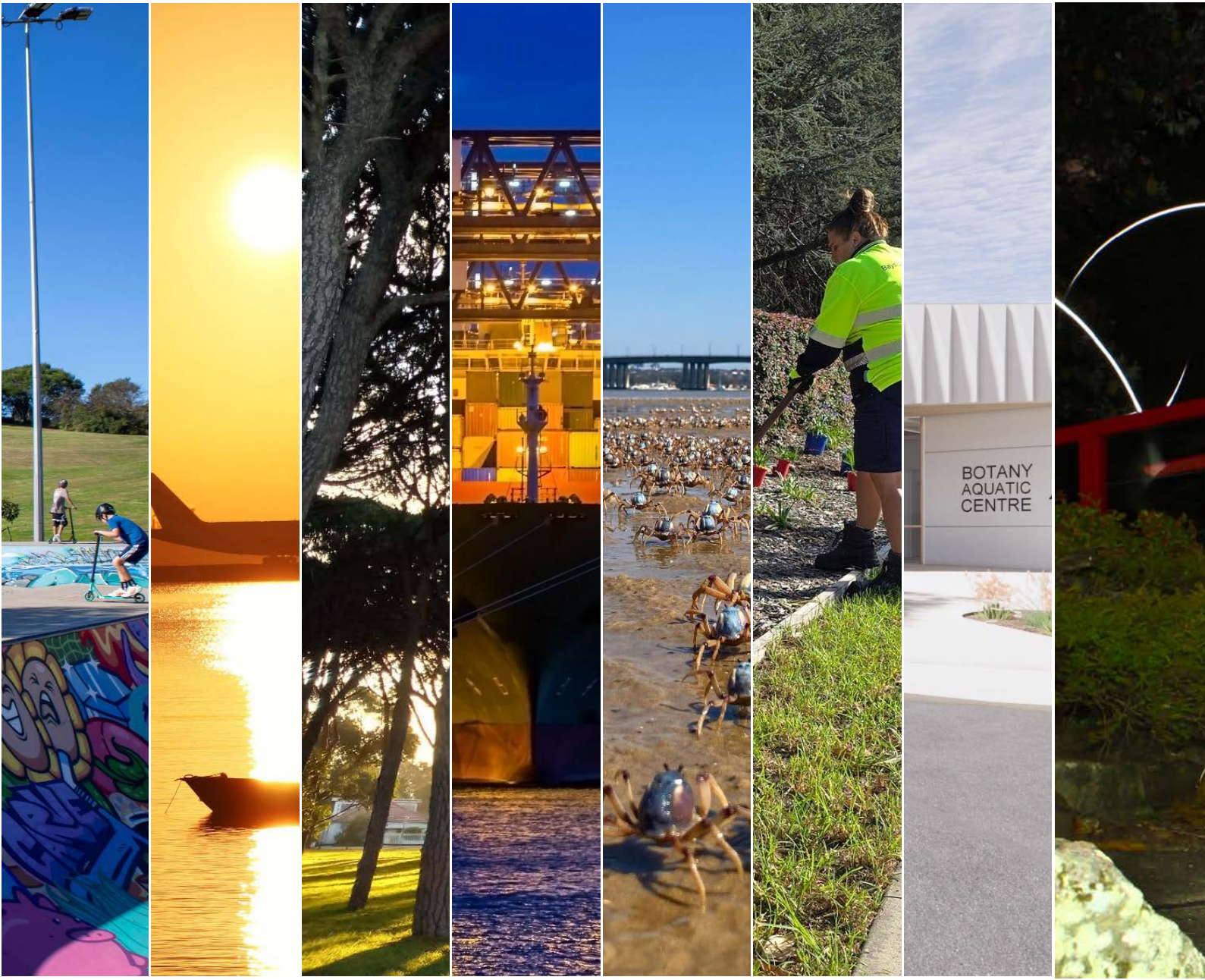


# Delivery Program

## 2025-2029







### 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.

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## About this Report

The Delivery Program is a 4 year plan developed to translate the community's long-term goals from the Community Strategic Plan (CSP) into deliverable outcomes.

Being part of the Integrated Planning & Reporting framework it should be read along with the Community Strategic Plan, Resourcing Strategies and the annual Operational Plans.

# Introduction

## Mayors Message



*Bayside Council's Delivery Program 2025-26 reflects Council's plan for the next four years.*

*The objectives in this program were developed in response to community feedback, evolving priorities, and emerging opportunities for improvement.*

*Council is committed to delivering the major projects outlined in our 10 Bold Moves including the redevelopment of the Boulevard Car Park to provide additional parking, and a library and community hub, Active Transport Corridors linking areas with improved walking and cycling paths, the Mascot Oval upgrade and ongoing enhancements to Sir Joseph Banks Park including new amenities. Council is also continuing to deliver well maintained public places, environmental sustainability engaging community events, support for local businesses & residents, and community engagement.*

*Council's mission is to continue meeting the expectations of today's community while planning a sustainable tomorrow for future generations.*

*Our plans are underpinned by a strong commitment to providing an excellent customer experience and always acting with integrity. This is accomplished by focusing on financial stability, good governance, and economic, cultural & environmental leadership.*

*Thank you for taking the time to review our plan that was developed with your submissions and feedback.*

*I look forward to continually working with our diverse Bayside community to build a better, brighter, shared future for all.*

Councillor Edward McDougall  
**Mayor**



## Elected Officials

Bayside has 15 Councillors who are elected for a 4 year term, 3 Councillors for each of our 5 Wards. The Mayor and Deputy Mayor are elected every 2 years by their fellow Councillors.

### Ward 1



Cr Ron Bezic



Cr Christina Curry



Cr Scott Morrissey

### Ward 2



Cr Jerome Boutelet



Cr Soraya Kassim



Cr Peter Strong

### Ward 3



Cr Janin Bredehoeft



Cr Michael Nagi



Cr Christopher Saravinovski

### Ward 4



Cr Joe Awada



Cr Liz Barlow



Cr Fiona Douskou

### Ward 5



Cr Heidi Lee Douglas  
**Deputy Mayor**



Cr Edward McDougall  
**Mayor**



Cr Vicki Poulos

# Who we are

## Bayside Area & People

### The Area

Located in the heart of Sydney, Bayside stretches over 29 suburbs including Bexley, Kingsgrove, and Carlton in the west; Banksmeadow, Hillsdale, Pagewood, Daceyville and Rosebery in the east; Wolli Creek and Turrella in the north; plus Rockdale, Mascot, Botany, Sydney Airport and Port Botany down to the coastal communities of Brighton Le Sands, Ramsgate, Dolls Point and Sandringham in the south.

We are very proud of our local area and all that it offers. With our many parks, sporting facilities and picturesque foreshore, as we surround Botany Bay (Kamay) with 8 kilometres of beach and parkland, we believe that Bayside is truly one of the best places to live in Sydney.

Bayside is well served with public transport with two main train lines and several busy bus routes. There are many great schools, boutique businesses, active laneways and precincts and a very vibrant mix of cultures.

Our significant wetlands provide important corridors for native flora and fauna, as well as places for our community to engage with natural surroundings.

Central to the area is the logistics core of NSW. Bayside has two major international transport hubs, the Sydney Kingsford Smith Airport in Mascot and Port Botany, the largest container port in NSW. These areas are significant as they enable people and products to travel around the world and to come to Australia. Goods arriving at our port are transported right around the country and Sydney Airport is the busiest airport in Australia. Our local economy will mature as innovation and growth takes advantage of these opportunities.



## Our Community

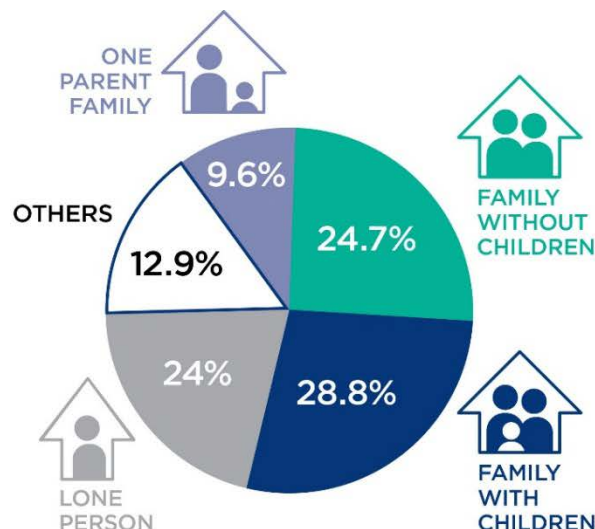
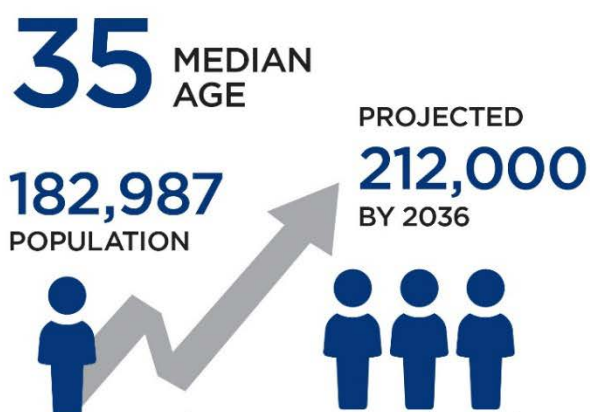
Almost 183,000 residents live in Bayside and this is expected to increase by 30,000 by 2036.

