



# Bayside 2032

Delivery Program 2022-26

Operational Plan & Budget  
2024-25

## 6 Month Progress Report July to December 2024



**Bayside Council**  
Serving Our Community

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Acknowledgement of Country

Bayside Council acknowledges the Bidjigal Clan, the traditional owners of the land on which we meet and work and acknowledges the Gadigal people of the Eora Nation. Bayside Council pays respects to Elders past and present.



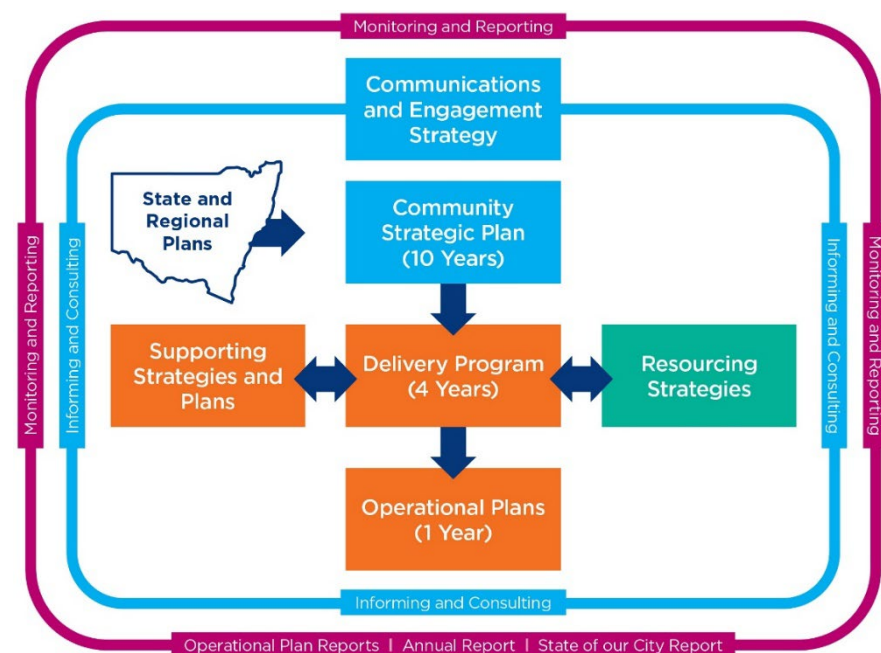
## About this Report

This is the 6 month progress report for the 2024-25 Operational Plan & Budget.

The Operational Plan and Budget is the annual plan that details what we will do that year to deliver the outcomes of the previous Community Strategic Plan (Bayside 2032).

These plans are created in accordance with the Integrated Planning & Reporting (IP&R) Framework, developed by the NSW State Government to guide Councils in the planning, reporting and delivery of its community's priorities.

IP&R enables Council to allocate resources to projects and activities based on the needs and direction provided by our community, and to ensure these align to the community's values and vision for Bayside. It is where we Identify, Plan, Fund & Report on services and outcomes for our community.



## Measuring Success

This report starts with an Overall Performance section detailing the number of actions per theme and the progress so far.

Detailed progress, with comments and status for each action, is contained in the next section of the document.

Each action's status is colour coded as follows:

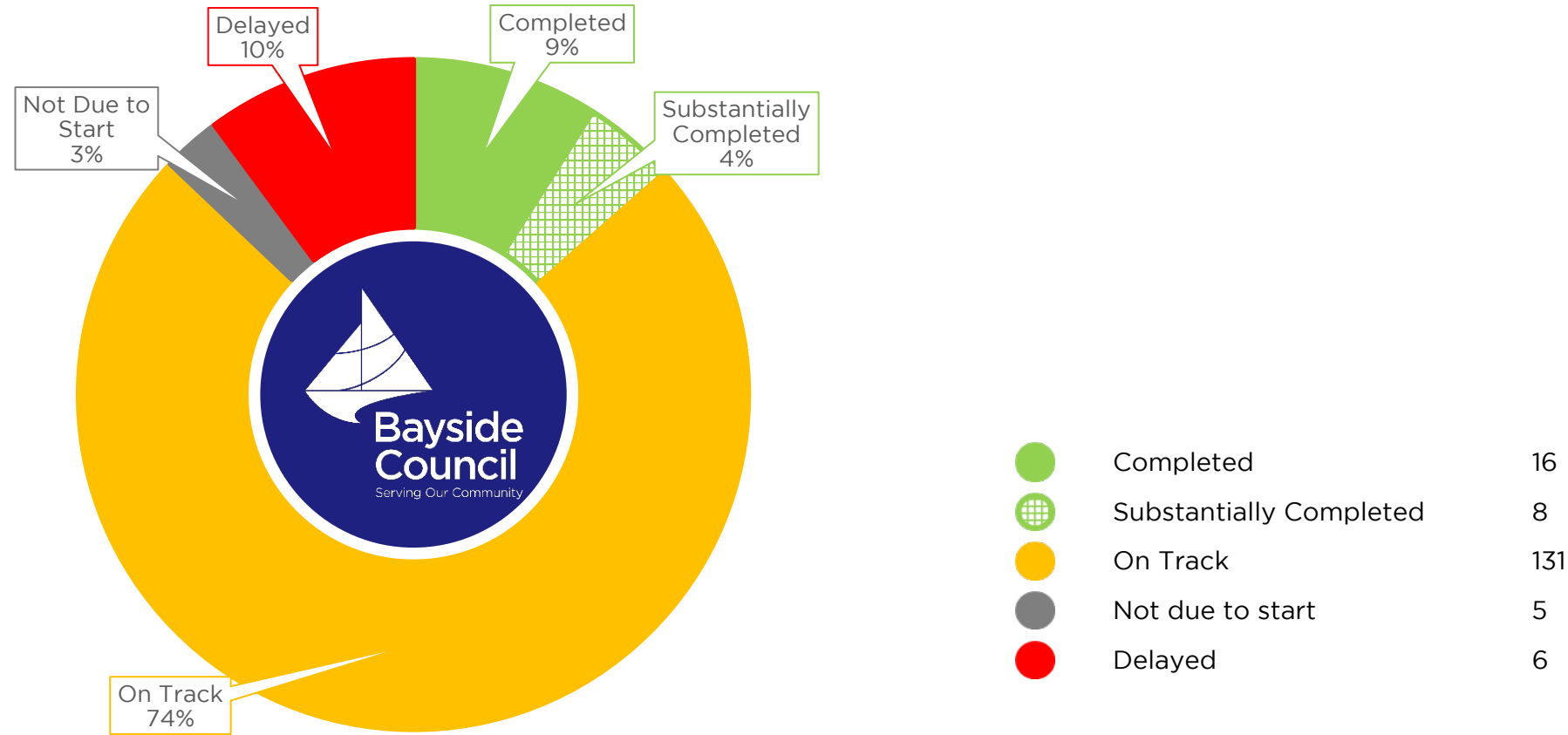
- Completed
- Substantially Completed
- On Track
- Not due to start
- Delayed









# Overall Performance

This document is based on the 4 themes of the Community Strategic Plan and reports on the 166 actions of the Operational Plan.



# The Details

## Community Strategic Plan 2032

 <p><b>THEME ONE</b> In 2032 Bayside will be a vibrant place</p>	<p>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.</p>	<p><u>Community Outcomes</u></p> <p>1.1: Bayside's places are accessible to all</p> <p>1.2: Bayside's places are dynamic and connected</p> <p>1.3: Bayside's places are people focussed</p>
 <p><b>THEME TWO</b> In 2032 our people will be connected in a creative City</p>	<p>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.</p>	<p><u>Community Outcomes</u></p> <p>2.1: Bayside celebrates and respects our diverse community</p> <p>2.2: Bayside utilises and benefits from technology</p> <p>2.3: The community feels valued and supported</p> <p>2.4: The community is united and proud to live in Bayside</p>
 <p><b>THEME THREE</b> In 2032 Bayside will be green, resilient and sustainable</p>	<p>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.</p>	<p><u>Community Outcomes</u></p> <p>3.1: Bayside is resilient to economic, social, environmental impacts</p> <p>3.2: Bayside's use of renewable energy is increasing</p> <p>3.3: Bayside's waterways and green corridors are regenerated and preserved</p> <p>3.4: Bayside's waste is well managed</p>
 <p><b>THEME FOUR</b> In 2032 Bayside will be a prosperous community</p>	<p>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</p>	<p><u>Community Outcomes</u></p> <p>4.1: Bayside generates diverse local employment and business opportunities</p> <p>4.2: Bayside recognises and leverages opportunities for economic development</p> <p>4.3: Council is financially sustainable and well governed</p>

## How to read this report

Reviewing and monitoring our plans are an important part of the IP&R framework. This Operational Plan Progress Report sets out how all the projects and activities in the 2024-25 Operational Plan have progressed and therefore contributing to the Delivery Program and Community Strategic Plan.

