footprints aims to help reduce our environmental footprint, preserve our beautiful marine life and beaches, and maintain safe and enjoyable community spaces for residents and visitors. To deliver on this Council has put in place multiple initiatives which are publicly identified on the dedicated community facing webpage. Extensive engagement with local business, liaison with local police, the beach Buddie system, the brown paper bag initiative has resulted in positive outcomes. The program will continue until 10 April 2023.	City Life
	2.1.2.2	Partner with community organisations to deliver a wide range of key community events &	Measure: Deliver the following events: - Seniors Week - Youth Week	50	●	In this reporting period the following events took place: - NAIDOC Week: flag raising ceremony to open the week,	City Life



		activities	<ul style="list-style-type: none"> <li>- Reconciliation Week</li> <li>- NAIDOC Week</li> <li>- Disability Awareness Week</li> </ul> Target: Report 6 monthly			children's art activity at Eastgardens Library, family fun day, movie screening at Botany Town Hall) - Disability Awareness Week: social media postings to promote disability awareness, inclusion of the DIAP awareness at staff induction, Talking Bayside webinar with Multicultural Disability Advocacy Association) - United Nations 16 Days of Activism Against Gender-based Violence - Community Walk and BBQ	
2.1.3 Treat community members with dignity and respect (Deliver, Partner, Advocate)	2.1.3.1	Implement the Disability Inclusion Action Plan 2022-2026	Council staff to undertake Disability Awareness Training Target: June 23	100		DIAP and disability awareness now included in all staff inductions.	City Life
2.1.4 Value, respect and celebrate Bayside's shared heritage and history (Deliver, Partner, Advocate)	2.1.4.1	Implement Bayside's Local History Collection Management & Access Improvement Plan	Report on progress Target: 6 monthly Actual: 6 monthly	50		The Local History review and audit was completed in October 2022. The outcome of the review included a detailed report and action plan to improve the preservation and accessibility of Bayside's Local History Collection. The Local History Team and Library Staff are implementing the action plan which includes relocation and reordering of local history material into new shelving. Over 250 historic Botany maps, plans and aerial photograph have been rehoused in new map cabinets at Mascot Library. Staff are investigating online solutions to enable better access to the collection by the public. Other related activities included the installation and display of a photograph exhibition "The Way we were" at Mascot Library, featuring 43 black and white photographs and 2 historic maps from the Local History Collection; the purchase of a storage unit for framed photographs and artworks; and the purchase of archival supplies for long term storage of the LH collection.	City Life

	2.1.4.2	Implement the Reconciliation Action Plan 2022- 26 - Stage 1 - REFLECT	Report on progress Target: 6 monthly	50		<p>Significant progress implementing the RAP has been made, including:</p> <ul style="list-style-type: none"> <li>- Celebration of NAIDOC week</li> <li>- Permanent flying of the Aboriginal flag at Rockdale, Botany Town Hall and Cook Park</li> <li>- Establishment of a permanent full time position to coordinate the RAP</li> <li>- Recruitment to this position</li> <li>- Inclusion of the RAP and Aboriginal awareness in staff induction programs</li> <li>- Development and adoption of a Welcome and Acknowledgement of Country protocols for Council</li> <li>- Consolidation of the First Nations Staff Working Group with regular meetings and increased staff engagement</li> <li>- Establishment of an external RAP Working Group of Elders, Land Councils and local Aboriginal residents</li> <li>- Renaming of two parks in Bayside with Aboriginal names</li> <li>- Council commitment to the Uluru Statement from the Heart and Makarrata Commission</li> <li>- Completion of annual RAP Impact Measurement Questionnaire to Reconciliation Australia</li> <li>- Inclusion of Aboriginal suppliers and stallholders in local events and activations</li> <li>- Collaboration with Business Transformation to identify ways to increase employment of Aboriginal staff at Bayside</li> </ul>	City Life
	2.1.4.3	Install Heritage Interpretation signage	Signage installed Target: June 23	30		Report is being drafted for Council to develop a Framework to identify opportunities for heritage Signage and to harmonise existing signage across the LGA.	City Life





## Community Outcome – 2.2: Bayside utilises and benefits from technology




Delivery Program Strategy 2022-2026	Code	Operational Plan Action 2022/23	Measure & Target	% Progress	Status	Comment	Directorate
2.2.1 Harness technological changes and ensure benefits are shared across Bayside (Deliver, Advocate)	2.2.1.1	Action the initiatives contained in the 3-year IT Strategy	Report on progress Target: 6 monthly	15		A major initiative for 2022/23 was implementation of the new IT Operating model. With the appointment of the CIO in December, this process was slightly delayed but is now well underway and is expected to be finalised over the next couple of months. Other initiatives are in the early planning stages and will be implemented as per the technology roadmap.	City Performance
2.2.2 Promote smart use of technologies to make life better (Advocate, Deliver)	2.2.2.1	Implement online services and smart forms for the community	Online services and smart forms delivered Target: June 23	30		Proof of concept services have been deployed online (including Informal Access to Information Request, Formal Access to Information Request, Food Business Registration, Temporary Food Business Registration and Home Based Food Business Registration). Revisions are currently being made to proof of concept services (including updating website content) while further services are currently being scoped and tested (including engineering applications, footway occupancy applications and regulated premises registrations).	Office of the General Manager
2.2.3 Provide accessible information and services online and through social media (Deliver)	2.2.3.1	Ensure Council communicates with community in diverse ways to maximise reach	# newsletters - physical Target: 4 Actual: 2 - July and October Notes: 4 is the target for a 12 month period  # Bayside enewsletters Target: Fortnightly Actual: 12  Social Media followers Target: 5% increase Actual: Followers 16.5K Notes: This number is steadily increasing it is up from 15K in July	50		From July to December, Council has continued to produce a fortnightly e-newsletter. A hard copy newsletter was produced and distributed in July and October. Social Media posts are scheduled daily and Council is also active on the Next Door platform. Bayside's website continues to improve slowly, but with a dedicated web professional now on board it is anticipated that steps to further improve its usability will improve. In detail, Council is active on Social Media with 6,104 LinkedIn, 750	Office of the General Manager



			Website statistics Target: Report 6 monthly			Twitter, 16,497 Facebook, 3,650 Instagram and 261 YouTube followers/subscribers.	
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## Community Outcome – 2.3: The community feels valued and supported

Delivery Program Strategy 2022- 2026	Code	Operational Plan Action 2022/23	Measure & Target	% Progress	Status	Comment	Directorate
2.3.1 Engage and communicate with all community members (Deliver)	2.3.1.1	Review and update the Engagement & Communications Strategy 2019	Strategy adopted Target: Dec 22 Actual: November 2022 Notes: Strategy adopted at Nov OCM with minor edits requested	100		Community Engagement and Communications Strategy was reviewed and updated during the period August 2022 to October 2022. The final draft Strategy was adopted by Council at the November 2022 council meeting	City Life
2.3.2 Promote access to active recreation, health care and education services to support a healthy community (Deliver, Partner, Advocate)	2.3.2.1	Conduct Food handling workshops with food shops across our Local Government Area	# completed Target: minimum 4	0		Not due to till May 2023	City Life
	2.3.2.2	Deliver Sport and Recreation services to the Community through Council's Aquatic Centres, Golf Courses, Tennis Courts & Arncliffe Youth Centre	Utilisation of facilities - # patrons (Baseline year) Target: Report 6 monthly	50		Bayside's Young People team ran weekly drop-in services at Arncliffe Youth Centre, Hillsdale Community Centre and Eastlakes (Alf Kay) Community Centre. School Holiday activities were delivered by our Youth Officers and in collaboration with several services. A range of 'incursions' and 'excursions' were provided. Outreach services were provided at Mutch Park Skate Park on Friday afternoon/evenings. The School Holiday programs are popular and booked out in advance. Activities includes day trips to activity / theme parks and movies, sport and wellbeing, art, craft and music activities as well as education and training activities including car maintenance, White Card and RSA. The Young People team had a stall and engaged with young people at Eastlakes Fair.	City Life
2.3.3 Provide services and facilities which ensure all community	2.3.3.1	Implement Year 1 of the 3-year Action Plan from the Bayside Library Strategy 2022	Report on progress Target: 6 monthly	30		The Library Strategy and action plan was adopted by the Executive Committee on 23 June 2022. The Strategy was due to go to Council in September 2022 for final adoption,	City Life