Bayside is home to a diverse community hailing from Australia and all over the world, almost half born overseas. People of all ages enjoy life in Bayside, many speak a language other than English at home. First Nations people have lived on the shores of Botany Bay (Kamay) for tens of thousands of years.

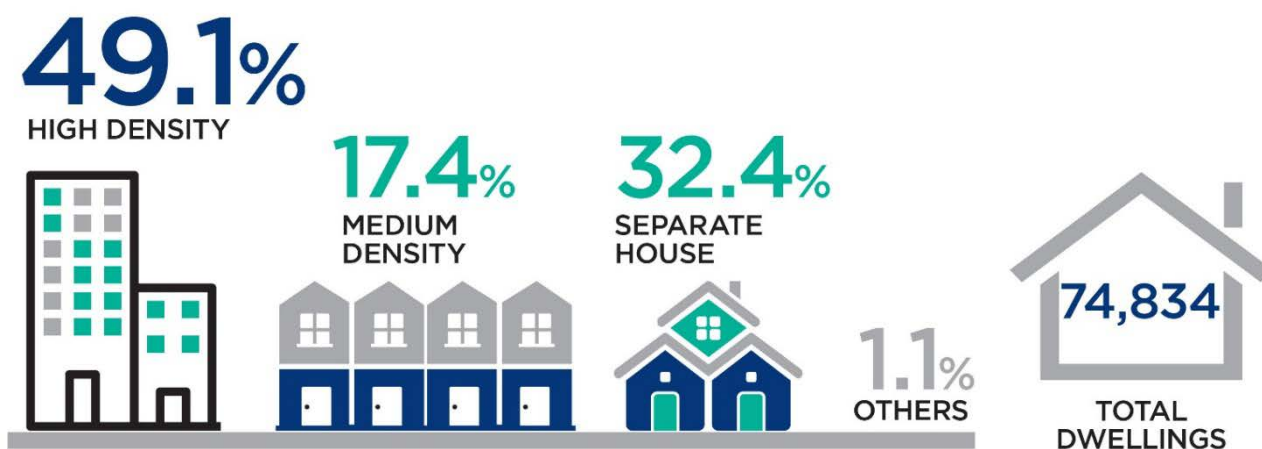
All of these different cultures enrich our area with their traditions, celebrations and stories.

Following are some statistics that demonstrate that diversity.

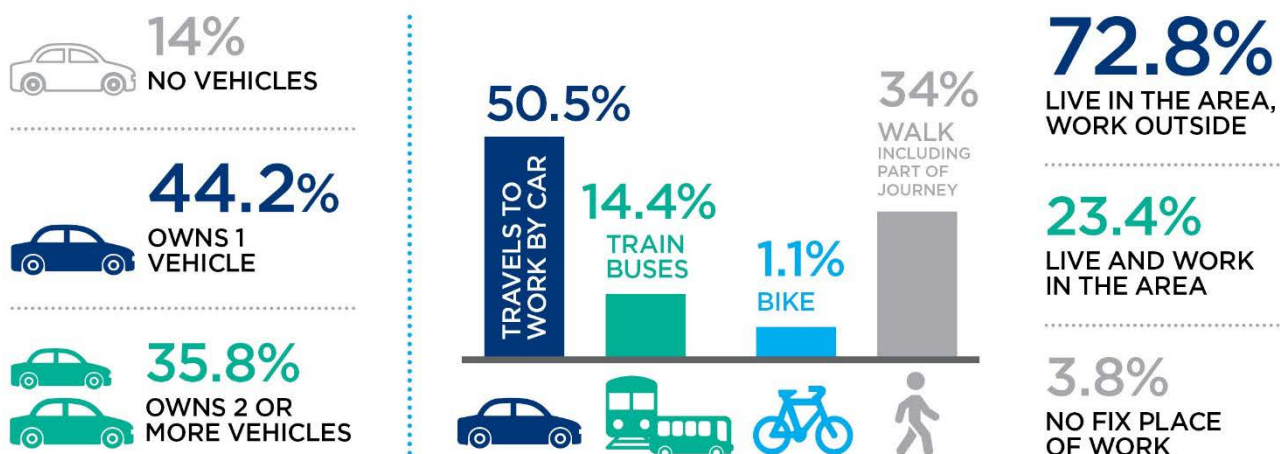
### People & Households



### Living & Lifestyle



### Work & Travel





## The Organisation

Our community's wellbeing is at the heart of everything we do, with that vision in mind we have developed strategies and action plans to ensure our behaviours and decisions are customer centric. See our [Customer Experience Strategy](#) for more details.

## Values

Values guide us in our interactions and relationships with all our customers. Internally there are also identifying statements and highlighted behaviours that strengthen our understanding of the values and clearly set the organisations expectations.



*We go above & beyond - delivering an outstanding customer experience every time*



*We are courageous & innovative - committed to making a difference in our work*

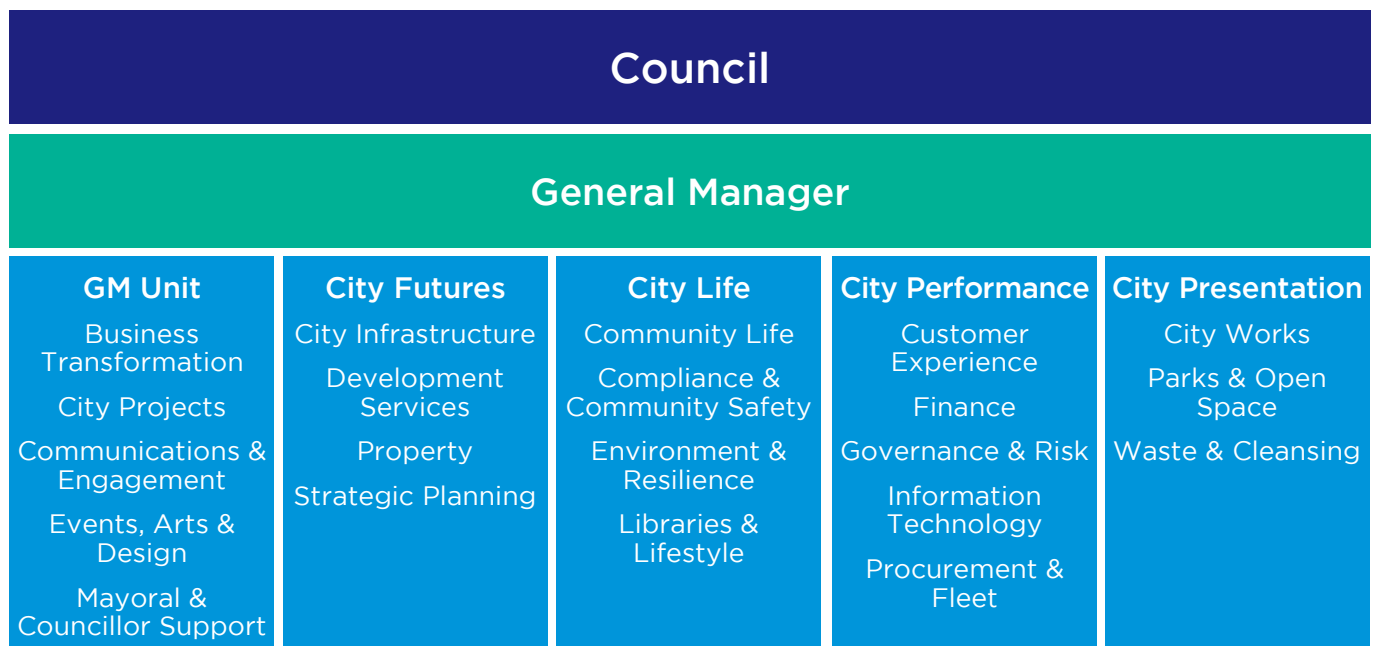


*We are all leaders' decisive, outward focused & forward thinking, setting the vision for Bayside Council today & into the future*



*We support & invest in each other - creating a strong collaborative culture*

## Organisational Chart





## Prioritising our Customers

We know service expectations are changing, including how our customers define quality customer service. To meet or exceed these expectations Bayside must continually review, refine and adapt what we do and how we do it.

We understand that every interaction shapes the customer's perception and feeling about Bayside Council. In addition, we understand a customer may have several contacts with more than one person from Council via a range of channels including phone, face to face or digital as well as other touchpoints that may not be with a person at all - for example, visiting a Council facility or website.

Each of these contacts or touchpoints forms part of a customer's experience.

Bayside customers identified 'Addressing their enquiry' as crucial for quality customer experience. To stay current with industry trends and customer expectations, Bayside Council must strategically invest in customer focused solutions.

To achieve a quality customer experience, we must adhere to these key principles:



Four key focus areas of People, Technology & Data Systems and Governance outline the strategic direction and actions to achieve this vision.