Community Strategic Plan (CSP) Theme and outcome

### 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.



Strategy	2024-25 Operational Plan Action	Measure & Target	Status	Comment	Directorate
1.1.1 Create spaces, places and interactions that are safe, accessible, and engaging. (Deliver)	1.1.1.2 a, b, c Delivery of Capital Projects Program on time and on budget	Measure: Botany Aquatic Centre to be Tendered for construction Target: Within 3 months of DA approval	●	The DA was presented to the Regional Planning Panel for review, it is anticipated that the final approval will occur in January 2025.	General Manager's Unit
		Measure: Mascot Oval Upgrade concept endorsed Target: September 2024	●	A concept design was presented to Council in July 2024, this was endorsed by Council.	General Manager's Unit
		Measure: Sir Joseph Banks Amenities & Carpark Upgrade construction commenced Target: March 2025	●	A review of the amenities building location has delayed construction commencing. Council has endorsed a new location, and it anticipated that construction will commence in October 2025	General Manager's Unit

CSP Strategy

Directorate – responsible for the action

- ★ OP Action number linking the action to the CSP
  - 1st number = CSP Theme
  - 2nd number = CSP Community Outcome
  - 3rd number = CSP Strategy
  - 4th number = OP Action

6 month (July to December 2024) progress comment








# 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.














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		Measure: Sir Joseph Banks Amenities & Carpark Upgrade construction commenced Target: March 2025	●	A review of the amenities building location has delayed construction commencing. Council has endorsed a new location, and it anticipated that construction will commence in October 2025	General Manager's Unit
	1.1.1.3 a, b Develop and maintain key partnerships to improve community safety	Measure: # Police meetings attended Target: Report 6 monthly	●	Meeting attended as required, which includes monthly and quarterly depending on the nature of the meeting.	City Life
		Measure: # DFV Partnerships attended Target: Report 6 monthly	●	Eastern Suburbs Domestic Violence and St George Domestic Violence Networks met 7 times and all meetings were attended by Council representatives.	City Life
	1.1.1.4 Implement Child Safe Action Plan	Measure: Implement the Child Safety Standards Target: June 2025	●	Policy adopted and implementing the action plan commenced.	General Manager's Unit
	1.1.1.5 Respond to community complaints about unauthorised development, uses or unsafe structures	Measure: % responded to within 3 days of receipt of complaint Target: 97%	●	Compliance officers respond to community complaints to resolve matters regarding unauthorised development or uses and unsafe structures.	City Life





Strategy	2024-25 Operational Plan Action	Measure & Target	Status	Comment	Directorate
	1.1.1.6 Smart CCTV network and mobile License Plate Recognition technology maintained (and expanded conditional on budget) to combat illegal parking, anti-social behaviour and increase community safety	Measure: Systems maintained to ensure performance Target: System operational >95% of year		A further expansion of Council's Smart CCTV network for parking enforcement was deployed to Riverside Drive, Sandringham and moved to operational status in August/September 2024. An upgrade to installations in Brighton Le Sands is currently being scoped to improve performance, due for completion by Q3 of 2024-25.	General Manager's Unit
	1.1.1.7 Complete the Rockdale Centre Masterplan	Measure: Concept options are prepared for discussion with Councillors Target: June 2025		Final draft at 90% complete. On track to report to City Planning & Environment Committee.	City Futures
	1.1.1.8 Install permanent beach matting at an appropriate location to improve beach access for people with mobility impairment	Measure: Beach access audit completed to identify appropriate location/s for beach matting Target: April 2025		Beach access audit was completed in November. Report from assessor to be provided to Council in early 2025 with recommendations	City Life
1.1.2 Improve availability of parking for residents. (Deliver, Advocate)	1.1.2.2 Enforce NSW Road Rules School Parking Patrol Program for Bayside schools	Measure: # school patrols per annum Target: 500		Exceeding Target	City Life
	1.1.2.3 Redevelopment of the Boulevard Car Park	Measure: Detailed design and scope developed Target: June 2025		Concept design approved by Council in November 2024. Funding strategy approved. Detailed design to commence 2025-26	City Futures
1.1.3 Promote the provision of affordable housing for those who need it. (Partner, Advocate)	1.1.3.2 Prepare Affordable Housing Strategy	Measure: Affordable Housing Contributions Scheme prepared for Council adoption Target: June 2025		Feasibility testing and Draft Strategy and Scheme are scheduled to be reported to the City Planning and Environment Committee early in 2025.	City Futures
	1.1.3.3 Progress analysis of 3 housing provision investigation areas - Botany Road, West Kogarah and Bexley North	Measure: Analysis undertaken, and first interaction held with Councillors Target: Report on Progress		Botany Road Investigation is on track and report scheduled for June 2025. The West Kogarah and Bexley North Investigation areas have not commenced due to State Government Planning Reforms applying to these areas.	City Futures











Strategy	2024-25 Operational Plan Action	Measure & Target	Status	Comment	Directorate
1.1.4 Provide safe accessible open space with a range of active and passive recreation opportunities to match Bayside's growing community. (Deliver, Partner)	1.1.4.1 Ensure all active and passive parks are well maintained and fit for purpose	Measure: All parks maintained on a weekly to monthly schedule, depending on classification Target: 95%		Passive parks are maintained on a 2 or 4 week schedule including a mow, detail and litter pick. Active parks are maintained weekly using wide area mower. Detail works and surrounds are maintained on a 2 or 4 week schedule. Any CRMs are actioned by carrying out a site assessment and if a risk is identified then relevant actions is taken.	City Presentation
	1.1.4.4 Undertake annual Playspace Renewal & Shade Improvement Program	Measure: Deliver the annual program of playspace renewal on time and on budget Target: June 2025		The annual playspace renewal program is underway with three playspaces completed construction and a number are underway for design. The program is on track for this financial year.	General Manager's Unit
	1.1.4.5 Undertake seasonal sports field renovation works program	Measure: Completed as per schedule Target: 95%		Sport field renovations started from late August and completed mid-October. Works included scarifying, coring and top-dressing. Selected areas of high use within the playing fields have been re- turfing as required.  Fertilising program has been completed for the 6-month period to transition between the seasons.	City Presentation
	1.1.4.6 Undertake an audit and mapping of current and future approved/funded sport and recreation assets to inform a future recreation needs study plan	Measure: Audit complete Target: June 2025		Mapping our sport and recreation facilities has been completed and our asset database updated. Various maps have been placed on our website for our community to access including Off Leash Dog Parks, and Basketball Courts. The maps and inventory will continue to be updated as new assets are established.	City Life
	1.1.4.7 Deliver improved sporting facilities for the community	Measure: Kingsgrove Reserve Sport Amenities Target: June 2025		Project is complete and open to the community	General Manager's Unit
1.1.5 Welcome visitors and tourists to Bayside. (Partner)	1.1.5.1 a, b Develop a Night-time Economy plan to support the visitor economy and promote Bayside as a destination	Measure: Plan created and implemented Target: June 2025		An internal working group will be convened in early 2025 to establish the best approach for Bayside Council	City Life
		Measure: Map via data, the visitor economy Target: 6 monthly		An internal working group will be established in January 2025 to progress this.	City Life

Strategy	2024-25 Operational Plan Action	Measure & Target	Status	Comment	Directorate
1.2.1 Create green and welcoming streetscapes. (Deliver)	1.2.1.1 Maintain all garden areas on Council assets across Bayside	Measure: Regular maintenance (weather permitting) Target: 8 times a year		Maintenance schedules for both active and passive parks, traffic devices and any other garden beds across Bayside (400+ assets) are completed within daily, weekly, fortnightly, monthly, 5 & 6 week schedules. All have been delivered for this period  Approximately 5,000 new plantings have been installed across Bayside by landscape services.	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)	Measure: Utilisation of facilities - # hours booked (Baseline year) Target: Report 6 monthly		9,894 hours of facilities usage was booked during the period. This includes halls, centres and meeting rooms which are actively maintained and promoted to maximise community benefit	City Life
1.2.3 Facilitate greater connectivity through active transport. (Deliver, Partner, Advocate)	1.2.3.1 a, b Advocate for better cycling connections and investigate ways to incorporate active transport into existing decision making	Measure: Partner with local active transport groups to encourage participation Target: Report 6 monthly		Council has applied for grants for active transport links and connections, some of which have been recently successful. Council will continue to provide submissions and commentary to key stakeholders to continually improve active transport within Bayside and achieve key actions outlined in our strategies.	City Futures
		Measure: Incorporate Active Transport issues into the existing Traffic Committee Target: Report 6 monthly		Active transport advocacy is regularly undertaken as part of strategic planning and open space design project planning and stakeholder engagement.  Bayside have been consistently successful in grant funding applications for new and upgraded infrastructure and are strong advocates for active transport infrastructure inclusions into all major projects that include SSDs, motorway projects and Council originated projects of varying scale.	City Futures
	1.2.3.2 Implement the annual Footpath Program	Measure: Report on progress Target: 6 monthly		Council's capital footpath programs were inspected, scheduled and commenced in July 2024. A total of 1,968m2 of new footpath is to be constructed and 2,206m2 of footpath is to be renewed across 14 streets in Bayside.	City Presentation