members feel a sense of belonging, including children, families, young people, and seniors (Deliver, Advocate)						however, this was delayed to enable some of the demographic data to be updated to reflect the 2021 Census Data. This task has been completed and the Strategy will be presented to Council at their first meeting in February 2023. It will then be released to our Community. Progress has commenced on some of the Library Strategy Actions including, improvement to collections and programs and a review of Library operating hours which will be completed early 2023.	
	2.3.3.2	Support local youth through provision of youth drop-in and school holiday activities	<p>Youth drop-in services will be held regularly at:</p> <ul style="list-style-type: none"> <li>- Eastlakes</li> <li>- Hillsdale</li> <li>- School holiday program activities will be delivered each school holidays for Bayside youth</li> </ul> <p>Target: Report 6 monthly Actual:</p> <p>Youth outreach activities held annually in different outdoor/park locations Target: 4 Actual:</p>	50		2 School Holiday Programs were delivered (July & Sept/Oct). All activities and excursions were booked out and very well attended. Youth Drop In services were provided weekly at Arncliffe Youth Centre, Hillsdale Community Centre and Alf Kay Community Centre at Eastlakes. The Young People Team provided outreach services at the Mutch Park Skate Park and participated in the Eastlakes Fair.	City Life
2.3.4 Value and acknowledge our pets, and welcome them across Bayside (Deliver, Advocate)	2.3.4.1	Enforce the Companion Animals Act 1988	Time to respond to requests Target: 100% within 72 hours Actual: 100%	50		Operating to target	City Life
2.3.5 Work with our partners to ensure flexible care/ support arrangements for seniors, children, people with disability and vulnerable members of our	2.3.5.1	Implement the Age-Friendly Communities Strategy 2022-2026	An annual calendar of events for older people is produced and implemented Target: June 23	50		Program of activities for Seniors is appended in the Age-Friendly Communities Plan. The Positive Ageing Specialist partnered with Dementia Alliance to deliver a program of dementia education and community awareness in Bayside. Seniors Week programs are currently being planned for Seniors Festival in February 2023.	City Life

community are available across Bayside (Partner, Advocate)						The Positive Ageing Specialist works collaboratively with the Bayside Seniors Network around programming for seniors.	
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## Community Outcome – 2.4: The community is united and proud to live in Bayside

Delivery Program Strategy 2022-2026	Code	Operational Plan Action 2022/23	Measure & Target	% Progress	Status	Comment	Directorate
2.4.1 Develop and support community connections and networks which enhance resilience (Partner, Advocate)	2.4.1.1	Implement the Safe as Houses Project - funded by the NSW State Government	Implementation complete Target: September 23 Actual: Project delivered, final report submitted Notes: Emergency Preparedness Handbook developed for Eastlakes housing estates	100		Project has been finalised with the development and distribution of an Emergency Preparedness Handbook for households in Maloney St and Florence Ave public housing estates in Eastlakes	City Life
2.4.2 Develop and support emerging community leadership (Partner)	2.4.2.1	Continue to support and explore initiatives that encourage emerging leaders' participation in decision making	Deliver - Mayoral Student Program - Bounce at Arncliffe Youth Centre - Duke of Edinburgh Target: Report 6 monthly	50		Charity Bounce provided several programs and initiatives at Arncliffe Youth Centre including basketball programs, breakfast club and a special basketball session with American (NBA) Basketball Star Seth Curry. Work experience was provided for young people at Arncliffe Youth Centre and our Libraries. A collaborative mural program with Bayside's Young People, Shopfront and Gynea Community Aid and Information Services was delivered at Arncliffe Youth Centre. The Young People help develop the design which was themed 'Belonging' referring to anti-racism and inclusion.	City Life
2.4.3 Ensure Council's decisions reflects community objectives and desires (Deliver)	2.4.3.1	Ensure diverse representation in engagement to reflect community demographics	Engagement participant profiles reflect community demographics Target: Engagement Reports	50		All engagement activity now requests participant demographic data. This includes surveys, HYS pages and other activations where participant data is captured. The Community Engagement Team have interrogated the Community Profile updated with the 2021 Census data to better understand Bayside's diverse community and to use as a baseline	City Life

						to inform effectiveness of collecting demographic data in engagement activities. Engagement activities now also ensure that people without digital communication methods can participate, and particular effort is made to ensure representation by Aboriginal, CaLD and people with disabilities. The updated Community Engagement and Communications Strategy now includes specific methods to engage these groups, whereas the previous strategy did not. Details of highlights in the attached report.	
2.4.4 Engage effectively with community and provide information in a timely manner (Deliver)	2.4.4.1	Ensure the Events Calendar is published on Council's website and is accurate and up to date for Council run events	Calendar updated Target: Report 6 monthly Actual: As required	50	●	Key Council events are promoted via Council's Website	Office of the General Manager
2.4.5 Foster a sense of community pride in and satisfaction with Bayside (Deliver, Partner, Advocate)	2.4.5.1	Deliver and promote regular citizenship ceremonies that welcomes people to Bayside	# ceremonies Target: Report 6 monthly Actual: 8 From June to November 8 ceremonies were held including two super ceremonies with 300 candidates at each of them  Participation Target: Report 6 monthly Actual: 1,240	50	●	From June to November Council worked to reduce the number of candidates waiting to finalise their citizenship. Two super ceremonies were held, one in August, where 300 candidates were sworn in across multiple ceremonies and one in September for National Citizenship Day when 300 candidates were sworn in at Rockdale Town Hall. At the monthly ceremonies held in July and August two ceremonies were held one at 4pm and the second at 7pm, both with 100 candidates invited to take the final step and receive their certificates. The waiting time for Bayside residents being notified their application is successful and receiving their certificate is around three months. Council will continue to work with the Department to process candidates within an acceptable time frame.	Office of the General Manager
2.4.6 Support community to	2.4.6.1	Encourage attendance at Council and Committee Meetings and encourage	Attendance Target: 6 monthly reporting	50	●	Where relevant items are on the agenda for council meetings, Community Life networks have this	City Life



play their part and imagine the future together (Partner, Advocate)		volunteerism				shared with them with encouragement to attend the meeting either in person or on YouTube. This was especially the case when the draft Domestic and Family Violence Action Plan was on the agenda, in order to promote the upcoming exhibition period. The Have Your Say homepage now includes information about upcoming Council meetings, along with a link to the application to present, and to view the livestream of the meeting on YouTube.	
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# Theme Three


## In 2032 Bayside will be green, resilient, and sustainable

Our natural assets and biodiversity are protected and enhanced through collaborative partnerships, to benefit a healthy environment now and in the future. The community is resilient, and confident in its ability to work together to thrive, adapt and recover from risks and climate events. Energy, resources, and waste are managed sustainably.