## Becoming a customer focused organisation

Through our Customer Experience Strategy implementation, to help become a customer focused organisation, we expect to see greater alignment with customer service industry trends including:

- ▶ Whole of Council ownership for improving customer service
- ▶ Staff performance improvements
- ▶ Increase ease when dealing with Council – 24/7
- ▶ Increase digital channels across all devices
- ▶ Acknowledge and address customer enquiries at first point of contact
- ▶ Updating customers on the progress of their requests, with personal yet consistent messaging
- ▶ Desire to capture the voice of the customer and reflect it in decision making
- ▶ Reflect services and offerings based on changes in society.

These improvements will offer the following benefits and support Bayside Council's commitment to quality customer service. They will:

- ▶ Make it easier to deal with us
- ▶ Improve service levels
- ▶ Enhance accessibility and availability
- ▶ Reduce complaints
- ▶ Drive efficiencies across the organisation
- ▶ Empower the customer
- ▶ Support automated and simplified workflows

These priorities and strategies underpin all actions and objectives in this plan and are at the forefront of all decisions and planning at Bayside.

## 10 Bold Moves



These are the projects and strategies that will transform Bayside's future.

They will deliver significant benefits to the community by addressing current and future needs as Bayside grows.

The new community assets will help support the many services and facilities provided by Council for today's community and future generations.

How these will be delivered is outlined in this Delivery Program and details of yearly actions are in the Operational Plans and Capital Projects Program.

Our 10 Bold Moves are presented on the following pages.



### Arncliffe Community Hub

Council has entered into a Planning Agreement for works in kind with Billbergia development to deliver a multipurpose community facility at Arncliffe.

The new facility will provide a welcoming, collaborative space where the community can connect, learn, work and create. Council is working on the design of the interior fit out.

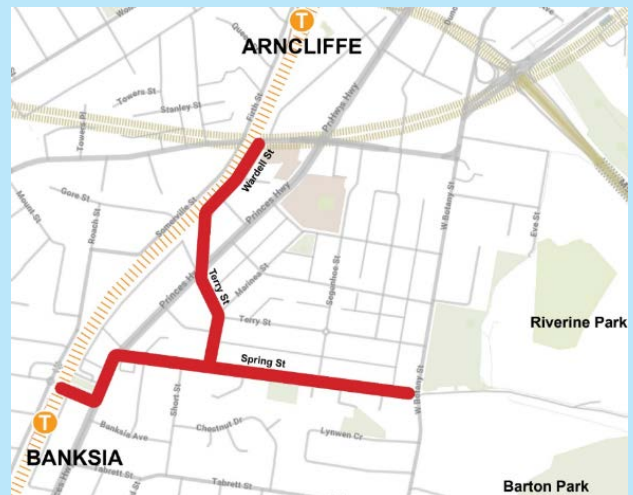


### Arncliffe & Banksia to Barton Active Transport Corridor

Improving connectivity of our open spaces is a priority so we are making it safer and easier for our community to move from one area to another using walking and cycling paths.

Council is proposing to construct a new active transport corridor linking Arncliffe and Banksia to Barton and Riverine Parks including:

- ▶ A new 2.5m wide shared path along Spring Street between West Botany and Marinea Street
- ▶ Widening of the existing path along Spring Street between Marinea Street and the Princes Highway
- ▶ Widening of the existing path on the east side of Marinea and Terry Street to 2.5m
- ▶ A raised pedestrian crossing on Spring Street at the Marinea Street intersection and raised thresholds at intersections along the southern side of Spring Street
- ▶ Cycle link from the Princes Highway to Forest Road including a slow zone in Townsend Lane and behind the Arncliffe Youth Centre
- ▶ Shared path along Wardell Street to Forest Road with improved lighting
- ▶ New landscaping and additional tree planting.







## Botany Aquatic Centre

The planned upgrade will future proof the much-loved centre for generations to come.



The upgrade will include:

- ▶ A 50-metre outdoor competition pool
- ▶ 1 indoor 25 metre lap pool
- ▶ 1 indoor program pool
- ▶ Adventure slides / major water play / splash pad
- ▶ A new building including entrance, amenities, change rooms and café
- ▶ New grandstand
- ▶ Landscaping works & picnic areas
- ▶ Gym & multipurpose room.

## Boulevard Car Park

The primary objective of the Boulevard Car Park Redevelopment is to provide additional public car parking in Brighton Le Sands to support the community and local business.



The proposed new building will deliver a community hub / library, multilevel carparking and a commercial rooftop area to service the cost of the asset into the future.



## Kamay Greenway Active Transport Corridor

Council is progressing with a feasibility analysis of a walking and cycling route from Scarborough Park to Sans Souci.

The route will link existing green spaces and community recreation hubs and provide a direct connection to southern cycling paths.

Kamay Greenway will enhance:

- ▶ Ecology as a biodiversity corridor
- ▶ Active transport connectivity for our community and visitors
- ▶ Recreation providing a place which meets multiple recreational and lifestyle needs
- ▶ Accessibility as an accessible place for residents of all backgrounds, abilities and ages
- ▶ Culture as a place to celebrate local culture, and history.



## Le Beach Hut

By upgrading the existing building, the facilities for the community will improve and include:

- ▶ Café/restaurant with associated kitchen, storage amenities and outdoor dining
- ▶ Public amenities with an accessible toilet and a unisex family toilet.







## Mascot Oval

The upgrade of Mascot Oval is a key project aimed at transforming the area into a modern sporting precinct that meets the needs of the local community and sporting clubs.



The concept design will be delivered over 2 stages:

### Stage 1

- ▶ New grandstand, changerooms, function space, viewing (filming) platform, canteen, storage, public amenities, meeting room, medical room, referee's room
- ▶ New main entry to Mascot Oval with an entry structure and other entry points defined
- ▶ A new walking path around the oval and new integrated landscaping
- ▶ Significant increase in public seating
- ▶ Car Park improvements.

### Stage 2

- ▶ New public toilets, club space, scoreboard and compliant sports field lighting.

## Rockdale Centre Master Plan

The Rockdale Centre Master Plan aims to establish a unique identity for Rockdale by:

- ▶ Strengthening the Rockdale Civic Precinct
- ▶ Delivering new public open space as the heart of the community
- ▶ Creating a more walkable neighbourhood
- ▶ Creating an attractive public domain contributing to a vibrant centre
- ▶ Creating a new low and medium to higher density residential precinct close to public transport and amenity
- ▶ Providing sensitive density and built form transition
- ▶ Maximising the potential of council land holdings to deliver commercial and community infrastructure.







## Sir Joseph Banks Park

The ongoing upgrade will provide the community with enhanced facilities, including:

- ▶ New public amenities building.
- ▶ Upgrades to the car park - increase capacity, improve accessibility, reduce flooding issues
- ▶ Landscaping with accessible pathways into and throughout the park.



Continuing the goal to create a regional destination Council is designing a pump track facility in the park. Concept plans are underway for the proposed location and types of surfaces.



## Spring Creek Naturalisation



The naturalisation of Spring Creek will include:

- ▶ rehabilitation of the 700m concrete channel
- ▶ rehabilitation of the existing Spring Creek Wetland
- ▶ creation of three new wetlands.

These works will improve waterway health, water quality, biodiversity and open space for our environment and our community.

The design will be developed to integrate with the Barton Park and Riverine Park Master Plans, and the overall Rockdale Wetlands corridor to improve landscape amenity, access and spatial synchronicity between these areas.