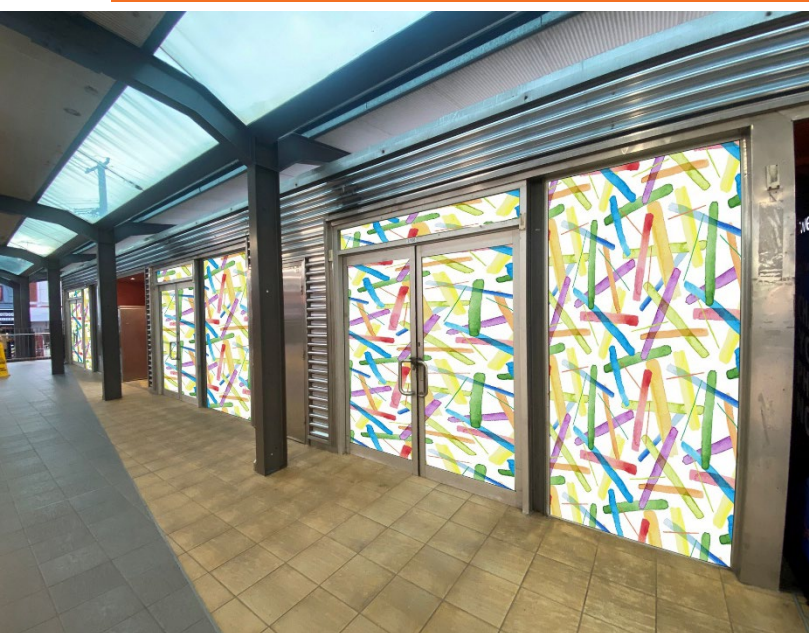
Strategy	2024-25 Operational Plan Action	Measure & Target	Status	Comment	Directorate
1.2.4 Support and deliver cultural and arts facilities, programs, events, and opportunities. (Deliver, Partner, Advocate)	1.2.4.1 a, b, c Deliver Council's annual Events program which adds value to Bayside, engages with residents, community and key stakeholders and activates public spaces	Measure: 10 key events Target: June 2025		The Events Team have delivered the first half of the Corporate Event Calendar as approved by Council for the 2024-25 financial year.	General Manager's Unit
		Measure: Participation / attendance over 10,000 across 10 events of various sizes Target: June 2025		This target was completed within the first 6 months of the year. The Winter Wonderland event attracted crowds of around 8,000 people. Our popular Spring Fair, Food & Wine and Carols by the Sea events also attracted large crowds with several thousand at each.	General Manager's Unit
		Measure: Participants satisfaction survey: All events received positive feedback alongside helpful suggestions for improvement. Target: Report 6 monthly		The events that have been delivered in the period have received very positive feedback from the community.  The grant funded Winter Wonderland event in August received outstanding feedback with the community enjoying a new, fun, vibrant event that was held in a never used before location.  Our annual programmed events that include Spring Fair, Food & Wine and our Christmas movie events and Carols by the Sea also received excellent feedback. This feedback will be taken on board to make those events held next year even better.	General Manager's Unit
	1.2.4.2 a, b, c Deliver an Arts & Culture Strategy alongside an Arts & Culture program to complement the key actions	Measure: Program of events Target: Report 6 monthly		Arts & Culture Strategy delivered. Arts & Culture Program being rolled out. Photography Competition delivered. Working with external stakeholders to improve the Rockdale Train Station Precinct by using art works in vacant shop front windows.	General Manager's Unit
		Measure: Review Public Arts Policy Target: August 2024		A review of the Public Arts Policy will be undertaken in early 2025	General Manager's Unit
		Measure: Arts & Culture inclusion in Community Events Target: Report 6 monthly		Actively internally engaging to ensure an arts and culture component is included where appropriate in all events. We reached out to local artisans for the Spring Fair to encourage them to use the event to showcase their talents either through a stall, activity or promotion.	General Manager's Unit

Strategy	2024-25 Operational Plan Action	Measure & Target	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	Measure: # attendees Target: Report 6 monthly Measure: # programs delivered Target: Report 6 monthly Measure: # library members Target: Report 6 monthly Measure: # Capacity vs Attendance Target: 80%		Our Libraries delivered a total of 641 programs to the community catering to children, teens, and adults and included technology classes, English lessons and school holiday programs. Children's programs attracted 9,717 attendees and were held at all of our libraries as well as at community events and childcare centres. A special cross-generational program in which children wrote Grandparents Day messages to nursing home residents provided the opportunity for the youngest and oldest members of our community to connect.	City Life
	1.3.1.2 Promote and maximise the use of library spaces and facilities	Measure: # Facilities bookings Target: Report 6 monthly Measure: # of hrs of PC bookings Target: Report 6 monthly Measure: # Physical visits to libraries Target: Report 6 monthly Measure: Bookable Hrs vs Hrs booked Target: Baseline year		There were 3,940 individual study room bookings for up to 2 hours each and 60,437 PC hours booked for the period. 242,952 people visited the library during the period, with 44,198 in October alone. Finally 16,510 bookable hours vs 7,880 hours booked.	City Life
	1.3.1.3 Progress planning for the Community & Cultural Centre in Rockdale	Measure: Tender for Construction advertised Target: Within 3 months of Council endorsing a funding strategy		Project plan altered by Council in November 2024. This project will now be aligned with the Rockdale Centre Master Plan.	General Manager's Unit
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 residential street sweeping program across Bayside	Measure: All streets mechanically swept twice per month (weather permitting) Target: 95% Measure: Report on tonnage collected Target: 6 monthly Measure: Report on % street waste recycled Target: 6 monthly		Council's Guarantee of Service for street sweeping has been met with every street within Bayside being swept twice per month (weather permitting); resulting in a total 940 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



Strategy	2024-25 Operational Plan Action	Measure & Target	Status	Comment	Directorate
	1.3.2.2 Manage removal of Graffiti on Council owned assets	Measure: % of incidents responded to within agreed standard of service Target: 95%		Graffiti is being removed as soon as possible once it is being reported.	City Life
	1.3.2.3 Progress planning for the upgrade for Le Beach Hut Dolls Point	Measure: Le Beach Hut Tendered for Construction Target: Within 3 months of receiving all approvals		The Development Application and Planning Proposal are underway.	General Manager's Unit
	1.3.2.4 Promote and oversee the use of footways for outdoor dining and retailing	Measure: Increasing the area of footway dining in town centres Target: By square meters		The use of Council's footway for businesses is encouraged to promote a vibrant and welcoming place. There is currently a total of 153 current licence agreements in place.	City Life
	1.3.2.5 Provide an effective and responsive town centres cleaning program	Measure: Cleaning to be completed at least weekly Target: 95%		Council provides a daily cleaning program of Town and Neighbourhood Shopping Centre areas in conjunction with a scheduled pavement high pressure cleaning program.	City Presentation
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 in accordance with legislative requirements	Measure: Wait time to application assessment due to outstanding applications Target: No delays		10 Design Review Panel meetings. 4 of these meetings were additional to minimise unnecessary delays to DA determination timeframes.	City Futures
	1.3.3.3 Prepare submissions and reports to Council on state significant developments	Measure: Council meetings are available for referral Target: No delays		Council submissions on State Significant Development Applications have been made within the required timeframes	City Futures
	1.3.3.4 Provide an effective Development Assessment service	Measure: Median assessment time for applications Target: not exceed 95 days		Median assessment time for applications was 74 days during the period	City Futures
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	Measure: Opportunities to make submissions and advocate are identified Target: Submissions made within time allowed and reported to next available Council meeting for endorsement		Council continues to monitor transport related policies released by Federal, State and adjoining Local Government and comment on any potential impacts, or improvements to Bayside's transport system. Council will continue to advocate for transport improvement as opportunities arise.	City Futures

Strategy	2024-25 Operational Plan Action	Measure & Target	Status	Comment	Directorate
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	Measure: Contribution with SSROC joint initiatives Target: % of SSROC initiatives by Council	●	Council has proactively engaged with other local, State and Federal agencies, in relation to land use planning matters including housing, employment land, transport, open space, and emerging matters like Electric Vehicles and Charging Stations, reducing the barriers to holding events and entertainment, and promoting public art.	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	Measure: Report on progress Target: 6 monthly	●	5 Traffic Committee reports have been held over the past 6 months. There was no September meeting due to Council elections. All minutes and agendas have published promptly	City Futures
	1.4.3.3 Improve road safety by responding to issues raised with the Traffic Committee	Measure: Report on progress Target: 6 monthly	●	137 reports have been presented at the Bayside Traffic Committee over the past 6 months.	City Futures
	1.4.3.4 Maintain Council's civil assets being roads, drainage, kerb and gutter and footpaths	Measure: Customer requests actioned to agreed asset condition rating Target: 95%	●	Council's roads, drains and footpaths were maintained to agreed service levels. During the period July to December 2024 Council attended to 1,308 customer requests which included 269 footpath repairs, 613 pothole repairs, 124 kerb repairs and 186 drainage related requests.	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.