### Community Outcome – 3.1: Bayside is resilient to economic, social, and environmental impacts

Delivery Program Strategy 2022-2026	Code	Operational Plan Action 2022/23	Measure & Target	% Progress	Status	Comment	Directorate
3.1.1 Build community capacity and resilience to prepare for, cope with, adapt to and recover from economic, social, and environmental impacts (Deliver, Partner, Advocate)	3.1.1.1	Finalise Bayside West Floodplain Risk Management Study	Study complete Target: September 23	85	●	The draft report is currently on public exhibition, ending on the 31 January 2023. The results of the engagement will be reported and will seek Council endorsement by April 2023. The grant acquittal report is due Sep 2023.	City Futures
	3.1.1.2	Develop the Climate Mitigation & Adaptation Plan as part of the Environmental Strategy	Plan developed and adopted Target: June 23	50	●	The development of Climate Change Mitigation and Adaptation Plan is due Q3	City Life
3.1.2 Engage with community to provide an appropriate response to threats and adverse events (Deliver, Partner)	3.1.2.1	Chair and support Bayside Local Emergency Management Committee and provide assistance to Emergency agencies	Scheduling and attendance at LEMC meetings Target: 4 meetings Actual: quarterly meetings held Notes: There were two extraordinary meetings re covid 19 all other meeting scheduled quarterly as per requirements  Attendance at REMC meetings Target: 100% Actual: all attended Notes: All meetings attended	50	●	The Botany Bay Emergency Management Plan (EMP) was endorsed by the Local Emergency Management Committee (LEMC) and adopted by the Regional Emergency Management Committee (REMC) in December 2022. 2 LEMC meetings and 2 REMC meetings were held over the last 6 months. Activities of the LEMC and REMC have reduced significantly since the reduction of COVID restrictions.	City Presentation
3.1.3 Promote	3.1.3.1	Provide flood level advice to the community	Turnaround time to provide advice	100	●	All requests for flood advice letters were completed within 10 to 15 days	City Futures




education about climate change so that the community understands the potential impacts (Deliver, Partner, Advocate)			Target: 28 days Actual: 15 Notes: Completed on time			from the date of the lodgement.	
3.1.4 Support and promote local climate and resilience leadership and initiatives (Partner, Advocate)	3.1.4.1	Develop Bayside Resilience Plan as part of the Environmental Strategy	Plan developed Target: June 23	20		A draft action plan is planned to start in the Quarter 3.	City Life

## Community Outcome – 3.2: Bayside’s use of renewable energy is increasing






Delivery Program Strategy 2022-2026	Code	Operational Plan Action 2022/23	Measure & Target	% Progress	Status	Comment	Directorate
3.2.1 Promote and facilitate emerging transport technologies for greener transportation and to meet the community's changing needs (Partner, Advocate)	3.2.1.1	Trial the Introduction of electric vehicles to Council's fleet	Purchase of EV Vehicles for fleet milestone and charging infrastructure Target: Report 6 monthly	80		Council currently has 1 EV vehicle and charging station fully operational. We have 5 more full EV vehicles on order with an expected delivery date of March 2023. Also, there a 5 charging points being installed at the Bexley Depot. Once this project is completed, Council will look at the viability of more EV vehicles or operational plant into Council's fleet.	City Performance
3.2.2 Promote the use of renewable energy through community education (Deliver, Partner, Advocate)	3.2.2.1	Implement the community sustainability program via events and workshops	# Workshops and events held (subject to public health restrictions permitting) Target: Report 6 monthly Actual: One (1) community event held	50		Community event held on Tue 6 Dec 2022, 600 native shrubs planted to create small bird habitat at Kyeemagh Community Hub with Greater Sydney Landcare, Bayside Council Councillor, Bayside staff, Fix It Sisters and volunteers.	City Life
3.2.3 Prioritise renewable energy use by Council	3.2.3.1	Develop Environmentally Sustainable Development Policy and targets for Council facilities	Switch to 100% renewable electricity contract Target: December 22	100		From 1 July 2022, 100% electricity consumed within Council's asset and operations are from renewable energy source.	City Life





where possible to reduce greenhouse gas emissions, and report publicly on benefits (Deliver, Advocate)	3.2.3.2	Installation of water and energy efficiency initiatives in community and administrative buildings	Report on progress Target: 6 monthly Actual: On track	50		All upgraded community facilities include water and energy efficient initiatives.	Office of the General Manager
	3.2.3.3	Investigate ways Council can reduce and offset carbon emissions by establishing baseline measures, future targets, and actions to work towards achieving them as part of developing a Climate Change Mitigation and Adaptation Plan	Plan developed Target: Report 6 monthly  Report baselines Target: Report 6 monthly  Establish future targets that are adopted by Council Target: Report 6 monthly	25		The Net Zero Pathway and Climate Change Adaptation Plan is being developed. Public EV charging stations have been scoped and installation is being planned in a partnership with Ausgrid.	City Life



## Community Outcome – 3.3: Bayside’s waterways and green corridors are regenerated and preserved

Delivery Program Strategy 2022-2026	Code	Operational Plan Action 2022/23	Measure & Target	% Progress	Status	Comment	Directorate
3.3.1 Capture and re-use rainwater at Council facilities where feasible (Deliver)	3.3.1.1	Incorporate rainwater harvesting, storage and reuse in the design and construction of Council facilities when they are being built or renewed where this is practical and cost effective	Report on progress Target: 6 monthly  Plan developed Target: June 23	50		Rainwater harvesting facilities continue to be specified, investigated, and installed on renewal projects where practical - recently Jellicoe Park had a 10,000L rainwater tank installed and connected to the existing amenities building and 2 x 5,000L Rainwater tanks were installed at Le Strange as part of the amenities upgrade. Upcoming projects including Barton Park of Grandstand and Football Club (2 x 3,000L tanks) and Kingsgrove Avenue Reserve Amenities Building Upgrade (5,000L tank) have rainwater harvesting specified and designed as part of these projects.	City Futures
3.3.2 Enhance and extend green grid corridors (Deliver, Partner, Advocate)	3.3.2.1	Work with Sydney Water for completion of the naturalisation of Muddy Creek	Participate as required by Sydney Water Target: Report 6 monthly	50		Sydney Water are leading this project - Council has engaged and provided necessary feedback and requested design amendments as required	City Futures
3.3.3 Increase	3.3.3.1	Develop an Urban Forest Plan as part of the	Plan developed Target: June 23	20		Urban Forest Officer has been recruited to develop and implement	City Life