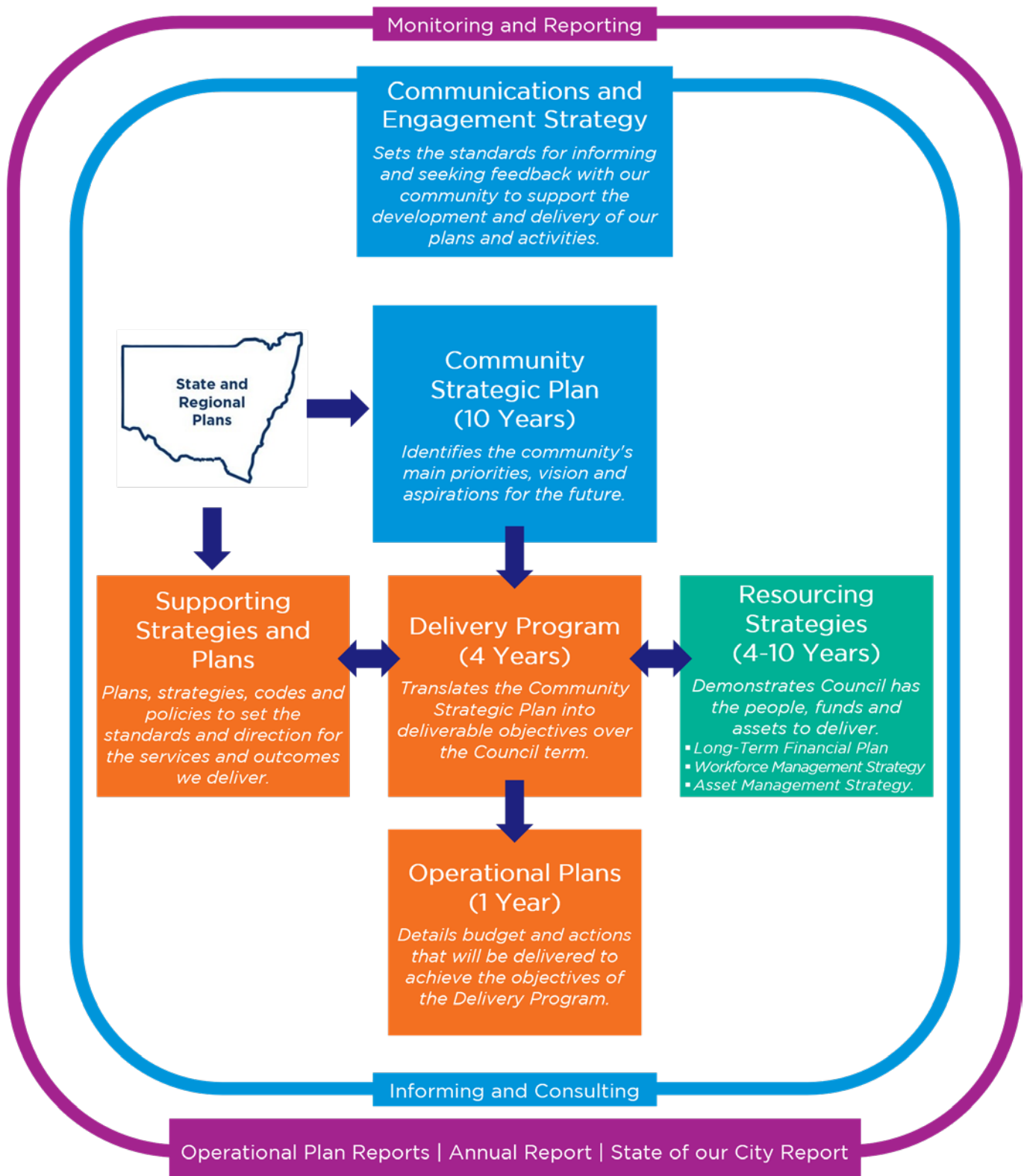


# How we developed the Program

## Integrated Planning & Reporting

Integrated Planning & Reporting (IP&R) is the framework developed by the NSW State Government to guide Councils in the planning, reporting and delivery of its community's priorities. IP&R enables us to bring all our plans and strategies together so that we have a clear vision and an agreed roadmap. It requires us to take a long-term approach to planning and decision making and emphasises the responsibility to deliver and report back to the community on our progress

It is where we **Identify**, **Plan**, **Fund** & **Report** on services and outcomes for our community.



## Community Strategic Plan

The Community Strategic Plan shows Council the vision, challenges and opportunities identified by the community. Through the development of this plan we determine the community's desired outcomes for Bayside.

We used these to develop the objectives for the Delivery Program.

The Community Strategic Plan recognises Bayside area's impact and affiliation with our neighbouring councils, connection to the broader Sydney metropolitan area, and partnerships with the NSW Government.



## How the CSP was developed

### Community Vision

*Bayside is a welcoming, safe, vibrant and sustainable. As members of the Bayside community we are proud to belong to a place that feels cared for, connected and creative. Bayside is built on trust, with engaged community members and effective leadership. Our unique landscape, history and culture shape the way we live now and our future opportunities.*

- ▶ Demographic data and population forecasts
- ▶ Regional, State and Australian government initiatives including:
  - ◆ Future Transport 2056
  - ◆ South East Sydney Transport Strategy
  - ◆ NSW Active Transport Strategy
  - ◆ Movement & Place Framework;
  - ◆ NSW Budget (including the Performance and Wellbeing Framework)
  - ◆ NSW Public Open Space Strategy
  - ◆ Cultural Infrastructure Plan
  - ◆ 24-Hour Economy Strategy
  - ◆ Smart Places Strategy, Public Spaces Charter
  - ◆ Sydney Airport's upcoming Master Plan 2045, which will present the strategic direction for the Airport's sustainable growth over the next 20 years
- ▶ Extensive engagement with our community, businesses and other partners including:
  - ◆ Community Satisfaction Surveys in 2019, 2022, 2023 and 2024 to identify and explore needs and aspirations
  - ◆ Online surveys & polls via 'Have Your Say'
  - ◆ Direct mail campaigns to key stakeholders were also conducted
  - ◆ Pop up face to face engagements at community group meetings and events

## Deliver / Partner / Advocate

Throughout these plans and programs, some strategies are clearly Council's responsibility, and some are the responsibility of other levels of government, or rely on input from businesses and industry groups, community groups or individuals. For each strategy in the CSP we have indicated whether Council will Deliver, Partner or Advocate to achieve the stated outcome or strategy as defined below:

	<b>Deliver</b>	Council will deliver the activity
	<b>Partner</b>	Council will investigate opportunities to partner with / enable agencies, business, community groups to deliver the activity
	<b>Advocate</b>	Council will speak up on behalf of the community to agencies, industry bodies / Ministers and strategic / regional forums to advocate for the delivery of this issue.

## Measuring Success

The CSP also includes a measurement framework for each theme, showing what we will measure, the baseline for that activity, the data source for the responses and the targets.

These measurements will also indicate the success of the Delivery Program as the objectives in this Program are responding to the Outcomes and Strategies in the CSP.

## CSP Themes



### Theme One

In 2035 Bayside will be a vibrant and liveable place

*Neighbours, visitors and businesses connect in welcoming and beautiful urban environments. The built environment is thoughtfully designed, sympathetic to the natural landscape, and offers places to live that are accessible for all.*

#### Community Outcomes

- 1.1 Bayside's places are accessible to all
- 1.2 Bayside's places are dynamic and connected
- 1.3 Bayside's places are people focussed
- 1.4 Bayside's transport system works



### Theme Two

In 2035 our Bayside community will be connected and feel that they belong

*We have the resources and relationships we need to be active members of our community, adapt to change, support vulnerable people, take care of each other and effectively respond in times of adversity. Our strong connections help all of our diverse community members to feel valued.*

#### Community Outcomes

- 2.1 Bayside celebrates and respects our diverse community
- 2.2 The community feels valued and supported
- 2.3 The community is united and proud to live in Bayside



### Theme Three

In 2035 Bayside will be green, resilient and sustainable

*Our natural assets and biodiversity are protected and enhanced through collaborative partnerships to contribute to 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. Bayside strives to employ regenerative and circular practices in managing our use of energy, water and materials.*

#### Community Outcomes

- 3.1 Bayside is resilient to economic, social and environmental impacts
- 3.2 Bayside is working toward a 'net zero' future
- 3.3 Bayside's waterways and green corridors are regenerated and preserved
- 3.4 Bayside's waste to landfill is reduced year on year



### Theme Four

In 2035 Bayside will be financially sustainable and support a dynamic local economy

*Botany Bay's (Kamay's) natural beauty, cultural heritage and role as an international transport hub generates employment and supports and thriving, engaged community. Bayside's employment centres are set within well-connected, flourishing urban spaces that attract businesses that contribute to the transition to a resilient, net zero economy. Council is sustainably managing its quadruple bottom line: social, environmental, economic, and civic leadership.*

#### Community Outcomes

- 4.1 Bayside generates diverse local employment and business opportunities
- 4.2 Bayside supports a diverse and adaptive business community
- 4.3 Council is financial sustainable and well governed



## Supporting Strategies & Plans

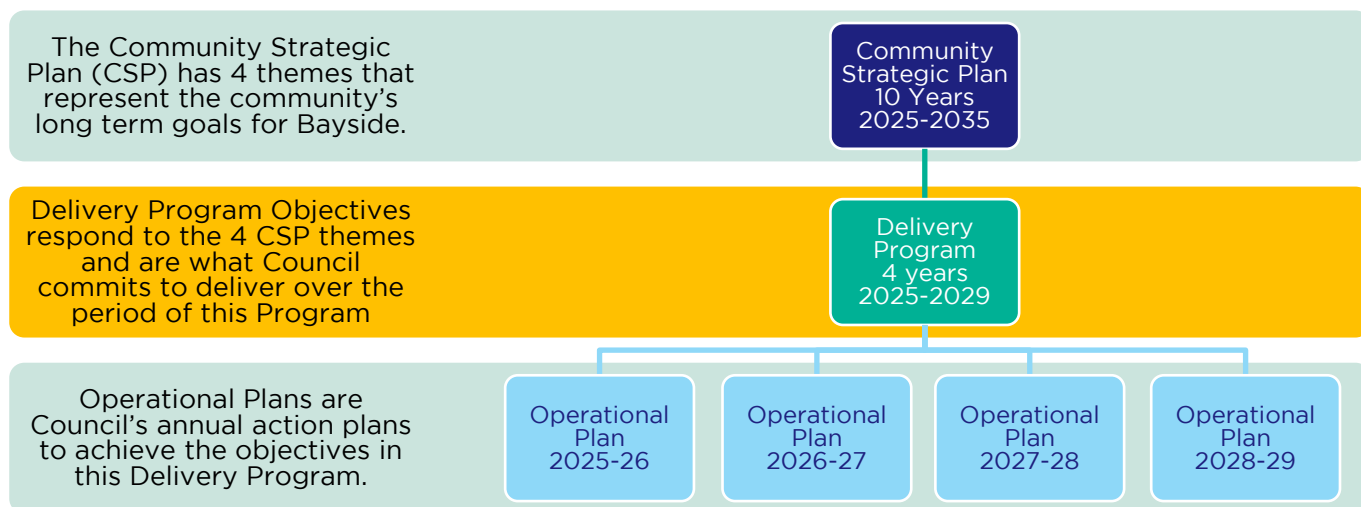
Councils develop strategies and plans to guide either what we will do for a specific topic or issue or how we will consider a specific topic or issue when delivering other services or outcomes. For example the Bike Plan sets out what we will do to make Bayside more bike friendly whilst the Disability Inclusion Action Plan defines what we will consider when building amenities or facilities to ensure that people with disability have equal access to Council services and facilities.