Strategy	2024-25 Operational Plan Action	Measure & Target	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	Measure: # Meetings attended Target: Report 6 monthly		4 out of 4 meetings attended	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 Foreshore Program (1 October to Easter long weekend)	Measure: Foreshore Program Target: May 2025		The Summer Foreshore Program delivers a substantial positive impact for our beach going community during summer. Additional police, water police, and our Beach Buddies enables not only a focus on environmental protection but also overall community safety. To further support environmental protection, a dedicated webpage was established, featuring online competitions for children.	City Life
	2.1.2.2 Partner with community organisations to deliver a wide range of key community events & activities	Measure: Deliver the following events: Seniors Week; Youth Week; Reconciliation Week; NAIDOC Week; Disability Awareness Week; UN 16 Days of Activism Against Gender-based violence Target: Report 6 monthly		3 Special Weeks celebrated. Council delivered free community events for: NAIDOC Week (flag raising & Family Fun Day) 16 Days of Activism (Walk against Domestic Violence, and a daily social media campaign to increase community awareness) International Day of People with Disability (an autism author talk at Eastgardens Library)	City Life
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	Measure: Independent deaf/hearing audit of key Council owned buildings is completed Target: June 2025		Audit has been completed, with recommendations being considered across the organisation	City Life












Strategy	2024-25 Operational Plan Action	Measure & Target	Status	Comment	Directorate
	2.1.3.2 Develop and promote inclusive sport and recreation programs for people with disability	Measure: Pilot of at least 1 inclusive sports program in Bayside Target: June 2025		Walking Football has been implemented as a weekly activity in Bayside. Walking Football is a low impact game suitable for seniors and people with mobility impairment.	City Life
	2.1.3.3 Partner with disability organisations to increase participation of people with disability in Council events	Measure: Number of inclusive/accessible events held that are promoted to the disability community Target: June 2025		5 inclusive/accessible events held being: NAIDOC Week flag raising ceremony; NAIDOC Week Family Fun Day; Migrant Information Day; Spring Fair; and Carols by the Sea	City Life
2.1.4 Value, respect and celebrate Bayside's shared heritage and history. (Deliver, Partner, Advocate)	2.1.4.1 a, b Implement priorities actions in Bayside's Local History Collection Management & Access Improvement Plan 2023	Measure: Ron Rathbone Local History Competition Implemented Target: September 2024		There were 2 competitions for the Ron Rathbone Local History prize in 2024, the Open Category with 8 entries, and the High School Category with 2 entries. The awards ceremony was held at Lydham Hall in October. Olga Sedneva won the open category with Tempe: change of use, change of landscape and Riya Yeshwant Suvarna won the high school category with History-Made to be remembered. Why is Bayside's local history important?	City Life
		Measure: Bayside Local History Marker Program implemented Target: May 2025		5 sites were selected from the 16 nominations received for the Historical Markers Program: Bexley Public School; Botany Public School; Old Sir Joseph Banks Hotel; Tempe House and Wilson's Farmhouse.  The markers were thoughtfully worded and designed after thorough research. Ceremonies to officially unveil them are being organised.	City Life
	2.1.4.2 Implement the Reconciliation Action Plan 2022- 26 - Stage 2 - INNOVATE	Measure: Report on progress Target: 6 monthly		Innovate RAP consultation completed and draft document has been sent to Reconciliation Australia for first review	City Life
2.2.1 Harness technological changes and ensure benefits are shared across Bayside. (Deliver, Advocate)	2.2.1.1 Action initiatives in the Information Technology (IT) Strategy	Measure: Report on progress Target: 6 monthly		Council has completed the Modern Workplace program of work which refreshed end user compute technologies. Significant progress has been made with uplifting cyber security maturity across web facing systems and user authentication.	City Performance



Strategy	2024-25 Operational Plan Action	Measure & Target	Status	Comment	Directorate
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	Measure: Number of online services deployed Target: 8 services deployed by June 2025		New / improved online forms delivered include: Pruning or removal of a tree on private property, Illegal Parking, Abandoned Vehicle, Unapproved Building Works, Health Concern - Food Shops, Health Concern - Hair, Beauty or Tattoo Shop, Traffic Advice, Environmental Pollution, Illegally Dumped Rubbish, Public / Council Tree Inspection and Road Repair - Pothole or Uneven Surface.	General Manager's Unit
2.2.3 Provide accessible information and services online and through social media. (Deliver)	2.2.3.1 a, b, c Ensure Communication platforms (Website, Have Your Say, Social Pages etc) are maintained and kept up to date with the latest information in a timely manner	Measure: Develop a Communications Strategy Target: December 2024		The Draft Communications and Engagement Strategy has been approved and is currently available for public exhibition. It will be presented for final adoption at the Council meeting in April 2025.	General Manager's Unit
		Measure: Review and update the Community Engagement and Communications Strategy 2022-26 Target: December 2024		The previous strategy was reviewed, and the updated Strategy has been approved and is currently available for public exhibition. It will be presented for final adoption at the Council meeting in April 2025.	General Manager's Unit
		Measure: Review and update Council's website for improved accessibility and provide options for further enhancements Target: December 2024		Review took place in June 2024 and Phase 1 of the Website Improvement Plan has been successfully implemented. Currently, Phase 2 enhancements are under investigation.	General Manager's Unit
2.3.1 Engage and communicate with all community members. (Deliver)	2.3.1.2 Ensure Council communicates with community in physical and electronic ways to maximise reach	Measure: Physical newsletter distributed to targeted locations (Libraries, Community Spaces, Aged Service Centres etc) Target: 4 per annum Measure: Talking Bayside digital newsletter Target: 26 per annum Measure: Staff at Council's major events with physical flyers / newsletters available Target: 4 per annum Measure: Social Media reach Target: 5% increase		All measures completed. Social Media reach: 47.75% increase from 6 months prior	General Manager's Unit

Strategy	2024-25 Operational Plan Action	Measure & Target	Status	Comment	Directorate
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 Bayside	Measure: # completed Target: minimum 4		Not due to start till May 2025	City Life
	2.3.2.2 Deliver Sport and Recreation services to the community through Council's facilities	Measure: Golf Course - # bookings Target: Report 6 monthly Measure: Aquatic Centre - # visits Target: Report 6 monthly Measure: # Sport & Recreation Bookable bookings Target: Report 6 monthly		11,935 rounds of golf were booked at Botany Golf course. During the reporting period, Council collaborated with Sydney Catholic Schools to deliver a school holiday golf program and partnered with Golf Australia to host the Get Into Golf - Women's program.  Aquatic Centres visits: Botany - 33,793 and Angelo Anestis - 159,337. Our centres provide high-quality programs, including learn-to-swim classes, fitness programs, and recreational swimming, for all ages and abilities.  The Sports Field Seasonal Allocation program remains very popular, with demand consistently exceeding availability of fields and bookable hours. Actual hours booked - 9,522	City Life
2.3.3 Provide services and facilities which ensure all community members feel a sense of belonging, including children, families, young people, and seniors. (Deliver, Advocate)	2.3.3.1 Implement Year 1 of the 3-year Action Plan from the Bayside Library Strategy 2023	Measure: Report on progress Target: 6 monthly		Library Strategy actions delivered include: <ul style="list-style-type: none"> <li>Health and wellbeing initiatives through Tai Chi classes, multicultural health seminars and Drug Awareness pop ups.</li> <li>Volunteering opportunities for technology classes, English classes, craft workshops, and Justice of the Peace services.</li> <li>Low sensory Storytimes and native garden and bee hotel at Rockdale Library.</li> <li>Cross-generational activities between Home Library Service members and children from childcare facilities.</li> </ul> New furniture and redesigned layouts at Eastgardens, Mascot and Rockdale Libraries were also completed.	City Life
	2.3.3.2 a, b, c Support local young people through provision of Youth Programs (term and non-term base)	Measure: Youth Programs delivered Target: Report 6 monthly		Term 3 and 4 programs and Youth outreach activities were held at Arncliffe Youth Centre. Outreach services at local parks, skate parks and Eastgardens Library were also provided. The programs and outreach activities were very well attended.	City Life