Bayside's tree canopy (Deliver)		Environmental Strategy				the Urban Forest Strategy. Procurement documents were prepared to engage a consultant for preparation of the Urban Forest Strategy.	
	3.3.3.2	Improve the tree canopy across the LGA by undertaking tree planting in the public domain & open space Plan as part of the Environmental Strategy	Completion of the annual Street Planting Project as allocated by Strategic Planning Target: 100% Actual: 2,000 trees have been planted	50		The annual target was to plant a minimum of 400 trees in the public domain and open space. A total of 2,000 trees were planted during the reporting period due to the addition of grant funding.	City Life
	3.3.3.3	Manage and maintain all trees within the LGA	Tree plantings vs tree removals Target: Net positive Actual: 1:1.4 Remove/Replace Notes: each month sees a general reduction of removals and increase in replacements	35		326 trees removed. 445 trees replaced. Tree management procedures approx. 35% complete	City Presentation
3.3.4 Involve community in the preservation of natural areas (Deliver, Partner)	3.3.4.1	Continue to support opportunities for volunteers to preserve our natural areas	<p>Bushcare Volunteer program Target: Report 6 monthly Actual: 1600 plants installed Notes:</p> <p>Cooks River Alliance membership Target: Report 6 monthly Actual: Meetings attended: four (4) Notes:</p> <p>Georges Riverkeeper Target: Report 6 monthly Actual: Meeting attended: one (1) Notes:</p> <p>Mother's Day Planting Target: Report 6 monthly Actual: 2023 event in planning Notes: Planed for Quarter 3</p>	50		<p>Bushcare Volunteer program - 1600 plants installed, including 1,000 plants on National Tree Day and 600 plants at Kyeemagh community hub. A total of 180 Bushcare volunteers undertake weed removal, planting, and activities such as wildlife monitoring under the supervision of one Bayside staff. Bushcare groups are located in the following reserves: Binnamittalong Gardens, Bexley; Hawthorne Street, Ramsgate; Sir Joseph Banks Park, Botany; Lambert Road, Bardwell Park; Stotts Reserve, Bardwell Park.</p> <p>Council continues participating in the Cook River Alliances and Georges Riverkeepers workshops and working groups to develop and implement a number of joint activities within these two catchment areas.</p>	City Life
3.3.5 Respect, manage and protect the natural environment and biodiversity (Deliver, Partner)	3.3.5.1	Complete Bonar Street Stormwater Project - Stage 2	Project complete Target: September 22 Actual: April 2023	70		Project has experienced substantial delays due to the approval process and execution of the works by service providers.	Office of the General Manager
	3.3.5.2	Continue to work with Sydney Water to identify opportunities for stormwater management	Ongoing collaboration with Sydney Water Target: Report 6 monthly	95		1. Sydney Water (SW) has investigated the benefit of having a detention system in Dominey Reserve in 2022. The Bayside Floodplain Risk	City Futures

		in Dominey Reserve				Management Committee (FRMC) considered a report in relation to this matter in June 2022. The detailed assessment found that the detention basin would have the minimal benefit and would have a significant risk to the properties downstream and high maintenance cost. Therefore, this option was rejected in the FRMC meeting.	
	3.3.5.3	Ensure the beachfront is clean, safe and fit for purpose	3 times a week (weather permitting) Target: 95% Actual: 95% Notes: Weather variance	50		35 tons of waste & debris have been removed along 8 km of beachfront in the first 6 months of 2022/23.	City Presentation
	3.3.5.4	Ensure the Contaminated Land Register is kept up to date	Register up to date Target: Report 6 monthly	100		The Contaminated Land Register is continuously updated as Site Audit Statements become available.	City Futures
	3.3.5.5	Implement Botany Bay Foreshore Beach Flood Plain Risk Management Study & Plan	Project complete Target: December 23	30		Council engaged a specialist flooding consultant in Nov 2022 to undertake a detailed feasibility Study and concept design of viable flood risk mitigation options in this catchment. Project inception and site inspections with the consultants were completed in December 2022.  Staff from Strategic Planning and City Infrastructure met with the consultant onsite and discussed potential options to reduce flooding.  The consultant and Council staff is now preparing a survey brief to undertake a detailed survey of the pits and pipes for three sites.	City Futures
	3.3.5.6	Implement the Stormwater & Flood Management Strategy	Complete the Feasibility Study and Concept Design of Drainage Network Upgrade in the Mascot Catchment Target: December 22	10		As part of implementation of the Stormwater and Flood Management Strategy Council applied for a flood grant to undertake a detailed design of the drainage network upgrade in Mascot Catchment in 2021. However it was not successful and a new application will be lodged in 2023 for a flood grant to complete the detailed design of the flood mitigation options.  This project is currently on hold as a new application for a flood grant is due in March/April 2023. Outcome of	City Futures

						this application is expected in Nov 2023. Subject to the receipt of a grant from the state government, this project is expected to be completed by Dec 2024.	
	3.3.5.7	Protect and restore the health of waterways and wetlands through planned Gross Pollutant Traps (GPTs) inspection and cleaning program	Tonnes of Debris captured and removed from Council's GPTs Target: Report 6 monthly Actual: 146 tonnes	50		All GPTs were maintained during the period resulting in 146 tonnes of litter, sediment and vegetation being captured and prevented from entering Council's waterways	City Presentation
	3.3.5.8	Undertake Stormwater Drainage Rehab and Renewal Program	Report on progress Target: 6 monthly	30		Works underway replacing the existing 300 mm drainage line on Wollie Creek Road with a 450mm pipe encased in concrete, constructing new inlet pits and kerb and gutter.	City Futures

## Community Outcome – 3.4: Bayside's waste is well managed

Delivery Program Strategy 2022-2026	Code	Operational Plan Action 2022/23	Measure & Target	% Progress	Status	Comment	Directorate
3.4.1 Address illegal dumping proactively (Deliver, Advocate)	3.4.1.1	Ascertain hotspots through mapping and analysing reported incidents of illegal dumping	Incidence of dumps per capita per year Target: Report 6 monthly Actual: 1,420 reports	50		Illegal dumping is addressed via education, placing VMS signage boards, and enforcement. Reports of illegal dumping are responded to promptly.	City Life
	3.4.1.2	Investigate incidents of illegal dumping and enforce compliance	# incidents per year Target: All reported incidents investigated Actual: All reported incidents investigated	50		Restructure has seen waste regulations officers move into the Compliance and Community Safety Team. Operating to target.	City Life
	3.4.1.3	Remove abandoned vehicles reported to Council in accordance with the abandoned vehicle policy	Removal within 90 days Target: 100% Actual: 50%	50		Abandoned vehicles removed in accordance with abandoned vehicle policy, and updated to be in accordance with recently made Public Spaces (Unattended Properties) Act 2021.	City Life
	3.4.1.4	Remove and dispose of illegally dumped materials throughout the LGA	Response within Standard Levels of Agreed Service Target: 95%	50		The program has been delivered in alliance with Regional Illegal Dumping Squad (RID) with all requests investigated and collected by Council, or those responsible for the offence.	City Presentation
3.4.2 Educate	3.4.2.1	Co-partner with pharmacies to safely	# of Pharmacies Target: ≥ 20	50		Council has maintained the medical sharps program by partnering with	City Life

community on sustainable waste management and recycling practices (Deliver, Partner)		dispose of medical sharps	Actual: Partnered with 26 pharmacies			26 pharmacies within the Bayside area so that residents can safely drop off and dispose of their medical sharps across 17 Bayside suburbs providing the service.	
	3.4.2.2	Implement initiatives that assist in reducing waste going to landfill	Annual est. landfill diversion rate Target: 45% Actual: TBA at end of FY	50		<p>Council works closely with the NSW EPA, SSROC, and industry specialists to ensure Council's landfill diversion targets are met. This includes the use of alternate waste technologies within a circular economy, where up to 40% of our garbage in our red-lidded bins (food scraps and garden waste) is turned into a compost and applied to a mine site for soil rehabilitation.</p> <p>Approximately 90% of the material in our recycling bins is processed to be used in new products.</p> <p>Approximately 98% of the material in our green-waste or green-lidded bins is recycled.</p> <p>The facility that processes our clean up (bulky waste material) has a facility wide recovery of approximately 75%.</p> <p>Additionally, Council provides up to 22 annual community recycling drop off events where approximately 160 tonnes of accepted materials are sent to specialist recyclers for processing, including: metals, whitegoods, e-waste, green-waste, cardboard, clothing, toner/cartridges, batteries, expanded polystyrene; and tyres,</p> <p>Council's sustainable procurement initiatives includes entering into processing contracts that assist in higher diversion rates, such as the recycled mattress contract where up to 11,500 mattresses are recycled.</p>	City Presentation
	3.4.2.3	Program, offer and conduct waste education campaigns	# community events Target: Report 6 monthly Actual: 12 community/school events	75		In 2022, Council continued its partnership with Keep Australia Beautiful (KAB) NSW and from July to December 2022 offered all primary schools within Bayside a wide range of waste education modules. 2,109	City Life