There are many strategies and plans, a snapshot is below, and all are available on our website if you would like more details.



# What we will do

## Delivery Program



## How this Program fits in

## How to Read this Program

- ✳ The table colour links these actions to the CSP theme. For details please see the CSP
- ✳ Delivery Program (DP) Objective. What Council will deliver over the period of this Program. The objective states where we will be by 2029 on our way to the goals for 2035 set out in the CSP
- ✳ Responsible Directorate - implementing and reporting on the OP Action

	Delivery Program Objective. By 2029 ....	Responsible Directorate
<b>Theme One</b> In 2035 Bayside will be a vibrant and liveable place	1.1.1.1  The Capital Projects Program is delivered as planned ✳ DP Action number linking the action to the CSP → 1st number = CSP Theme → 2nd number = CSP Community Outcome → 3rd number = CSP Strategy → 4th number = DP Objective	General Manager's Unit
	1.1.1.2  Council has effectively engaged with and maintained key partnerships to improve community safety ✳ The symbol to show that this objective is linked to 1 of our 10 Bold Moves	City Life
	1.1.1.3  Our Community Safety Strategy is relevant and actively implemented	General Manager's Unit City Life
	1.1.2.1  The Boulevard Development Application is designed and the ✳ Deliver / Partner / Advocate symbol showing how we are going to implement the objective	General Manager's Unit



Deliver Council will deliver the objective



Partner Council will investigate opportunities to partner with / enable agencies, business, community groups to deliver the objective



Advocate Council will speak up on behalf of the community to agencies, industry bodies / Ministers and strategic / regional forums to advocate for the delivery of this issue.







	Delivery Program Objective. By 2029 ....	Responsible Directorate
<b>Theme One</b> In 2035 Bayside will be a vibrant and liveable place	1.1.1.1  The Capital Projects Program is delivered as planned	General Manager's Unit
	1.1.1.2  Council has effectively developed and maintained key partnerships to improve community safety	City Life
	1.1.1.3  Our Community Safety Strategy is relevant and actively implemented	General Manager's Unit City Life
	1.1.2.1  The Boulevard Car Park construction has commenced	 General Manager's Unit
	1.1.3.1  The Affordable Housing Strategy is developed and being implemented	City Futures
	1.1.4.1  Bayside's parks and open spaces are fit for purpose and well-maintained	City Presentation
	1.1.4.2  The opportunities for the community to use Council's sporting facilities is optimised	City Life
	1.2.1.1  Kamay Greenway Active Transport Corridor construction has commenced	 City Futures
	1.2.1.2  Arncliffe to Barton Park Active Transport Corridor is open and being enjoyed by the community	 General Manager's Unit
	1.2.2.1  Use of our community facilities is optimised	City Life
	1.2.3.1  Council's spaces and places are better connected	City Futures
	1.2.4.1  Our Arts & Culture Strategy is relevant and actively implemented	General Manager's Unit
	1.2.4.2  Opportunities to activate our public spaces have been optimised	General Manager's Unit City Life
	1.3.1.1  Bayside's local areas and town centres are vibrant and active	City Life





## Delivery Program Objective. By 2029 ....

## Responsible Directorate

1.3.2.1  Rockdale Centre Master Plan is adopted and being actively implemented.		City Futures
1.3.2.2  Bayside's public spaces are maintained to maximise their attractiveness		City Presentation
1.3.2.3  The Arncliffe Community Hub is open and being enjoyed by the community		General Manager's Unit
1.3.2.4  Mascot Oval is open and being actively enjoyed by the community		General Manager's Unit
1.3.2.5  The Botany Aquatic Centre is open and being enjoyed by the community		General Manager's Unit
1.3.2.6  Sir Joseph Banks Park improvements are completed and being enjoyed by the community		General Manager's Unit
1.3.3. 1  New development in Bayside improves the amenity of the area		City Futures
1.3.3.2  The Le Beach Hut Dolls Point has been upgraded and is open to the public		General Manager's Unit
1.3.4.1  Our strategic plans are relevant and being actively implemented		General Manager's Unit City Futures
1.4.3.1  Bayside's Transport systems, infrastructure and plans are robust		City Futures
1.4.4. 1  Council works in partnership with the NSW Police to achieve positive road safety outcomes for our community		City Futures





## Theme Two

In 2035 our Bayside community will be connected and feel that they belong

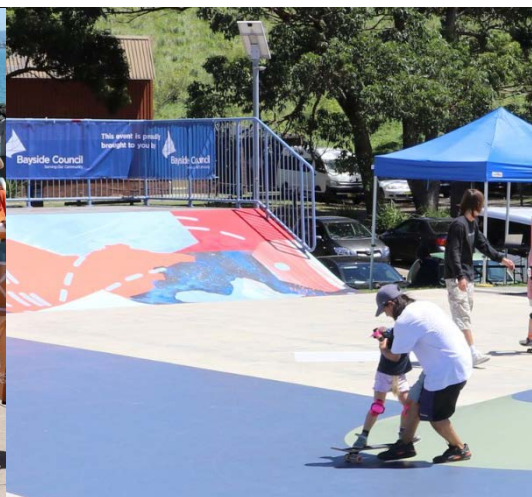
### Delivery Program Objective. By 2029 ....

### Responsible Directorate

2.1.1.1  Council respects and celebrates its history and heritage	General Manager's Unit City Life
2.1.1.2  Cultural diversity is supported and celebrated in Bayside	City Life
2.1.2.1  Bayside's events, arts and culture activities encourage participation and creativity from our diverse community	General Manager's Unit
2.1.3.1  Bayside's facilities and services are safe for children	General Manager's Unit
2.1.3.2  All ages in our community have the opportunity to thrive	City Life
2.1.4.1  People with disability are included and considered in Council's planning and decision making	City Life
2.2.1.2  Council's Digital Strategy makes it easier for the community to do business with Bayside	General Manager's Unit
2.2.2.1  Council's Communications and Engagement Strategy is relevant and being actively implemented	General Manager's Unit City Life
2.2.2.2  Young People are empowered to assist Council in planning, decision making and delivering initiatives	City Life
2.2.3.1  Our community's health is supported through information and education	City Life
2.2.3.2  Pets are valued and welcome in Bayside	General Manager's Unit City Life
2.2.4.1  Our facilities are safe, vibrant and accessible for our diverse community	City Life City Presentation
2.2.4.2  Our community enjoys sporting and recreation facilities that are active, safe, functional and vibrant.	City Life
2.2.4.3  Council's Aquatic Centres are well managed	City Life



	Delivery Program Objective. By 2029 ....	Responsible Directorate
	2.2.4.4  Council effectively manages the Arncliffe Youth Centre	City Life
	2.2.5.1  Vulnerable people in our community are supported	General Manager's Unit City Life
	2.2.6.1  Seniors in our community are supported	City Life
	2.3.1.1  Community connections and networks are stronger in Bayside through Council and Community led programs	City Life
	2.3.4.1  Our community is proud that they live in Bayside	General Manager's Unit





## Theme Three

In 2035  
Bayside will  
be green,  
resilient and  
sustainable

### Delivery Program Objective. By 2029 ....

### Responsible Directorate

3.1.1.1	 Council's Environment & Resilience Strategy is relevant and actively implemented	City Life
3.1.2.1	 Council's built and natural environments are more resilient to natural disasters	City Futures City Presentation
3.1.3.1	 Our community has greater understanding regarding the impacts of climate change through increased education	City Futures City Life
3.1.5.1	 Council is actively involved in local and regional emergency response programs and organisations	City Presentation
3.2.1.1	 Council's greenhouse gas emissions are reduced to 89% by deliberate actions to improve our sustainability	General Manager's Unit City Performance
3.2.2. 1	 Council facilitates new transport technologies to improve sustainability	City Life
3.2.3.1	 Our community better understands the renewable energy opportunities available to them	City Life
3.3.1.1	 Council's Urban Forest Strategy is relevant and actively implemented	City Life City Presentation
3.3.2.1	 The Bayside community will be more actively involved in improving our natural environment and biodiversity	City Life
3.3.3.1	 Bayside's green grid corridors are improved	City Life
3.3.4.1	 Council will actively look for opportunities, and where sustainable, capture and recycle water in the delivery of its services and activities	General Manager's Unit
3.3.5.1	 Spring Creek Naturalisation Project has commenced and is in the construction phase	 General Manager's Unit
3.3.5.2	 Priority areas of Lady Robinsons Beach are rejuvenated and resilient	City Futures