Strategy	2024-25 Operational Plan Action	Measure & Target	Status	Comment	Directorate
		Measure: Holiday Programs delivered Target: 4 holiday periods		2 School Holiday Programs were delivered in July & September. All activities and excursions were booked out and very well attended.  A diverse range of learning, sport and recreational activities are provided as well as a couple of supervised excursions in the Sydney area like the Contemporary Art Gallery.	City Life
		Measure: Youth events delivered Target: 3 (including Youth Week)		Council hosted activities like Basketball, Badminton and a photo booth at the Spring Fair to engage attendees and also went to local high schools to promote programs and engage with students.  2 Love Bite Programs (Healthy Relationships Program) were delivered to year 10 student in 2 local high schools.	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	Measure: Time to respond to requests Target: 100% within 72 hours		Operating on 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 community are available across Bayside. (Partner, Advocate)	2.3.5.1 a, b Implement the Age-Friendly Communities Strategy 2022-2026	Measure: Deliver a Seniors Expo to showcase local seniors' groups and clubs Target: April 2025		To be delivered in March 2025 during NSW Seniors Festival	City Life
		Measure: # socially isolated seniors connected with local seniors' groups and clubs Target: June 2025		4 programs delivered including: <ul style="list-style-type: none"> <li>▪ 'A Guide for Active Older People in Bayside' distributed to approx. 600 seniors, providing contact details of local senior groups / activities.</li> <li>▪ Responded to enquiries about local senior groups, approx. 2 a week.</li> <li>▪ Walking Football established - 20 people now registered for ongoing weekly program</li> <li>▪ 2 seniors programs, fitness and choir, delivered each week at Alf Kay Community Centre</li> </ul>	City Life

Strategy	2024-25 Operational Plan Action	Measure & Target	Status	Comment	Directorate
2.4.1 Develop and support community connections and networks which enhance resilience. (Partner, Advocate)	2.4.1.1 Continue to participate in the South-East Sydney Local Health District Multicultural Health Forums	Measure: # meetings held Target: Report 6 monthly		6 meetings were held during the reporting period, and all were attended by Council representatives.	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	Measure: Deliver Duke of Edinburgh and Youth Advisory Group Target: Report 6 monthly		The Youth Advisory Group met 4 times in the period providing feedback on youth programs, Child Safe Action Plan, Community Strategic Plan and upcoming projects.  They also participated in an NSW State Government consultation on 'Your Voice Our Future' as well as a consultation on Social Cohesion which was delivered by Youth Action (Advocate Organisation).  Council hosted 7 Duke of Edinburgh students across Rockdale, Eastgardens, Sans Souci and Mascot Libraries. They assisted general library work, prepared children's school holiday craft materials and collated display items for the book displays.	City Life
2.4.3 Ensure Council's decision reflects community objectives and desires. (Deliver)	2.4.3.1 Ensure Community Engagement communications are inclusive, timely, transparent and tailored to the appropriate audience	Measure: Engagement participant profiles are tailored, targeted and reflect community demographics Target: Project Engagement Reports		All engagement activity requests participant demographic data. Communications are inclusive, timely, transparent and tailored to the appropriate audience	General Manager's Unit
2.4.4 Engage effectively with community and provide information in a timely. Manner. (Deliver)	2.4.4.1 Ensure Council's event schedule is provided to the Communications Team for publication on Council's website and for promotion via other channels (eg Newsletter, social media, library, noticeboards) to keep the community informed of what is happening in the event space across Bayside	Measure: Council events updated and on the website Target: 6 monthly		Council's Events Calendar is up to date and the one source of truth.	General Manager's Unit



Strategy	2024-25 Operational Plan Action	Measure & Target	Status	Comment	Directorate
2.4.5 Foster a sense of community pride in and satisfaction with Bayside. (Deliver, Partner, Advocate)	2.4.5.1 Deliver regular citizenship ceremonies to facilitate Bayside residents completing their Australian Citizenship	Measure: Monthly ceremonies Target: Report 6 monthly	●	Council has undertaken regular ceremonies over the past six months.	General Manager's Unit
2.4.6 Support community to play their part and imagine the future together. (Partner, Advocate)	2.4.6.1 Encourage attendance at Council and Committee Meetings and encourage volunteerism	Measure: Report on activities to raise awareness of opportunities to participate in decision Target: 6 monthly reporting	●	Council and Committee Meetings - A total of 18 social media posts were shared to encourage community participation in Council and Committee meetings. These posts collectively reached 13,354 individuals,  Volunteering Campaign - In an effort to boost volunteer involvement, 8 volunteering-focused posts were shared across our social media platforms. These posts successfully reached 16,865 people.	General Manager's Unit

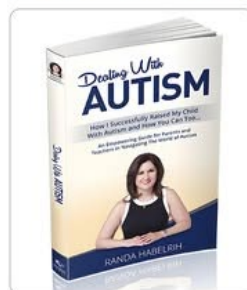


In conversation with

**Randa Habelrih**



**Please join us for an informative, empowering and inspirational evening and an opportunity to connect.**



Randa is an award-winning speaker, author, autism advocate and mother of an amazing young man, who has autism. 'Dealing with Autism' is an empowering guide for parents and teachers in navigating the world of Autism.

Randa shares over 18 years of hands-on experience helping both parents and teachers learn different strategies to support children and students on the spectrum. She is also founder of Autism MATES and MATES4U.

**Thursday 21 November 2024**  
**6:30pm - 7:30pm**  
 Eastgardens Library  
 152 Bunnerong Road (inside Westfield)

Registrations are essential.



# 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.








Strategy	2024-25 Operational Plan Action	Measure & Target	Status	Comment	Directorate
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	Measure: Scheduling and attendance at LEMC meetings Target: 3 meetings Measure: Attendance at REMC meetings Target: 100%	●	Bayside held all required Local Emergency Management Committee meetings with emergency services, government agencies and key stakeholders. All Regional Emergency Management Committee meetings were attended by the Bayside Local Emergency Management Officer (LEMO).	City Presentation
3.1.3 Promote education about climate change so that the community understands the potential impacts. (Deliver, Partner, Advocate)	3.1.3.1 Provide flood level advice to the community	Measure: Turnaround time to provide advice Target: 14 days	●	The flood advise letters are submitted within the turnaround target.	City Futures
3.1.4 Support and promote local climate and resilience leadership and initiatives. (Partner, Advocate)	3.1.4.1 a, b, c Implement priority projects in the Bayside Resilience Plan as part of the Environmental Strategy	Measure: Review & update Sustainable Waste Management Strategy Target: October 2024	●	Council adopted the Sustainable Waste Management Strategy in July 2024. Priority actions, such as the harmonisation of waste services, providing garden waste services for all residents, and developing a litter prevention and illegal dumping strategy, are ongoing.	City Life
		Measure: Community engagement to raise awareness and prepare for shocks and stresses Target: June 2025	●	Council conducted 9 resilience community workshops and events in partnership with Australian Red Cross, Southern Sydney Regional Organisation of Council, and Fix It Sisters. These events attracted a total of 314 participants.	City Life
		Measure: Bayside Urban Forest Strategy Target: July 2024	●	The Urban Forest Strategy was adopted in July 2024. Priority projects including street tree planting, updating Street Tree Master Plan, development of tree inventory, and preparing tree management policy have started.	City Life










Strategy	2024-25 Operational Plan Action	Measure & Target	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 Continue the introduction of low emission vehicles to Council's fleet	Measure: Deploy low emission vehicles and review performance Target: Report 6 monthly		Council have increased the number of hybrid vehicles in the fleet, together with procuring a number of EV vehicles and plant. We will continue to look at low emission vehicles that meet the needs of Councils operations.	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	Measure: # Workshops and events held Target: Report 6 monthly		24 community environmental events and workshops were held including Bushcare volunteer training, native beehive and bee hotel workshops, and a Bush Food Discovery Tour. Additionally, programs such as 'Adopt A Tree' and 'Ride to Work Day' were promoted.	City Life
3.2.3 Prioritise renewable energy use by Council where possible to reduce greenhouse gas emissions, and report publicly on benefits. (Deliver, Advocate)	3.2.3.1 Develop Sustainable Building Policy and Guidelines for Council's facilities	Measure: Report on number of initiatives implemented for new construction / renovation Target: 6 monthly		No energy efficiency initiatives were implemented in the period	City Life
	3.2.3.2 Maximise the opportunities for the installation of water and energy efficiency initiatives in Council buildings (eg water tanks, solar panels, low embodied energy materials, and lifecycle costs)	Measure: Report on progress Target: 6 monthly		As part of the Capital Projects Program, all projects are reviewed for opportunities to install water and energy efficiency initiatives.	General Manager's Unit
	3.2.3.3 Implement actions in the NetZero Pathway & Climate Change Mitigation and Adaptation Plan	Measure: Report on progress Target: 6 monthly		Council continues to utilise 100% renewable electricity for its operations. In addition, from July to December 2024, a total of 16.3MWh of green power was generated through Council's existing solar systems.	City Life
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	Measure: Report on progress Target: 6 monthly		Rainwater harvesting, storage and reuse are planned for Council owned building renewal works including Angelo Anestis Hard Cover Grandstand and Green Street Depot	City Futures