			<p>#schools per year Target: Report 6 monthly Actual: All primary schools offered, 9 accepted</p>			<p>students participated in numerous modules from 9 schools, over 18 days, raising awareness of the impacts of litter and waste related solutions.</p> <p>Council's alliance with the Sydney Regional illegal Dumping Squad in 2022/23 included six (6) operational programs that involved community engagement and education from July to December 2022.</p> <p>Additionally, Council delivered twelve (12) waste related community or school information sessions, events and workshops from July to December 2022. This included the Beach Buddies education program in December 2022 and waste and recycling education at Council's Migrant Information Day in October 2022.</p> <p>Council also boosted its social media waste education engagement with 13 social media posts from July to December 22.</p>	
	3.4.2.4	<p>Seek funding through the NSW Environment Protection Authority's Waste Less, Recycle More Waste and Resource Recovery Initiative</p>	<p>funds received Target: All funds spent or rolled over for future spending Actual: 1.255 million remaining for organics harmonisation in 2023/24</p>	50	●	<p>From 2022/23, the NSW Government has discontinued non-contestable funding for local government from waste levies paid by councils.</p> <p>All non-contestable funding received by Bayside Council prior to July 2022, has been expended on resource recovery initiatives including for Sydney Regional Illegal Dumping (RID) Squad membership; Community Sharps Collection Program; Community Recycling Drop Off Events; and future planning for resource recovery through waste collection contracts.</p> <p>In October 2022, Council successfully completed and reported on the program Reducing Illegal Dumping Using Surveillance Technology, Smart Data and Education using \$118,000 of grant funding obtained from the NSW Government through a</p>	City Life

						competitive grant process. Council has also progressed in their planning to harmonise garden organic bin services across Bayside Council in 2023/24 for which Council is the recipient of a \$1.255 million contestable grant.	
	3.4.2.5	Update the annual program of resources to inform residents about Councils Domestic Waste and Clean Up programs (via electronic and print media)	<p># of Waste Calendars mailed Target: 65,000 Actual: Waste calendars delivered to over 65,000 households</p> <p># of Waste App downloads Target: &gt; 23,000 Actual: 28,419 downloads of Waste App in total</p>	75	●	<p>Council designed, printed and distributed the 2023 Clean Up, Waste and Recycling Calendars to over 65,000 households from October to December 2022.</p> <p>An updated digital Waste Guide was launched on Council's website at the start of 2022/23. Hardcopies were printed and provided to Council's Customer Service for residents that prefer a hardcopy.</p> <p>As of end of December 2022, there have been 28,419 downloads of Council's Waste App which is an increase of 5% from the previous quarter.</p> <p>Council's Waste and Recycling website content also continues to receive extensive traffic, as one of the most viewed areas of Council's website. From July to December 2022, there were 28,559 views of Council's waste and recycling calendar and 16,020 views of Council's Waste &amp; Recycling website page.</p>	City Life
3.4.3 Promote a circular economy by encouraging and/or implementing avoidance, reuse, rehome, repair, recycling, recovery solutions before landfilling (Deliver, Partner, Advocate)	3.4.3.1	Implement Council's Waste Avoidance Resource Recovery Strategy (WARRS) 2030 & Action Plan	<p># of Actions in annual Plan Target: All Actions finalised or ongoing for long term projects and initiatives Actual: Over 40 programs completed or ongoing.</p>	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. From July to December 2022, Council was involved over forty (40) separate programs to achieve the five (5) key strategic actions in the WARR Strategy.</p> <p>In 2022, Council was a Finalist for the Overall Metropolitan Council Sustainable Cities Award at the Keep Australia Beautiful Sustainable Cities.</p>	City Life

						Council was also Highly Commended in the Communication and Engagement Award category for Council's Community Circular Economy Waste Survey.	
	3.4.3.2	Provide an effective public place litter bin program	Tonnage per year Target: Report 6 monthly Actual: Litter material collected from litter bins from July to December 2022 was 630 tonnes.	50	●	<p>Council conducts town centre and public place litter bin collections daily. Council manages over 950 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>A total of 630 tonnes of litters was collected and disposed of from the public litter bins from July to December 2022.</p>	City Presentation
	3.4.3.3	Undertake annual recycling drop off events	# events per year Target: 22 Actual: 12 in 6 months	50	●	Council has delivered all the scheduled community drop off events.	City Presentation
	3.4.3.4	Undertake the management of essential waste and recycling services	Services delivered regularly to households Target: 62,000 Actual: Waste and recycling services delivered to over 65,000 households	50	●	Council continues to provide essential waste and recycling services to all households (over 65,000 households). This included managing services, during a challenging and complex period, 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.	City Presentation

# Theme Four


## In 2032 Bayside will be a prosperous community

Business innovation, technology, flourishing urban spaces and efficient transport attract diverse business, skilled employees and generate home-based business. Growth in services to the local community generate employment support, a thriving community, and livelihoods. Council is viable across its quadruple bottom line: social, environmental, economic, and civic leadership.






### Community Outcome – 4.1: Bayside generates diverse local employment and business opportunities



Delivery Program Strategy 2022-2026	Code	Operational Plan Action 2022/23	Measure & Target	% Progress	Status	Comment	Directorate
4.1.1 Encourage and support improved employment outcomes for First Nations peoples (Deliver, Partner, Advocate)	4.1.1.1	Encourage the establishment of First Nations enterprises in Bayside	Participation of indigenous stall holders at our events Target: Report 6 monthly Actual: 6 Notes: NAIDOC Week (3) Harmony Walk (1) MID (1) Emergency handbook launch (1)	50	●	First Nations suppliers were used for the following events and activations:  - NAIDOC Week programming (first week in July 2022) - Spring Fair (September 2022) - Harmony Walk (October 2022) - Migrant Information Day (October 2022) - Launch of the Emergency Preparedness Handbook at Maloney St Community Garden (9 December 2022) - Art mural at Arncliffe Youth Centre (December 2022)	City Life
4.1.2 Monitor socio-economic outcomes and work with partners to identify actions Council can support (Partner)	4.1.2.1	Participate in regional forums to design strategies that address identified socio-economic needs	Report on activity Target: 6 monthly Actual: annual	50	●	-Delivered 'The well-being of Bayside Business' Event in partnership with NSW Small Business Commissioner, as part of NSW Small Business Month. -Southern Council collaboration with Southern Sydney Innovation Network and Australian Nuclear Science & Technology Organisation (ANSTO) progressing with a view to participating in a Southern Innovation Business Forum 2023	City Life
4.1.3 Support innovative and	4.1.3.1	Use Bayside Employment and Economic Development Strategy to	Strategy adopted Target: December 22	50	●	The Draft Bayside Centres and Employment Strategy will be considered by the City Planning and	City Futures

new and emerging businesses to locate in Bayside (Partner, Advocate)		identify opportunities to facilitate and encourage new businesses				Environment Committee and Council in early 2023. it identifies actions that Council can implement to support and encourage productivity.	
4.1.4 Support local apprenticeships and cadetships, as a major employer (Deliver, Advocate)	4.1.4.1	Review opportunities for apprentices, trainees and graduates as articulated in the Workforce Strategy Action Plan	Report on activities Target: 6 monthly	75		10 Apprentice and Trainee roles advertised in partnership with My Gateway in December 2022. Council has 8 graduate/student roles in City Futures plus new graduate roles in Finance and Business Transformation.	Office of the General Manager