## Delivery Program Objective. By 2029 ....

## Responsible Directorate

3.3.5.3



Bayside's beachfronts are clean, safe, accessible and enjoyed by our community

City Presentation

3.3.5.4



The health of Bayside's waterways and wetlands in improving

City Presentation

3.4.1.1



Illegal dumping of waste in Bayside is reduced as alternate disposal options are well known

City Life  
City Presentation

3.4.2.1



Bayside's circular economy has increased through better community participation

City Life

3.4.3.1



The volume of waste diverted from landfill has increased through the community's increased participation in resource recovery programs

City Presentation



**URBAN HEAT RE-LEAF:  
NATIVE TREE PLANTING WORKSHOP**





## Theme Four

In 2035 Bayside will be financially sustainable and support a dynamic local economy

### Delivery Program Objective. By 2029 ....

### Responsible Directorate

4.1.2.1	 Council identifies and contributes to regional initiatives to improve Bayside's socio-economic indicators	City Life
4.1.3.1	 Opportunities for encouraging tourism and sustainability businesses to Bayside have been identified and actioned	City Life
4.2.1.1	 Council respects and celebrates Botany Bay (Kamay)	City Life
4.2.2.1	 Businesses in Bayside are supported and encouraged to flourish	City Life
4.2.3.1	 Businesses in Bayside have improved their sustainability	City Life
4.2.5.1	 Development in Bayside respects required infrastructure	City Futures
4.3.1.1	 The Professional Development Program for Councillors is relevant and dynamic and actively promoted	General Manager's Unit
4.3.1.2	 Council's Organisational Resilience Framework is embedded and valued in all business activities and practises	General Manager's Unit City Performance
4.3.1.3	 Council's Policy & Procedures Framework is embedded and valued in all business activities and practises	City Performance
4.3.1.4	 Council's Service Review Program adds value to the organisation's outcomes for our community	General Manager's Unit
4.3.1.5	 Council's Communications and Engagement Strategy is embedded and valued in all business activities and practises	General Manager's Unit
4.3.1.6	 Council's Procurement Policy is embedded and valued in all business activities and practises	City Performance
4.3.1.7	 Council's systems support the optimal service delivery to maintain or improve customer experiences	City Futures City Performance
4.3.1.8	 The Integrated Planning & Reporting Framework is embedded and valued, supporting the organisation to deliver for its community	City Futures City Life City Performance General Manager's Unit





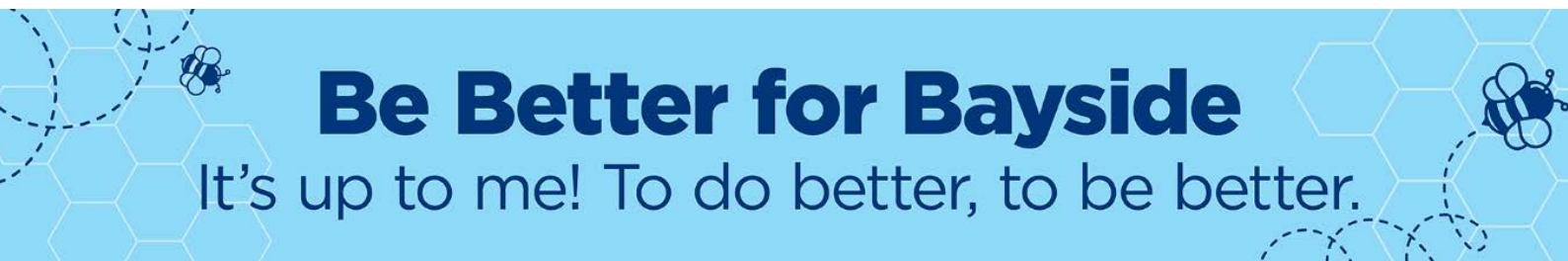
## Delivery Program Objective. By 2029 ....

## Responsible Directorate

4.3.1.9  Council's Audit Risk and Improvement Framework is relevant and adds value to the function of Council	General Manager's Unit
4.3.1.10  Council's Governance Framework is embedded and valued in all business activities and practises	City Performance
4.3.2.1  Councils Data & Information Management Policy is embedded and valued in all business activities and practises	City Performance
4.3.2.2  Council's Cyber Security Framework is robust and embedded, and valued in all business activities and practises	City Performance
4.3.3.1  The organisations culture reflects that a positive customer experience is central to all our actions and decisions	General Manager's Unit City Performance
4.3.3.2  Council's 'Be Better for Bayside' program is robust and embedded, and valued in all business activities and practises	City Performance City Futures
4.3.3.3  Council's use of AI (Artificial Intelligence) and technology has enhanced our customers experience	General Manager's Unit City Futures City Performance
4.3.4.1  Council respects the health, safety and well-being of its workforce and actively implements programs to support this	General Manager's Unit
4.3.4.2  Council's workforce is skilled and dynamic to deliver the services and outcomes for our community now and into the future	General Manager's Unit
4.3.4.3  Opportunities for apprentices, trainees and graduates have increased in Council's workforce	General Manager's Unit
4.3.5.1  Council's Fleet & Plant Strategy is relevant, fit for purpose and moving towards net zero	City Performance
4.3.5.2  Council's Land & Property Strategy is relevant and actively implemented, meeting our community's expectations for these assets	City Futures
4.3.5.3  Council's Digital Strategy supports effective digital asset management	General Manager's Unit



 Delivery Program Objective. By 2029 ....	Responsible Directorate
4.3.5.4  Council's Asset Management Strategy and Asset Management Plans are relevant and actively implemented	City Futures
4.3.6.1  Council's Capital Projects Program is well-managed and meeting the community needs	City Futures
4.3.6.2  Council's Development Contributions Plans are fit for purpose and maximising benefits for our community	City Futures
4.3.6.3  Council actively seeks revenue opportunities to enhance its financial sustainability	General Manager's Unit City Futures City Performance



## Capital Projects Program

The Capital Projects Program outlines Council's plan for renewal, expansion and/or new infrastructure, property, plant and equipment assets. These community owned assets help to support the many services and facilities provided to deliver Council services such as parks and open space, playgrounds, footpaths, swimming pools, roads, stormwater systems, community buildings and libraries for current and future generations.

Council's proposed Capital Projects Program by asset groups is summarised below. Specific projects for sites or assets will be detailed in Council's Operational Plans. The business units responsible for the delivery of this program are City Projects and City Works.

Program	Sub program	Projected Expenditure (\$'000)			
		2025-26	2026-27	2027-28	2028-29
Asset Planning & Systems	Asset Forward Planning	2,908	2,405	10,591	12,440
Beaches & Waterways	Foreshore Infrastructure	1,490	2,200	1,700	6,490
Buildings & Property	Building - New & Improvements	940	2,700	2,500	-
Buildings & Property	Building - Renewals & Rehabilitation	7,706	13,985	40,075	31,340
IT & Communications	Software Application Lifecycle	445	-	-	-
Library Resources	Library Resources	530	550	550	-
Open Spaces	Active Parks	6,413	2,780	12,660	9,480
Open Spaces	Passive Parks	2,586	970	2,200	1,030
Open Spaces	Playgrounds	5,629	2,510	4,960	2,760
Plant, Fleet & Equipment	Equipment	150	-	-	-
Plant, Fleet & Equipment	Fleet Replacement	8,732	8,282	8,432	8,432
Pools	Pools	25,207	58,148	180	250
Roads & Transport	Bridges & Structures	368	100	100	100
Roads & Transport	Car Parks	1,845	2,375	250	300
Roads & Transport	Cycleways	2,938	90	650	700
Roads & Transport	Pedestrian Access & Mobility	2,514	4,226	3,740	5,560
Roads & Transport	Road Pavements	6,800	4,853	5,503	5,503
Roads & Transport	Traffic & Road Safety	4,932	2,450	1,600	2,400
Stormwater Drainage	Drainage Infrastructure	2,218	1,600	900	1,050
Town Centres	Thriving Town Centres	1,090	1,000	1,070	2,220
Totals		85,441	111,224	97,661	90,055

## Services

### Service Groups

Council provides a diverse range of services, which we have classified into Service Groups to enable enhanced reporting. Below is an explanation of each Service Group:

#### Service Groups Explained

##### Infrastructure

This group includes services that provide ongoing maintenance tasks and undertakes minor construction projects for all of Council's assets, ensuring that Council's infrastructures operate and function at a predetermined standard.

##### Environment & Waste

Delivers strategic planning expertise alongside operational waste management and educational initiatives for the community, fostering a healthy and sustainable environment. It includes domestic, non-domestic, and business waste collection, disposal services, cleansing services, and environmental management efforts.

##### Community

This group of services fosters the growth of healthy, interconnected, compassionate, inclusive, and resilient communities. It advocates for the health and well-being of residents, visitors, and the broader community by managing sports and leisure centres and offering information and educational resources through library services to residents and visitors alike.

##### Parks & Open Space

This group delivers services that shape the 'look' of Bayside, including expenses associated with the upkeep of Council's passive and active community areas, floral arrangements, gateways, gardens, landscaping, and the management of urban tree cover.