Strategy	2024-25 Operational Plan Action	Measure & Target	Status	Comment	Directorate
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	Measure: Participate as required by Sydney Water Target: Report 6 monthly		Sydney Water have completed their project and a portion of it is now occupied by TfNSW for M6 works	City Futures
3.3.3 Increase Bayside's tree canopy. (Deliver)	3.3.3.2 Improve the tree canopy across Bayside by undertaking tree planting in the public domain & open space	Measure: Completion of the annual Street Planting Project Target: Over 400 trees planted		A total of 1,172 trees were planted across streets and natural areas such as local schools, Bado Berong Creek, Landing Light Wetland and Scarborough Pond Parks.	City Life
3.3.3 Increase Bayside's tree canopy. (Deliver)	3.3.3.3 Manage and maintain all trees within Bayside	Measure: Tree plantings vs tree removals Target: Net positive		Council has removed 941 trees from within Parks and Open Spaces, and during the Spring 25 period the Planting schedule is on track to deliver on a 2:1 replacement for all removed trees.	City Presentation
	3.3.3.4 Deliver the grant funded 'Greening Our City' project	Measure: Plant 400 additional trees & pilot on Woody Meadow Target: December 2024		Under the Greening Our City grant, 232 street and park trees were planted and 3 planting beds of woody meadows, totalling 375sqm, have been established.	City Life
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	Measure: Bushcare Volunteer program Target: Report 6 monthly Measure: Cooks River Alliance membership Target: Report 6 monthly Measure: Georges Riverkeeper membership Target: Report 6 monthly Measure: Mother's Day Planting Target: Report 6 monthly Measure: Cooks River Clean Up Target: Report 6 monthly		Bushcare volunteers dedicated a total of 1,650 hours working at natural area sites in Bayside. Council continues its partnerships with Cook River Alliance, Georges Riverkeeper, and Sydney Coastal Councils Group to manage catchments.	City Life



Strategy	2024-25 Operational Plan Action	Measure & Target	Status	Comment	Directorate
3.3.5 Respect, manage and protect the natural environment and biodiversity. (Deliver, Partner)	3.3.5.3 Ensure the beachfront is clean, safe and fit for purpose	Measure: 3 times a week (weather permitting) Target: 95%		Parks & open space beach rake operates daily 7 days a week across the 8km beachfront. Sections depend on weather conditions and tidal restraints. Litter pick is conducted daily both on passive areas and sand areas where beach rake cannot reach. A total of approximately 60 tonnes of waste and litter has been removed for the 6-month period.	City Presentation
	3.3.5.5 Implement actions from the Botany Bay Foreshore Beach Flood Plain Risk Management Plan	Measure: Complete detailed design of the 2 highest priority stormwater upgrades at Baxter Road and Hollingshed Street Target: December 2024		The feasibility assessment and concept design for William Street and Dent Street has been completed. Concept plans will be presented to the Flood risk Management Committee early in 2025 with the recommendation to progress these two sites into detailed design.	City Futures
	3.3.5.6 Implement recommended actions from the Mascot, Rosebery and Eastlakes Floodplain Risk Management Plan	Measure: Complete the feasibility assessment for the 3 highest priority recommendations Target: December 2024		Progressed the detailed design of Hollingshed & Baxter Road. Feasibility of The Lake Golf Course embankment to commence in 2026-27	City Futures
	3.3.5.7 Protect and restore the health of waterways and wetlands through planned Gross Pollutant Traps (GPTs) inspection and cleaning program	Measure: Tonnes of debris captured and removed from Council's GPTs Target: Report 6 monthly		All GPTs were maintained during the period July 2024 to December 2024 resulting in 189 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	Measure: Report on progress Target: 6 monthly		Council undertakes routine inspections of its stormwater assets to obtain condition ratings and/or view obstructions within pipes. Project briefs are produced to identify high priority projects, with the view of rectifying assets with poor condition ratings. Three sites have been identified as part of this year's capital renewal program - Cowper Avenue, Pagewood, Ethel Street, Carlton and Hattersley Street, Banksia. The works package will be awarded in February and completed by late May 2025.	City Presentation

Strategy	2024-25 Operational Plan Action	Measure & Target	Status	Comment	Directorate
3.4.1 Address illegal dumping proactively. (Deliver, Advocate)	3.4.1.1 Analyse hotspot map data to inform interventions to reduce the incidence of illegal dumping	Measure: Report on Progress Target: 6 monthly Measure: # incidents per year Target: All reported incidents investigated		A total of 2,165 illegal dumping incidents were reported and investigated, a decrease of 45% compared to the same period last financial year.	City Life
	3.4.1.3 Remove abandoned vehicles reported to Council in accordance with the abandoned vehicle policy	Measure: Removal within 28 days Target: 100%		Abandoned vehicles removed withing agreed timeframe. Abandoned Vehicle Policy updated to reflect recently changes to the Public Spaces (Unattended Properties) Act 2021.	City Life
	3.4.1.4 Remove and dispose of illegally dumped materials throughout Bayside	Measure: Response within Standard Levels of Agreed Service Target: 95%		All illegally dumped material collected within Standard Levels of Agreed Service	City Presentation
3.4.2 Educate community on sustainable waste management and recycling practices. (Deliver, Partner)	3.4.2.2 Implement initiatives that assist in reducing waste going to landfill	Measure: Annual est. landfill diversion rate Target: 45%		Council segregates the collection of waste material to divert waste from landfill. Diversion rate provided at end of year.	City Presentation
	3.4.2.3 Program, offer and conduct waste education campaigns	Measure: # community events Target: Report 6 monthly Measure: #schools per year Target: Report 6 monthly		Council engaged 3,571 community members in face to face waste education workshops. Council also used social media to educate audiences on waste with a total of 87 posts, 768 reactions, 207 comments and 260 shares.	City Life
	3.4.2.4 Actively seek funding through the NSW Environment Protection Authority's Waste Less, Recycle More Waste and Resource Recovery Initiative	Measure: Funds received Target: All funds spent or rolled over for future spending		Council successfully obtained \$95,000 from NSW EPA's Litter Prevention Grant to develop Bayside Litter & Illegal Dumping Prevention Strategy and Action Plan. Council was also awarded an Illegal Dumping Prevention Grant with NSW EPA for \$160,000 in December 2024.	City Life
	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)	Measure: # of Waste Calendars mailed Target: 65,000 Measure: # of Waste App downloads Target: > 23,000		Due to changes in waste service delivery the Waste and Recycling and Clean Up calendars were distributed on two separate occasions to over 68,000 properties. By the end of 31 December 2024, Council's Waste Services App had 41,116 installs, marking an 11% increase since June 2024.	City Life



Strategy	2024-25 Operational Plan Action	Measure & Target	Status	Comment	Directorate
3.4.3 Promote a circular economy by encouraging and/or implementing avoidance, reuse, rehome, repair, recycling, recovery solutions before landfilling. (Deliver, Partner, Advocate)	3.4.3.2 Provide an effective public place litter bin program	Measure: Tonnage per year Target: Report 6 monthly	●	Council conducts town centre and public place litter bin collections daily. Council manages over 950 fixed and mobile public place litter bin infrastructures, ranging from 60L to 660L. Each community bin promotes public awareness signage.  Council also manages beach bin infrastructure along Cook Park and the beachfront. This material was diverted from making its way into our waterways or remaining in amongst the sand or the adjacent parkland.	City Presentation
	3.4.3.3 Undertake annual recycling drop off events	Measure: # events per year Target: 22	●	Council has delivered 10 community drop off events in this period.	City Presentation
	3.4.3.4 Undertake the management of essential waste and recycling services	Measure: Services delivered regularly to households Target: 62,000	●	Council continues to provide essential waste and recycling services to all households (over 68,500). This included managing services such as garbage, organics, recycling kerbside bin collections, bulk bin collections, kerbside and on-site clean up services, public place bin collections, and community recycling drop off events.	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.