## Community Outcome – 4.2: Bayside recognises and leverages opportunities for economic development

Delivery Program Strategy 2022-2026	Code	Operational Plan Action 2022/23	Measure & Target	% Progress	Status	Comment	Directorate
4.2.1 Support major employers to partner with local small business (Advocate)	4.2.1.1	Develop a plan to expend Local Area Funds within guidelines	Plan developed Target: June 23	15		Data has been collected and staff discussions have been held to inform the preparation, reporting and adoption of a Local Area Fund Strategy.	City Futures
4.2.2 Take advantage of Bayside's position as an international hub for transport and logistics related business (Advocate)	4.2.2.1	Advocate for Bayside to remain an important hub for international transport and logistics	Advocate during DPE Industrial Lands Review and District plan update Milestones: Submissions made during stakeholder engagement Target: Report 6 monthly	100		Council's Strategic Planning team have provided several submissions regarding State Significant Development proposals within the International Trade Gateway. In assessing Planning Proposals, the importance of retaining and managing employment land is made clear. This ensures alignment with the Greater Cities Commission's directives in the Eastern City District Plan, and the objectives of the Bayside Local Strategic Planning Statement, as these policies relate to proximity to Sydney Airport, Port Botany and the internationally significant economic role that the Bayside LGA plays.	City Futures
4.2.3 Industrial lands and employment lands and partner with major	4.2.3.1	Provide submissions and feedback to the Greater Sydney Commission	Submissions made during stakeholder engagement Target: Report 6 monthly	50		The Manager Strategic Planning was a member of the Industrial Lands Review Council Working Group established by the NSW Department of Planning and Environment. Council	City Futures



employers to support local jobs (Deliver, Partner)						staff also met with representatives from Sydney Airport as well as NSW Ports in relation to strategic planning including the Port Botany Masterplan review.	
4.2.4 Encourage participation from creative industries and entrepreneurial businesses (Advocate)	4.2.4.1	Implement digital analytics program, vacancy audit, and local business resilience framework	Report on totals (Baseline year) Target: Report 6 monthly Actual: 6 monthly	100		Vacancy Audit 2022 comparison to 2019 complete. Dedicated Digital Business platform created and ongoing Bayside Business ENews and economic Health Check launched and ongoing bi-monthly	City Life
4.2.5 Ensure local Plans and regulations have kept pace with the sharing economy (Deliver)	4.2.5.1	Incorporate the sharing economy objectives in the Development Control Plan	Ensure the sharing economy is facilitated in the DCP where feasible Target: DCP Prepared	20		A key component of the sharing economy that Council can influence relates to car share Draft Car Share Policy will be reported to the City Works and Assets Committee in early 2023 recommending that Council endorse and undertake community engagement on the Draft Car Share Policy. The Draft Car Share Policy will include a list of potential sites that meet the criteria in the policy.	City Futures




## Community Outcome – 4.3: Council is financially sustainable and well governed

Delivery Program Strategy 2022-2026	Code	Operational Plan Action 2022/23	Measure & Target	% Progress	Status	Comment	Directorate
4.3.1 Ensure Council decision making is transparent, and data driven (Deliver)	4.3.1.1	All key policies are reviewed in accordance with legislative requirements	Legislative requirements are met Target: December 22  Review of other key policies Target: June 23	100		All key policies reviewed and updated in accordance with legislative requirements where required. 100% compliance with legislative requirements.	City Performance
	4.3.1.2	Develop an audit plan and complete nominated internal audits in the program	Internal audit plan adopted Target: August 22  Implementation commenced and or completed Target: June 23	50		Three internal audits completed and a further five audits commenced in the period.	City Performance







	4.3.1.3	Ensure the Archival & Disposal Record Strategy is compliant with current legislation	Strategy reviewed Target: June 23	50	●	Strategy review will be reviewed in Q3.	City Performance
	4.3.1.4	Maintain the Enterprise Risk Management framework and provide advice and support	Quarterly reporting to R&AC on the framework Target: June 23	50	●	Enterprise Risk Management framework in place. Risk reviews undertaken quarterly and reported to Audit, Risk & Improvement Committee.	City Performance
	4.3.1.5	Maintain the governance framework and provide advice and support for Council meetings and Committees	Report on status Target: 6 monthly	50	●	Governance framework maintained and advice and support for Council and Committee meetings provided to all meetings to date.	City Performance
	4.3.1.6	Manage & coordinate the delivery of all IP&R documents and reports	Annual Report Target: November 22 Actual: Completed Notes: Published on website 29 Nov 22  Operational Plan 2023/24 Target: June 23 Actual: On track Notes: Detailed planning due to start in February 23	50	●	The Annual Report was reviewed with new content added on Council Achievements and progress. it was completed and presented to the November council meeting and published on the website in accordance with legislative requirement.	City Performance
	4.3.1.7	Plan and prepare to transition to the new Audit Risk and Improvement Framework as specified in the new Office of Local Government Risk and Internal Audit Guidelines June 2022	Action Plan developed commenced Target: Within 3 months of Risk and Internal Audit Guidelines being published	75	●	Council progressed implementation of anticipated elements of draft guidelines capable of actioning. Council awaits release of final guidelines to complete remaining transition requirements.	City Performance
	4.3.1.8	Review, update and commence implementation of the Information & Data Management Governance Strategy	Review, update and implementation commenced Target: June 23	50	●	Information & Data Management Governance Strategy needs have been scoped. Draft will be developed in Q3 and 4.	City Performance
	4.3.1.9	Undertake Councillor Professional Development Program	Program delivered Target: June 23	50	●	Councillor Professional Development Policy reviewed and updated Policy adopted by Council on 23 November 2022.	City Performance
4.3.2 Foster a customer centric culture (Deliver)	4.3.2.1	Deliver Customer Centric IT support - hardware, software, and systems	Average Customer star rating Target: 3/5 Actual: 4.5/5	15	●	Initial discovery sessions are underway to map the Bayside technology landscape and identify current technology pain points. This will ensure well informed technology	City Performance







						principles and strategies are in place that will enable a successful organisational wide technology transformation.	
	4.3.2.2	Deliver the Business Improvement Delivery Program for 2022/23	Report on progress Target: 6 monthly	40	●	<p>Delivery of the Business Improvement Program for 2022/23 is on track.</p> <p>Expansion of Council's Smart CCTV network (phase 2) will commence in Feb 2023 and be completed by April 2023.</p> <p>In order to foster a customer centric culture, proof of concept online services have been deployed and revisions are currently underway. The Customer Service Dashboard has been deployed and will be used as a tool to improve customer experience.</p> <p>The WHS team now have a formal Workplace Inspection Program. A safety culture is continuing to be embedded across the organisation using the new Safety System as the foundation.</p> <p>Learning needs analysis has been completed and identified programs are now incorporated into the 2023 Corporate Training Plan.</p> <p>Ten Apprentice and Trainee roles were advertised in December 2022. Council has 8 graduate/student roles in City Futures as well as new graduate roles in Finance and Business Transformation.</p> <p>Project feasibility for the remaining items on the Business Improvement Delivery Program for 2022/23 is underway.</p>	Office of the General Manager
	4.3.2.3	Develop and implement an action plan following the annual staff survey to address identified areas of improvement, and enhance and protect areas of strength	Action Plan developed Target: June 23	30	●	The latest focus group report has been received in January 2023 from the University of South Australia. An action plan will be developed once the report has been fully analysed.	Office of the General Manager
	4.3.2.4	Ensure information requests are responded to in compliance with legislative requirements	Compliance Target: 100% Actual: 100%	50	●	All Formal and Informal Access to Information Requests continue to be dealt with in accordance with Council's policy and Procedures in a	City Performance