##### Planning & Development

Responsible for evaluating and deciding on development applications, issuing construction certificates, and overseeing complying developments, this service group also delivers land use planning in alignment with pertinent laws, regulations, and policies. Land use planning includes precinct planning, preparing and evaluating planning proposals, local environment plans, and development control plans. It also manages developer contributions and issues planning certificates.

##### Depot Support

This service group manages the provision and full life cycle management of plant and fleet, workshop maintenance operations and stores inventory management.

##### Regulation & Compliance

This group oversees the regulation and enforcement of safety and environmental standards throughout Bayside. It also addresses non-compliance issues regarding to the environment, public health, public safety, and parking enforcement.

##### Statutory Payments & Insurance

This covers all payments made by Council to other levels of government and premiums for workers compensation, insurance and other regulatory costs. Council does not have discretion over the amounts payable for these services.

##### Executive Management & Governance

This service group includes the leadership and units that sets the foundations for vision, values and culture of the organisation to support them to provide services to the community.

##### Corporate Services

Providing modern, mobile, and secure digital technology that empowers customers and facilitates the delivery of high-value services and infrastructure to our community. This group also involves managing all aspects of Council's finances and collaborating with business units to provide a comprehensive range of employee related services.



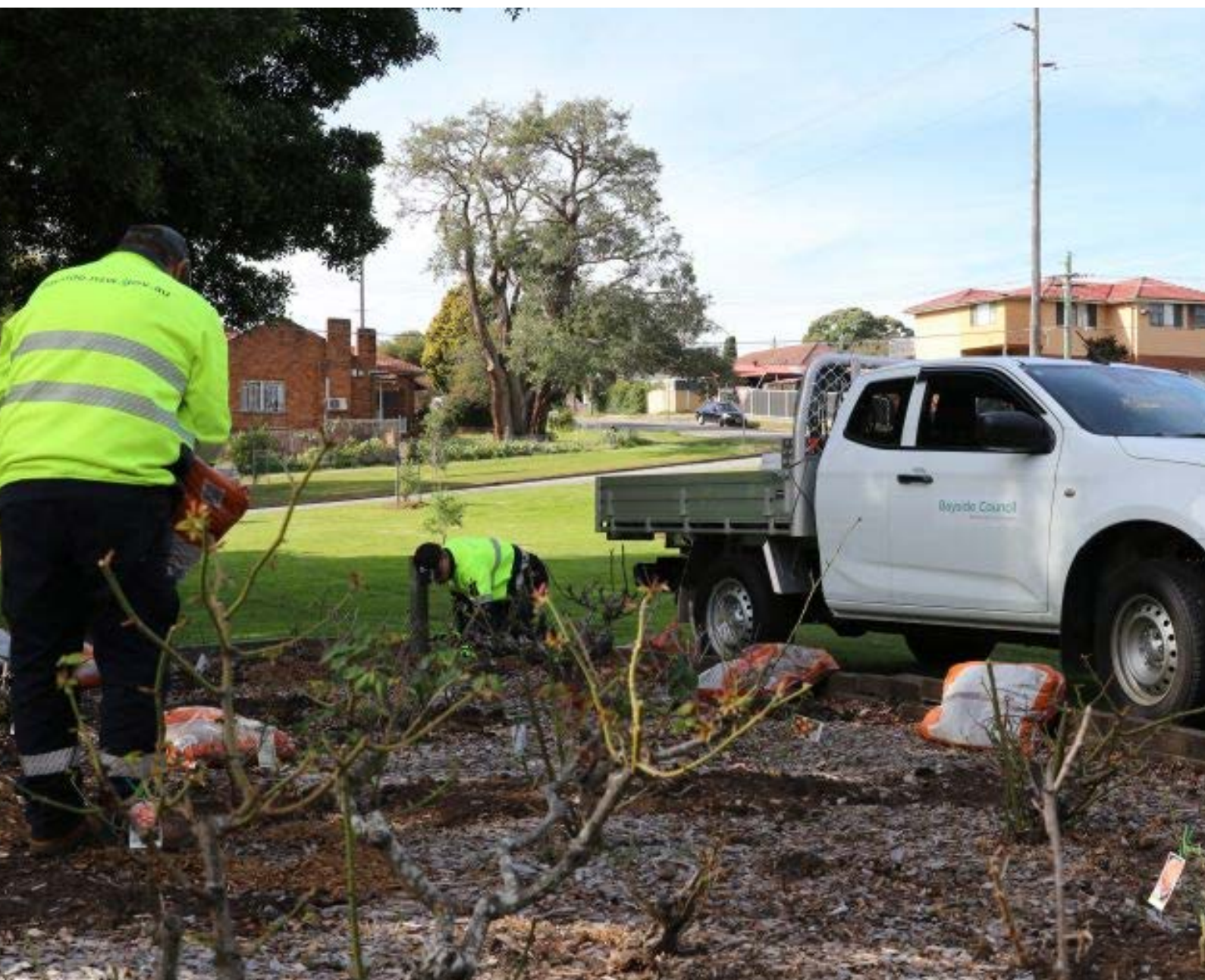
## Service Group Details

The following table expands on the service group information including service categories, responsible business units, and projected expenditure.

All services are budgeted for in the general budgets, as outlined in the relevant Operational Plan.

Service Group	Service Categories	Responsible Business Units	Projected Expenditure (\$'000)			
			2025-26	2026-27	2027-28	2028-29
Community	<ul style="list-style-type: none"> <li>Sports &amp; Recreational Facilities</li> <li>Child Care</li> <li>Library</li> <li>Community Services (Young People, Seniors, Local History, Economic Development)</li> <li>Events</li> <li>Communication &amp; Engagement</li> <li>Affordable Housing</li> <li>Customer Experience</li> </ul>	Community Life Libraries & Lifestyle Events, Arts & Design Property Communications & Engagement	18,149	18,910	21,009	21,833
Corporate Services	<ul style="list-style-type: none"> <li>IT</li> <li>Finance</li> <li>People &amp; Culture</li> <li>Workplace Safety</li> <li>Procurement</li> <li>Property</li> <li>Customer Experience</li> </ul>	Information Technology Finance Business Transformation Procurement & Fleet Property Customer Experience	22,673	23,373	24,616	24,528
Depot Support	<ul style="list-style-type: none"> <li>Plant &amp; Fleet</li> <li>Mechanics</li> <li>Stores</li> </ul>	City Works Procurement & Fleet	2,329	3,311	3,891	4,201
Environment & Waste	<ul style="list-style-type: none"> <li>Domestic waste</li> <li>Commercial waste</li> <li>Cleansing</li> <li>Environmental management</li> </ul>	Waste & Cleansing Environment & Resilience	4,685	4,837	5,091	5,258
Executive Management & Governance	<ul style="list-style-type: none"> <li>Executive Management</li> <li>Governance &amp; Risk</li> <li>Councillor Support</li> </ul>	General Manager's Unit Governance & Risk Mayoral & Councillor Support	7,888	8,165	8,623	8,905
Infrastructure	<ul style="list-style-type: none"> <li>Roads &amp; Traffic</li> <li>Drainage &amp; Facilities Maintenance</li> <li>Asset Management &amp; Planning</li> <li>Lighting</li> <li>Street Sweeping</li> </ul>	City Projects City Infrastructure City Works	47,360	48,730	51,246	52,609

Service Group	Service Categories	Responsible Business Units	Projected Expenditure (\$'000)			
			2025-26	2026-27	2027-28	2028-29
Parks & Open Space	<ul style="list-style-type: none"> <li>▪ Landscape</li> <li>▪ Turf</li> <li>▪ Trees</li> <li>▪ Verge Mowing</li> <li>▪ Nursery</li> </ul>	Parks & Open Space	26,682	27,445	28,776	29,565
Planning & Development	<ul style="list-style-type: none"> <li>▪ Development Assessments</li> <li>▪ City Design &amp; Strategic Planning</li> </ul>	Development Services Strategic Planning	7,963	8,263	8,731	9,042
Regulation & Compliance	<ul style="list-style-type: none"> <li>▪ Certification &amp; Compliance</li> <li>▪ Parking Control</li> <li>▪ Regulation &amp; Enforcement</li> <li>▪ Animal Control</li> </ul>	Compliance & Community Safety	267	231	131	205
Statutory Payments & Insurance	<ul style="list-style-type: none"> <li>▪ Emergency Services</li> <li>▪ Insurance</li> </ul>	Governance & Risk	6,365	6,588	6,956	7,129



## Service Reviews



Service Reviews are an integral part of best practice for Council, ensuring that we deliver appropriate services to meet community needs. These reviews enable Council to adopt a targeted approach to service delivery, forming part of a continuous improvement process.

Required under the Local Government Act, Service Reviews are designed to enhance Council's effectiveness and efficiency for the community. Council recognises that service reviews are a key component of its business improvement program and has been working to advance corporate culture over the past few years. This effort began with the Improvement versus Transformation initiative, which identified various projects and has seen the completion of many. Council is now developing a more formal Service Review Framework to establish a common approach to conducting service reviews.

To accommodate the diverse range of Council activities, Service Reviews can be conducted at various levels, each offering unique insights and opportunities for improvement.