Strategy	2024-25 Operational Plan Action	Measure & Target	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	Measure: Forum for Bayside First Nations businesses held Target: November 2024		Forum held during Small Business Month and was very well attended by First Nations businesses, and support stallholders.	City Life
4.1.2 Monitor socio-economic outcomes and work with partners to identify actions Council can support. (Partner)	4.1.2.2 Provide free or low-cost activities for residents in suburbs with the highest proportion of low income households	Measure: # activities held Target: Report 6 monthly Measure: # participants Target: Report 6 monthly		3 free programs per week are offered to residents in Daceyville, Eastlakes and Hillsdale Approximately 100 participants across all 3 programs	City Life
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	Measure: # of graduates and apprentices employed by Council Target: Maintain or increase		Council is participating in a State Government grant program for Apprentices, Trainees and Cadets. The round one of the program saw Council awarded 11 positions, 3 have been filled and the others are being actively advertised. Council will also be submitting a further application for more grant funding in round two which is due for submission early 2025.	General Manager's Unit
4.2.1 Support major employers to partner with local small business. (Advocate)	4.2.1.1 Adopt & implement Local Area Fund Strategy	Measure: Plan adopted Target: June 2025		40% draft completed. On target to submit a draft strategy by end June 2025.	City Futures
4.2.4 Encourage participation from creative industries and entrepreneurial businesses. (Advocate)	4.2.4.1 Develop a calendar of workshops and activities aimed at improving business skills and knowledge	Measure: Participation rate of businesses and feedback provided Target: June 2025		A calendar of events has been developed for implementation commencing February 2025	City Life















Strategy	2024-25 Operational Plan Action	Measure & Target	Status	Comment	Directorate
	4.2.4.2 Celebrate Small Business Month by hosting relevant events and activities that showcase Bayside's small business community	Measure: Events held in partnership with business community Target: November 2024		2 events held <ul style="list-style-type: none"> <li>Workshop held on e-commerce for small business owners.</li> <li>Nganggbi Business Connect held for First Nations businesses to network and connect with local business support.</li> </ul>	City Life
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	Measure: Legislative requirements are met Target: September 2024		Various Policies and Procedures were updated during the period including Work, Health & Safety, Cyber Security and the Governance Framework. A review of the outstanding policies and procedures is in progress.	City Performance
	4.3.1.2 Complete nominated internal audits in the internal audit program	Measure: Report on progress Target: 6 monthly		Internal Audit Plan being delivered with seven audits completed and six reported to the Audit, Risk & Improvement Committee.	General Manager's Unit
	4.3.1.3 Ensure the archival and disposal of records is compliant with the State Records Act	Measure: Report on progress Target: June 2025		Archival and disposal procedures are consistently reviewed and updated in line with current legislation.	City Performance
	4.3.1.4 Maintain the Enterprise Risk Management framework and provide advice and support	Measure: Quarterly reporting to ARIC on the framework Target: June 2025		A review of Council's risk maturity is being undertaken and will be reported to the Executive Committee and the Audit Risk and Improvement Committee in the third quarter.	City Performance
	4.3.1.5 Maintain the Governance Framework and provide support for Council meetings and Committees	Measure: Report on status Target: 6 monthly		Governance Framework reviewed and updated in July 2024 and available on Council's website. Advice and support for Council meetings and Committees provided as required.	City Performance
	4.3.1.6 Manage and coordinate the delivery of all Integrated Planning & Reporting documents and reports	Measure: Annual Report Target: November 2024		The Annual Report 2023-24 was adopted by Council at its November meeting and is available on our website.	City Performance
		Measure: Operational Plan 2025-26 Target: June 2025		Initial meetings held and plan development started.	City Performance








Strategy	2024-25 Operational Plan Action	Measure & Target	Status	Comment	Directorate
	4.3.1.7 Plan and prepare to transition to the new Audit Risk and Improvement Framework as specified in the new OLG Risk and Internal Audit Guidelines June 2022	Measure: Action Plan developed commenced Target: Within 3 months of Risk and Internal Audit Guidelines being published		Assessment against Legislation and Guidelines completed. Council compliant with mandatory requirements effective from 1 July 2024. Implementation of remaining requirements will be based on achieving statutory timeframes.	General Manager's Unit
	4.3.1.8 Review, update and commence implementation of the Information & Data Management Governance Strategy	Measure: Review, update and implementation commenced Target: June 2025		This is a collaborative project which has changed with our current operating climate.	City Performance
	4.3.1.9 Undertake Councillor Professional Development Program	Measure: Program delivered Target: June 2025		Councillor Development Program created and being implemented by a mixture of in-house training and externally provided courses. In-house training included a Councillor Induction Day, 2 training workshops, training sessions through 8 Committees and attendance at 12 externally provided training courses	General Manager's Unit
4.3.2 Foster a customer centric culture. (Deliver)	4.3.2.2 Deliver the Business Improvement Delivery Program for 2024-25	Measure: Progress report delivered to Audit Risk and Improvements Committee (ARIC) Target: 6 monthly		An update on progress report was presented to ARIC in October 2024 noting the successful completion of two CCTV related projects, further improvements to Council's online customer experience, delivery of an eRecruitment platform as well as delivery of two operational service reviews.	General Manager's Unit
	4.3.2.3 Address identified areas of improvement, and enhance and protect areas of strength in our workforce	Measure: Actions implemented to address areas of improvement Target: Report 6 monthly		Updates to the Workforce Strategy are underway. The Strategy identifies challenges such as the ageing workforce, skills gaps / shortages, technology, diversity and climate change. The updated Strategy places a greater emphasis on digital transformation and the impact of new technologies on the workforce.	General Manager's Unit
	4.3.2.4 Ensure information requests are responded to in compliance with legislative requirements	Measure: Compliance Target: 100%		All information requests have been responded to in accordance with legislative requirements. 113 Formal GIPA Applications have been processed in the period.	City Performance















Strategy	2024-25 Operational Plan Action	Measure & Target	Status	Comment	Directorate
	4.3.2.7 Customer Experience Commitment - Finalise the Customer Experience Strategy 2023-2026	Measure: Implemented Target: June 2025		Adopted by Council in February 2024.	City Performance
	4.3.2.8 Improved response to public enquiries & requests relating to traffic and parking issues	Measure: # of enquiries responded to within Service Standard Target: 95%		1,257 CRM's were completed in the period. 98% of CRM's are completed within the service level	City Futures
	4.3.2.9 Develop Service Review Program	Measure: Service Review Framework developed and endorsed Target: August 2024		A draft Service Review Framework is being developed. Further service review planning will be undertaken in early 2025.	General Manager's Unit
	4.3.2.10 Customer Experience Responsiveness - Provide responsive customer experience via multiple customer request channels	Measure: # calls addressed at first point of contact Target: > 70%		Contact Centre answered 17,356 calls, with 73% of enquiries addressed at the first point of contact. Engineering and Operational applications received online increased by an average of 7% . Customer Requests received online remained steady at 19% of total received.	City Performance
		Measure: # digital requests received Target: Increase		The number of digital requests received is increasing with more online forms being used and with the impending introduction of CityWatch.	City Performance
		Measure: correspondence received & addressed within agreed levels of service Target: > 70%		Incoming correspondence is scanned, registered and actioned to officers daily.	City Performance
	4.3.2.11 Customer Experience Improvement - Embed Customer Experience as a priority across the organisation	Measure: Report on progress of projects in key areas to embed Customer Experience: <ul style="list-style-type: none"> <li>▪ People</li> <li>▪ Technology</li> <li>▪ Data, Information &amp; Processes</li> <li>▪ Governance &amp; Performance</li> </ul> Target: Report 6 monthly		Customer Experience Improvement Project Report scheduled for early 2025.	City Performance