						timely manner and within legislative requirements.	
4.3.2.5	Ensure the implementation of recommendations and agreed actions from the Fraud & Corruption Prevention Report & Strategy within scheduled timeframes	Scheduled timeframes met Target: 100% Actual: 100%	100	●		Previous strategy completed. Council to undertake an update of its Fraud & Corruption Strategy in next reporting period.	City Performance
4.3.2.6	Establishment of Mayoral Office by resourcing the Mayor to fulfil their civic duties	Report on progress Target: 6 monthly	100	●		This action is now complete with all positions in the Mayoral Office recruited and in place.	Office of the General Manager
4.3.2.7	Implement year 1 of the 3-year Customer Service Improvement Strategy 2022	Report on progress Target: 6 monthly	30	●		The Customer Experience Strategy and Action Plan were reviewed and updated in Q2 to reflect current operational needs. During this review several actions from Y1 were scoped and delivery has commenced.	City Performance
4.3.2.8	Improved response to public enquiries & requests relating to traffic and parking issues	# of enquiries responded to within Service Standard Target: 95% Actual: 94.6%	50	●		754 requests received in the period, with 712 responded to within the service standard.	City Futures
4.3.2.9	Plan for and develop a Service Review Program	Program prepared Target: Endorsed by Executive	0	●		The development of a Service Review Program has been delayed due to the resignation and replacement of the Manager Business Transformation in the first half of 22/23 Financial Year.	Office of the General Manager
4.3.2.10	Provide responsive customer service	# visits to customer service counter Target: Report 6 monthly Actual: 9418 Notes: Rockdale counter 5664; Eastgardens counter 3754 = 9418 total  # calls resolved at first point of contact Target: > 70% Actual: 73% Notes: Total calls received 36,401; calls resolved 1st point of contact 26,522 = 73%  # customer requests actioned within service	50	●		Each measure has been met this period.	City Performance








			<p>standard Target: &gt; 80% Actual: 87.33% Notes: 14892 Customer Requests received, 13005 (87.33%) within service standard; 1887 outside of standard (12.67%)</p> <p># customer complaints Target: Report 6 monthly Actual: 130 Notes: Based on the Pathway CRM category CMPLA "Complaints"</p>				
	4.3.2.11	Undertake a Council wide Customer Experience Improvement Program that captures the voice of the customer based on a range of surveys and mystery shopping programs	<p>Annual program developed Target: August 22</p> <p>Mystery Shopper Program implemented Target: Annually</p> <p>Targeted survey conducted Target: At least once per annum</p> <p>Survey and Mystery Shopper results reported Target: Annually</p>	0		This action has not commenced due to the review of the Customer Experience Strategy.	City Performance
	4.3.2.12	Develop and Implement a program to regularly capture and report on customer service satisfaction	Mechanisms developed and implemented Target: 6 monthly progress report and 12 monthly mystery shopper report benchmarked against other Councils	0		This action has not commenced, due to the Customer Experience Strategy development and review. Mechanisms for reporting satisfaction are being investigated.	City Performance
	4.3.2.13	Implement and embed Bayside Council's Customer Service Charter	Customer Service Charter published Target: Endorsed by Council	50		Customer Experience Charter has been drafted and internal engagement has been conducted. During Q3 staff training will be developed to ensure the requirements of the Charter are met.	City Performance











4.3.3 Invest in a skilled and dynamic workforce to meet future challenges, meet accountability and compliance requirements, and deliver Council's quadruple bottom line: social, environmental, economic, and civic leadership (Deliver)	4.3.3.1	Develop a new Workforce Plan	Plan Developed Target: June 23	0			Office of the General Manager
	4.3.3.2	Develop and deliver a Learning Needs Analysis/ Training Plan based on the skill and capability needs for the Council as well as emerging requirements for future needs	Report on progress Target: 6 monthly	100		2022 - 2023 Learning Needs Analysis Completed and programs identified incorporated into the 2023 Corporate Training Plan, Leadership Development Plan, Emerging Leaders Plan.	Office of the General Manager
	4.3.3.3	Develop and deliver training on core applications across Council to increase systems knowledge and use	Report on progress Target: 6 monthly	85		Core Systems of Bayside 1) Names and Address Register (NAR) : e-learning completed. 2) TechOne : e-learning completed. 3) InfoCouncil : e-learning completed. 3) Content Manager : e-learning completed. All employees with core system access can login to online learning for skill development. New employees are allocated training upon commencement of employment. 4) CRM Pathway : to be developed in consultation with Customer Experience early 2023. 5) Other Pathway Modules : Training is provided ongoing by module owners face to face.	Office of the General Manager
	4.3.3.4	Develop and undertake an annual program of WH&S inspections. Corrective actions to be identified, recorded and corrections implemented	Report on progress Target: 6 monthly Actual: Completed Notes: The inspections for 2022 has been completed	50		WHS has a formal Workplace Inspection Program. Calendar 2022 has been completed.	Office of the General Manager
	4.3.3.5	Embed a safety culture across the organisation using the new Safety System as the foundation. Undertake education and safety cultural awareness programs to drive an increase to safety	Report on progress Target: 6 monthly Actual: Completed Notes: YTD progress is positive	50		Activities undertaken to embed safety in Council include; 1. Workplace inspection program 2. National Safe Work Month 3. R U Okay Day 4. Improvement in incident reporting	Office of the General Manager
	4.3.3.6	Reduce Lost Time Injuries and facilitate recovery at work as per Safe Work guidelines and best practice. Tailor individual rehabilitation plans and	Benchmark LTI to comparable Councils Target: 6 monthly Actual: On track	50		1. There is a focus on reducing lost hours in operations - City Presentation. There is a concerted effort by the Injury Management Team, WHS and operations to eliminated injuries and reduce lost	Office of the General Manager




		strategies to effectively manage each injury/workers compensation case				hours. 2. The injury management team closely monitors claims with strategic plans to effectively manage claims.	
	4.3.3.7	Review Policies and implement actions from Strategic Workforce Plan 2030	Report on progress Target: 6 monthly	50		New Grievance Policy and Job Evaluation Policy developed during the period. Other activities undertaken in the period include Annual staff excellence awards ceremony. annual Performance Planning and Review process and regular Staff Consultative Committee meetings held to consult with staff on workplace change.	Office of the General Manager
4.3.4 Manage Council assets to meet community expectations within available resources (Deliver)	4.3.4.1	Develop a 5-year Land & Property Strategy to ensure property acquisitions and disposals are actioned in accordance with adopted strategies and Council resolutions	Strategy adopted Target: December 22 Actual: September 2022	100		Approved by Executive in August 2022, came into effect September 2022.	City Performance
	4.3.4.2	Develop a new Depot Accommodation Strategy to incorporate sites at Mascot, Bexley, Botany and Banksmeadow	Strategy drafted Target: December 23 Actual: 10% complete - January 2023	10		Currently in planning phase, project team to be established by end of Q1 2023.	City Performance
	4.3.4.3	Develop the Fire Safety Awareness and Action Program	Program developed Target: June 23	50		Annual Fire Safety Statements reminder letters issued monthly and lodgements assessed against the building's Fire Schedule. Inspections and action taken for Fire related complaints and audits.	City Life
	4.3.4.4	Ensure Council's properties and facilities are fit for purpose and meet statutory requirements	Compliance with legislative requirements Target: 100% Actual: Ongoing action	100		This is an ongoing action for the Property team. The implementation of the Property Strategy and introduction of the Strategic Land and Property Working Group will assist with focusing on compliance and best value usage for Councils assets.	City Performance
	4.3.4.5	Ensure Council's fleet is modern and operating effectively	Fleet utilisation Target: 80%  Modern and fit for purpose - replacement program is	100		All Plant & Fleet due for replacement has been identified for replacement for 2022/23. There has been delays in delivery due to external issues in supply chain.	City Performance