- ▶ At the broadest levels, reviews may be conducted at the Service Group or Service Category level to assess the alignment of functions with strategic goals and Council priorities.
- ▶ More targeted reviews, such as Service Level or process assessments, focus on specific activities, identifying opportunities for more operational improvements in response to changing business needs, opportunities, or internal audit recommendations.

At the Service Category level, Council is planning to undertake reviews of the following areas:

Review Area	Description	2025-26	2026-27	2027-28	2028-29
Libraries	This review will evaluate existing library services, collect feedback from stakeholders, compare them to best practices, and propose improvements to ensure they remain relevant and effective for the community's future needs.	✓			
Aquatic Centres	The review of aquatic centres will focus on evaluating their current condition, usage patterns, service offerings, and financial health to provide recommendations for necessary improvements and better community alignment.		✓	✓	
Community Facilities	This process will analyse the usage, condition, and accessibility of community facilities, consider demographic trends, and offer recommendations to enhance maintenance, safety, and inclusivity, ensuring long-term sustainability and community relevance.			✓	✓

Service Reviews being undertaken at the Service-Level or Sub-Service (Process) Level, where possible, will be detailed in the Operations Plans.



# Why we developed this Program

## Commitment to Community

Local government plays a key role within Australia's system of government. It is the level of government closest to the people and gives people a say in matters affecting their local area.

Bayside Council works within the laws established by NSW Parliament and the legislative framework outlined under the NSW Local Government Act 1993. This framework gives Council broad powers to plan for and provide a wide variety of services and functions and enforce relevant federal, state, and local laws for the community.

These include those affecting public health, traffic, parking, and animal management.

Additionally, Councils establish and maintain community infrastructure such as community buildings, libraries, sport and recreation facilities, parks, gardens, and roads.

Council is constantly reviewing its policies, practices, and procedures to ensure it is providing continual improvement and good governance to the community.

## Guiding Principles

### Community Engagement



At Bayside, the community is at the heart of everything we do, which is why community engagement is vital to our work and activities. We are dedicated to ensuring that the voices of our residents are heard and that they are kept informed about Council's projects, opportunities, and initiatives.

The goal of community engagement is to ensure that the perspectives of community members and stakeholders are not only heard but valued, shaping outcomes that directly impact their lives. Community engagement, also known as public participation, involves actively involving residents in decision making processes and the development of initiatives that affect them.

By engaging with the community, Council aims to align its services, solutions, and initiatives with the needs and values of Bayside residents, fostering positive relationships and building trust.

### Social Justice Principles

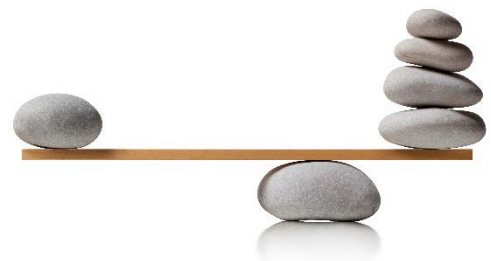
As the level of government closest to the community, Councils are dedicated to fostering social cohesion and a sense of belonging for all residents.

We believe that everyone should have the opportunity to fully participate in society without discrimination.

This commitment includes ensuring fair access to resources and services while fostering equitable treatment for everyone, regardless of their gender, race, ethnicity, class, age, marital or parental status, sexual orientation, disability, or religious beliefs

We integrate social justice principles into all our planning and decision-making processes, which are:

- ▶ Equity - fairness in decision making, prioritising and allocation of resources particularly for those in need.
- ▶ Access - fair access to services, resources and opportunities to improve quality of life.
- ▶ Participation - the maximum opportunity to genuinely participate in decision making.
- ▶ Rights - equal rights established and promoted for people from diverse linguistic, cultural and religious backgrounds to participate in community life.



## Resilient Cities Principles

The City Resilience Framework, developed by the Rockefeller Foundation, assesses the strengths and weaknesses of cities within 4 'dimensions' and 12 'drivers'. The framework was adopted by metropolitan Sydney and Bayside Council applies this framework to all its medium and long term plans.

City resilience is the capacity of people, communities, businesses and systems within a city to survive, adapt and thrive no matter what kinds of chronic stresses and acute shocks they experience.

Acute shocks are sudden events that threaten a city and include heatwaves, floods, disease outbreaks and cyberattacks.

Chronic stresses weaken the fabric of a city on a day-to-day basis and include rising inequity, housing unaffordability, family violence and inadequate public transport.

The 4 dimensions are:

- Health and Wellbeing - the essential city services that safeguard human health and diverse and secure livelihoods
- Economy and Society - the social and financial systems that enable urban populations to live peacefully, and act collectively
- Infrastructure and Environment - the way in which built and natural assets provide critical services and protect residents
- Leadership and Strategy - effective leadership and management, empowered stakeholders and integrated planning.

People, organisations, businesses, communities and cities that survive disasters all show resilient behaviours and decision making. Metropolitan Sydney can learn from these experiences including from significant floods, fires, heatwaves, droughts, infrastructure failures, cyberattacks and a global pandemic. The strategy has the below 5 directions:



## Good Governance

At Bayside we have an adopted Governance Framework that articulates the corporate approach to 'governance'. It considers the range of governance issues under the 4 main elements:

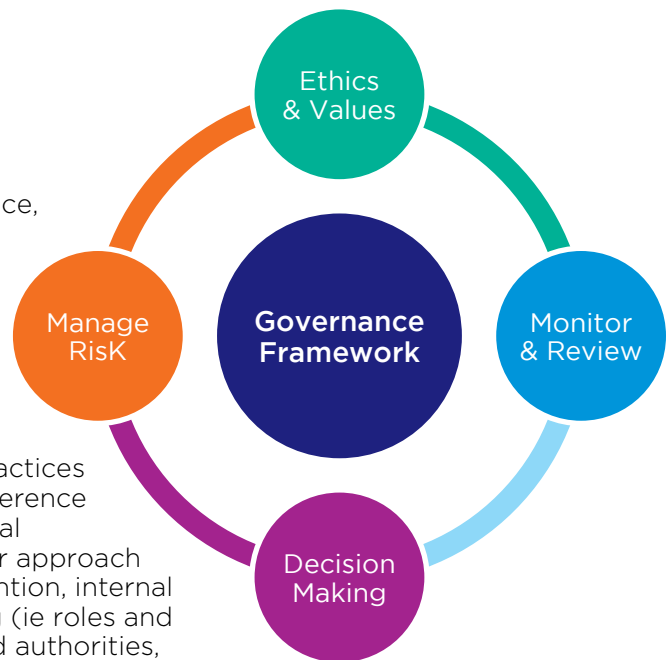
- Ethics & Values
- Manage Risk
- Decision Making
- Monitor & review

Each issue includes the principles of good governance, as well as the policies and practices of Council to achieve those principles.

Good governance is achieved by having efficient and effective decision making processes and systems. The use of appropriate policy and accountability frameworks enable Councils to focus on strategic rather than operational issues.

Council's Governance Framework articulates our practices in order to achieve good outcomes and includes reference to our ethics and values (ie Code of Conduct, Internal Reporting, Business Ethics, Conflicts of Interest), our approach to Risk Management (ie fraud and corruption prevention, internal audit, compliance and privacy), our decision making (ie roles and responsibilities, Code of Meeting Practice, delegated authorities, policies and procedures) and the way Council will monitor and review our business (ie integrated planning and reporting, performance management, complaints handling, registers and access to information).

A copy Council's Governance Framework can be found on Council's website via this link [Bayside Governance Framework](#).



## How Council makes decisions

Effective decision making demonstrates to the community and other stakeholders that Council is operating with transparency, probity, and in the best interests of all concerned. Sound decisions withstand scrutiny by regulators, courts, and the media.

Decision making occurs at many levels within Council – it is supported by various forums that comprise Councillors, staff, community members and/or independent specialists. Council strives to have effective decision making processes in place through its robust governance framework.

There are principally four groupings of meetings:

- Council meetings
- Statutory Committees (Local Planning Panel, Audit Risk & Improvement Committee (ARIC), Flood Plain Management and Traffic)
- Committees (City Planning & Environment, City Services, City Works & Assets, and City Performance)
- Administrative Committees (Executive and Leadership, Strategic Asset Management Committee, IT Steering Committee)

## How you can be involved

- Attend our meetings in persons and/or watch online via Council's YouTube Channel - Bayside Council - YouTube.
- Read the Business Papers (Agendas and Minutes) for the meetings, they are available on Council's website via this [link](#).
- Address Council and/or Committee meetings. You can address Council on a report that is on the agenda for that meeting prior to a decision being made by Council. Requests to address Council at Public Forum can be found on Council's website via this [link](#).





### **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)

### **Phone**

1300 581 299 or +61 2 9562 1666

### **Visit our Customer Service Centres**

Monday to Friday 8:30 am – 4:30 pm

Rockdale Library, 444-446 Princes Highway, Rockdale

Westfield Eastgardens, 152 Bunnerong Road, Eastgardens

### **Post**

Bayside Council

PO Box 21

Rockdale NSW 2216



### **Telephone Interpreter Services - 131 450**

Τηλεφωνικές Υπηρεσίες Διερμηνέων    بخدمة الترجمة الهاتفية    電話傳譯服務處    Служба за преведување по телефон