Strategy	2024-25 Operational Plan Action	Measure & Target	Status	Comment	Directorate
	4.3.2.12 Customer Experience Satisfaction - Develop and implement a program to regularly capture and report on customer experience satisfaction	Measure: Mechanisms developed and implemented Target: Report 12 monthly		Quality assurance program implemented from January 2025 reviewing customer calls to identify strengths and areas for development.	City Performance
	4.3.2.13 Conduct multiple service reviews in line with Service Review Program	Measure: Number of Service Reviews undertaken Target: 3 completed per annum		Progress continues to be made against actions plans associated with the Data and Information Management Service Review and Asset Management Service Review.  Process-level reviews are also being conducted for Informal and Formal Information Request Assessment and Search and incoming email management to determine improvement opportunities	General Manager's Unit
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 Review & update the Workforce Strategy 2026	Measure: Strategy developed Target: June 2025		The Workforce Strategy has been reviewed and updated in preparation for public exhibition with the Delivery Program in 2025.	General Manager's Unit
	4.3.3.2 a, b Develop and implement a Training Plan based on the skill and capability needs for the Council as well as emerging requirements for future needs	Measure: Learning needs analysis conducted Target: June 2025		Learning needs analysis meetings booked with all Business Units for February 2025  Staff training matrix of courses completed in 2024 created and will be provided at the meetings in February	General Manager's Unit
		Measure: Deliver training on core applications across Council Target: Report 6 monthly		Core applications training included in the 2025 Training plan which will be updated following 2025 learning needs analysis in February. Draft plan will be presented for approval by Executive Committee following learning needs analysis.	General Manager's Unit
	4.3.3.4 Develop and undertake an annual program of WH&S inspections. Corrective actions to be identified, recorded and corrections implemented	Measure: Report on progress Target: 6 monthly		The WHS Committee is involved in conducting workplace inspections. There were delays in 2024 with conducting some inspection. The elections for the new WHS Committee are to be held in May with a new schedule	General Manager's Unit

Strategy	2024-25 Operational Plan Action	Measure & Target	Status	Comment	Directorate
	4.3.3.5 Embed a safety culture across the organisation using DAMSTRA as the foundation. Undertake education and safety cultural awareness programs to drive an increase to safety	Measure: Report on progress Target: 6 monthly		The organisation is using SafetyBay to report incidents, and they are managed within DAMSTRA	General Manager's Unit
	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 strategies to effectively manage each case	Measure: Benchmark LTI to comparable Councils as provided by SafeWork NSW Target: 6		1.89 Bayside vs 6.74 average StateCover. At the last review, Bayside was favourable compared to similar sized Councils.	General Manager's Unit
4.3.4 Manage Council assets to meet community expectations within available resources. (Deliver)	4.3.4.1 Optimise the value and use of Council's property assets	Measure: Complete the year 3 priority actions of the Land & Property Strategy 2022-2025 Target: June 2025		Property Register finalised	City Futures
	4.3.4.2 Develop a new Depot Accommodation Strategy to incorporate sites	Measure: Strategy drafted and ongoing Target: June 2025		Investigation and research into strategy underway	City Futures
	4.3.4.4 Ensure Council's properties and facilities meet statutory requirements	Measure: Compliance with legislative requirements Target: 100%		A combination of quarterly, half yearly and annual maintenance and compliance testing is completed across all properties and facilities to ensure statutory requirements are met.	City Presentation
	4.3.4.5 Ensure Council's fleet is modern and operating effectively	Measure: Fleet utilisation Target: 80% Measure: Modern and fit for purpose - replacement program is maintained based on age and condition Target: Report on replacement totals		Council has completed the ordering phase of the 2024-25 Fleet Replacement Program. Expected delivery of 'on order' assets will be in the first half of 2025.	City Performance

Strategy	2024-25 Operational Plan Action	Measure & Target	Status	Comment	Directorate
	4.3.4.6 Ensure Council's stock levels are optimised and is managed and accounted for	Measure: Slow moving stock removed from stores Target: Annual Stocktake June 2025		Council will continually analyse stores stock levels to meet operational requirements.	City Performance
	4.3.4.7 Implement the Bayside Asset Management Strategy	Measure: Report on progress Target: 6 monthly		Ongoing and reviewed Strategy & Plans for 2025-26 IP&R cycle	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	Measure: Updates delivered to Committee Target: Monthly		Reports presented monthly to the committee	City Futures
	4.3.4.9 Undertake annual Kerb and Gutter Renewal Program	Measure: Report on totals Target: 6 monthly		Regular kerb and gutter maintenance is undertaken within an allocated annual budget. Council has replaced approximately 800 lineal metres of kerb and gutter in the period. Renewals and upgrades were also delivered.	City Presentation
	4.3.4.10 Undertake annual Road Pavement Renewal Program	Measure: Report on totals Target: 6 monthly		Re-sheeting program works commenced in mid November and 35% was completed by December 2024. The entire program will be finalised before end of May 2025.	City Presentation
	4.3.4.11 Undertake asset condition audits for Council owned infrastructure	Measure: Condition assessments undertaken Target: Completed in accordance with rolling schedule		<ul style="list-style-type: none"> <li>▪ Audit and Valuation of Open Space Assets</li> <li>▪ Audit of Transport Assets including: <ul style="list-style-type: none"> <li>♦ 593m "qH'ugcrtqcf u</li> <li>♦ 872m "qH'qqvr cvj</li> <li>♦ 8; 2m "qH'ngtd"cpf "i wwgt</li> <li>♦ Cpekt{"cuugv'ecvgi qtlgu&lt;Ect"Rctm"Dwu" Uj gngt."Utggy/Hwtpkwtg."gve0</li> </ul> </li> <li>▪ Conducted valuation of all Transport Assets</li> </ul>	City Futures
	4.3.4.12 Undertake restoration of Council assets impacted by public authority works eg gas, power etc as required	Measure: Restoration of affected assets Target: 100%		Council has embarked on an extensive restoration program of public domain assets, related to private development works and utility companies. Within the period July-December 2024 - 318 locations have been reinstated across Bayside	City Presentation

Strategy	2024-25 Operational Plan Action	Measure & Target	Status	Comment	Directorate
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	Measure: Budget and QBRS completed Target: 100%		The quarterly budget review for the September quarter was adopted at the November 2024 Council meeting.	City Performance
	4.3.5.3 Develop a Financial Sustainability Policy to address Council's long-term sustainability issues as forecasted in the Long-Term Financial Plan	Measure: Policy developed and adopted by Council Target: June 2025		Sustainability initiatives and funding gaps are identified and addressed at each quarterly budget review. Development of a separate strategy is on hold.	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	Measure: Report on progress Target: 12 monthly		Council will run a spend report in July 2025 to identify supplier annual spend. In August Council Executive will be presented a Supplier spend analysis report which identifies supplier spend that would benefit from an open market test.	City Performance
	4.3.5.7 Issue Annual Rate Levy allowing for the transaction to the harmonised rate over 4-year term	Measure: Levy issued Target: August 2024		Notices issued	City Performance
	4.3.5.8 Prepare annual financial statements in accordance with accounting standards to ensure an unqualified audit opinion	Measure: Statement prepared Target: October 2024		The financial statements were audited by The Audit Office of NSW and submitted to OLG NSW by 31 October 2024. They are available on Council's website.	City Performance
	4.3.5.9 Prudent management of Council's investment portfolio in accordance with legislation in order to maximise returns as reported to Council in the monthly statutory financial reports	Measure: Reports presented to Council Target: Monthly		The monthly statutory reports have been reported to Council as required. The December and January statutory reports are being tabled at the February 2025 Council meeting.	City Performance

Strategy	2024-25 Operational Plan Action	Measure & Target	Status	Comment	Directorate
	4.3.5.10 Review and test Council's Business Continuity Plans	Measure: Test once per year Target: June 2025		The proposed Organisational Resilience Framework project plan has been endorsed by ARIC. A Draft Business Continuity Policy will be considered by the Executive Committee in the third quarter and then a 'Business Impact Analysis' will be undertaken. This will create a formal Business Continuity testing schedule for non-IT related critical business functions and will be reported to ARIC in the fourth quarter.	City Performance
	4.3.5.11 Review and update the Long-Term Financial Plan annually as part of the Resourcing Strategy	Measure: LTFP adopted Target: June 2025		Commenced preparing the long term financial plan.	City Performance
4.3.6 Plan for growth and development so the benefits of prosperity are shared. (Deliver)	4.3.6.2 Offer effective & competitive Complying Development (CDC) and Construction Certificate (CC) services	Measure: Report on progress Target: 6 monthly		This is an ongoing service provided as applications are lodged, along with numerous Building Information Certificate applications	City Futures
	4.3.6.3 Create a new Development Contributions Plan	Measure: Plan complete Target: January 2025		The plan is well advanced however the substantial works schedule is behind target.	City Futures
	4.3.6.4 Prepare submissions and reporting to Council on environmental planning instruments and policy	Measure: Draft submissions submitted prior to deadline and reported for endorsement Target: At the next available Council meeting		Submissions on State Government planning reforms have been prepared and reported to Council as required	City Futures
	4.3.6.5 Process and administer Planning Agreements	Measure: Benefits are delivered in accordance with their agreements Target: Report 6 monthly		Planning Agreements have been processed and administered in accordance with legislative requirements	City Futures



### **Online**

Email: [council@bayside.nsw.gov.au](mailto:council@bayside.nsw.gov.au)

Website: [www.bayside.nsw.gov.au](http://www.bayside.nsw.gov.au)

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Westfield Eastgardens, 152 Bunnerong Road, Eastgardens

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