			maintained based on age and condition Target: Report on replacement totals				
4.3.4.6	Ensure Council's stock levels are optimised and is managed and accounted for	Slow moving stock removed from stores Target: Annual Stocktake June - report in Q1	100		Slow moving stock reviewed periodically to ensure stock on shelf is at a minimum.	City Performance	
4.3.4.7	Implement the Bayside Asset Management Strategy	Report on progress Target: 6 monthly	50		Progress against the AM strategy is ongoing and forms part of the delivery of the current delivery program and development of the City Projects Program and future delivery and operational plans	City Futures	
4.3.4.8	Report to the Strategic Asset Management Committee on the leasing performance of the Bayside Real Estate Portfolio - new leases, renewals, and income	Updates delivered to Committee Target: Quarterly Actual: Ongoing action	50		Initial meetings held monthly and now transitioned to Quarterly. Standing agenda item on Strategic Asset Management Committee agenda.	City Performance	
4.3.4.9	Undertake annual Kerb and Gutter Renewal Program	Report on totals Target: 6 monthly Actual: 350 lineal metres replaced	50		Council undertakes periodic kerb and gutter maintenance with an allocated 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.	City Presentation	
4.3.4.10	Undertake annual Road Pavement Renewal Program	Report on totals Target: 6 monthly	90		RFQ awarded for road re-sheeting program. Works commenced and on track by 30 August 2022. 90% of the program was completed by December 2022. The entire program will be finalised before end of January 2023.	City Presentation	
4.3.4.11	Undertake asset condition audits for Council owned infrastructure	Condition assessments undertaken Target: Completed in accordance with rolling schedule	50		Data requirement scoping and asset classification rationalisation underway for the park and open space network wide condition audit - No asset revaluations due in current FY, hence no network asset condition audits due until 23/24. Ad-hoc asset condition assessments undertaken on an as needs basis, eg. Le Beach Hut, Botany/Mascot Admin building, 35 Firth Ave, Bona Park Girl	City Futures	

						Guides Hall	
	4.3.4.12	Undertake restoration of Council assets impacted by public authority works e.g. gas, power etc. as required	Restoration of affected assets Target: 100% Actual: 50 %	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 Presentation
4.3.5 Manage Council finances for the long-term benefit of the community and to prioritise infrastructure funding commitments (Deliver)	4.3.5.1	Annual Budget and QBRS completed within statutory timeframes	Budget and QBRS completed Target: 100% Actual: 50% Notes: On track.	50		Quarterly budget reviews have been completed in accordance with statutory requirements. Draft budget for 2023-24 is progressing in accordance with endorsed timeframes.	City Performance
	4.3.5.2	Deliver internal procurement education to ensure compliance with Council's Procurement policy and procedures (including general electronic L&D modules and comprehensive training for targeted in house staff)	Training delivered and evaluated Target: 6 monthly	80		Procurement E Learning Training module almost complete and when complete will become part of the mandatory yearly training courses.	City Performance
	4.3.5.3	Develop and implement a financial improvement strategy to address council's long-term sustainability issues as forecasted in the LTFP	Strategy developed and adopted by Council Target: June 23 Actual: 35% Notes: In progress.	35		Council has commenced process to develop and implement a financial improvement strategy and this will be included in the update of the next LTFP update.	City Performance
	4.3.5.4	Ensure all spend is in line with Council's Procurement Policy and Procedures by performing an annual spend analysis to inform a program of market testing	Report on progress Target: 6 monthly	100		Annual spend Analysis completed in August/September 2022 for the 2021/22 yearly spend	City Performance
	4.3.5.5	Establishment of a Bayside controlled entity for the purpose of operating the Arncliffe Youth Centre	Entity established Target: Within 6 months of Ministers approval Actual: Awaiting approval from OLG	75		Councils submission to OLG is currently being reviewed.	City Performance
	4.3.5.6	Implement the Contractor Management Guidelines	Report on progress Target: 6 monthly	100		Contractor Management Guidelines have been endorsed by the Executive and available on Council's Procurement Intranet Page.	City Performance

	4.3.5.7	Issue Annual Rate Levy allowing for the transaction to the harmonised rate over 4-year term as approved by IPART	Levy issued Target: August 22 Actual: July 2022 Notes: Annual rates are levied and notices issued by July 2022.	100		Annual rate levy for 2022-23 raised and notices issued in July 2022 in accordance with Harmonisation Instrument and relevant statutory requirements.	City Performance
	4.3.5.8	Prepare annual financial statements in accordance with accounting standards to ensure a unqualified audit opinion	Statement prepared Target: October 22 Actual: October 2022	100		Council's 2022/23 financial reports received an unqualified audit opinion and were lodged in accordance with legislative requirements.	City Performance
	4.3.5.9	Prudent management of Council's investment portfolio in accordance with relevant legislation in order to maximise returns as reported to Council in the monthly statutory financial reports	Reports presented to Council Target: Monthly Actual: Monthly	45		Monthly report to council has been completed.	City Performance
	4.3.5.10	Review and test Council's Business Continuity Plans	Policy completed Target: December 22	50		BCPs reviewed. Scheduled to be undertaken in the next reporting period	City Performance
	4.3.5.11	Review and update the Long-Term Financial Plan annually as part of the Resourcing Strategy	LTFP adopted Target: June 23 Actual: 15% Notes: On track.	15		Council has purchased and received the Long-Term Financial Plan (LTFP) model. The LTFP will be updated and relevant scenarios developed for public exhibition and adoption by Council by 30 June 2023.	City Performance
4.3.6 Plan for growth and development so the benefits of prosperity are shared (Deliver)	4.3.6.1	Finalise the Bayside Voluntary Planning Agreement Policy	Policy completed Target: December 22	70		The Draft Planning Agreement Policy was considered by the City Planning and Environment Committee and Council in November 2022. It has been placed on public exhibition and feedback and any amendment to the draft Policy will be reported on early 2023	City Futures
	4.3.6.2	Offer effective and competitive Complying Development (CDC) and Construction Certificate (CC) Services	Report on progress Target: 6 monthly Actual: On track	50		Bayside Council Certifiers provide an effective and competitive Certification service, including CCs and CDCs, for properties within the Bayside area, as an ongoing process.	City Futures
	4.3.6.3	Unlock s.7.11 funds by creating a new s.7.12 Development Contributions Plan to consolidate Rockdale and Botany Bay Plans in accordance with DPE	Plan complete Target: December 23	25		In November 2022 Councils Executive Committee endorsed the engagement of consultants to prepare the Bayside Contributions Plan with the assistance of Council staff.	City Futures



		reforms					
	4.3.6.4	Prepare submissions and reporting to Council on environmental planning instruments and policy	Draft submissions submitted prior to deadline and reported for endorsement Target: At the next available Council meeting	50		Council made submissions in relation to 5 State Significant Development Applications which are either in or near Bayside. The majority of the applications were for an increases to accommodate logistics and warehousing businesses around Port Botany or Sydney Airport. Submissions also made on the Six Cities Discussion Paper, the draft Randwick Local Environmental Plan, the Grand Parade Clearway proposal and the Draft Coastal Design Guidelines	City Futures
	4.3.6.5	Process and administer Planning Agreements	Benefits are delivered in accordance with their agreements Target: Report 6 monthly	50		Councils Planning Agreement register is available on the Bayside website. In November 2022 Council agreed to place a Planning Agreement Policy on public exhibition. The Policy is supported by a suite of procedures, checklists and forms which implement the requirements of the Planning Practice Note for Planning Agreements issued in February 2021	City Futures
	4.3.6.6	Develop a plan to expend SEPP64 funds	Plan prepared for endorsement by TfNSW Target: December 22	10		Plan delayed due to issue resourcing the coordinator Asset Planning role	City Futures