



Bayside 2032

Delivery Program 2022-26

Operational Plan & Budget
2024-25

End of Year Progress Report



Bayside Council
Serving Our Community

Contents

About this Report.....	3
Measuring Success.....	3
10 Bold Moves.....	4
Actions Status Snapshot.....	12
The Details	13
Community Strategic Plan 2032.....	13
How to read this report.....	14
Theme One In 2032 Bayside will be a vibrant place	15
Theme Two In 2032 our people will be connected in a creative city.....	24
Theme Three In 2032 Bayside will be green, resilient, and sustainable	31
Theme Four In 2032 we will be a prosperous community.....	38



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.

@ 10 October 2025

Owner - Corporate Planner

Endorsed 23 October 2025

Next Step - Publish

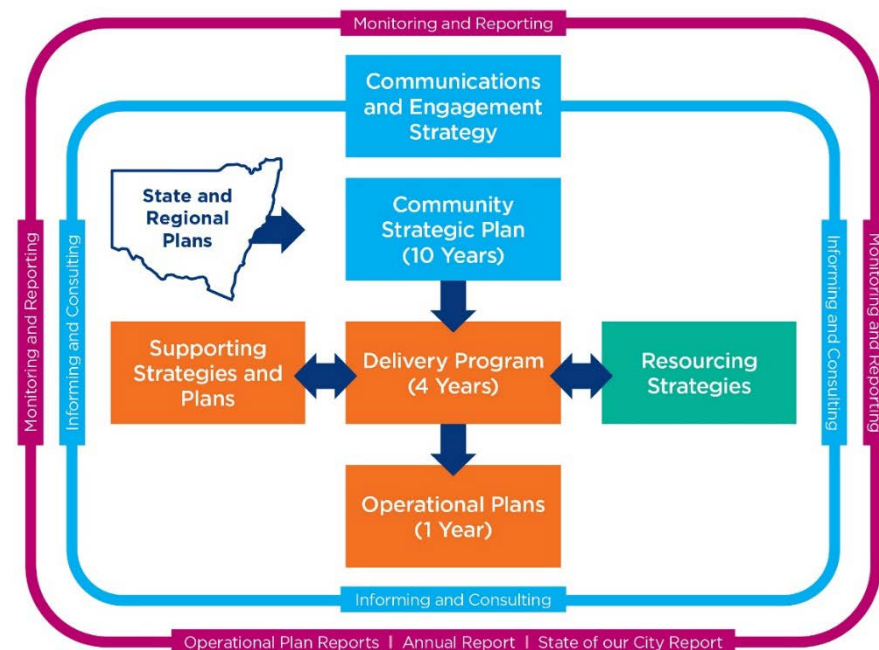
About this Report

This is the end of year 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
- On Hold / Discontinued
- Delayed / Deferred



10 Bold Moves

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

Our 10 Bold Moves are actions that will:

- ▶ Deliver significant outcomes for the community through signature, high profile projects.
- ▶ Address key global trends around enhanced community awareness of environmental and social issues.

Council's Capital Projects Program outlines the plan for new, renewed or expansion of infrastructure, property, plant, and equipment assets.

These community assets help support the many services and facilities provided to the public such as parks and open space, playgrounds, footpaths, public swimming pools, roads, stormwater systems, community buildings and libraries.

The investment of community funding in these assets helps to ensure the availability of these services for current and future generations of Bayside residents.

The objectives and outcomes for each of the 10 Bold Moves listed below are presented on the following pages.

- 1** Environment & Resilience
- 2** Barton Park
- 3** Boulevard Car Park Redevelopment
- 4** Botany Aquatic Centre Redevelopment
- 5** Le Beach Hut
- 6** Town Park (4 Guess Avenue Wolli Creek)
- 7** Angelo Anestis Aquatic Centre
- 8** Customer Experience
- 9** Rockdale Community Cultural Centre
- 10** Rockdale Town Centre



Bold Move 1 | Environment & Resilience

Objectives

We understand the environmental challenges that our community faces, and the need to act proactively on environmental sustainability, the natural environment, climate change, natural disaster preparedness, circular resource solutions and resilience. You, the Bayside community, told us that these are the most important issues for you when we developed the Community Strategic Plan.

We have listened to you and are taking a long-term approach to protect our precious resources, waterways, wetlands and wildlife, and our connected green spaces. We will make our Bayside streets and neighbourhoods greener by planting more trees.

We will develop an Environmental Strategy and Resilience Action Plan for Bayside. This Strategy aims to empower our community to survive, adapt and thrive no matter what challenges we face as a community.

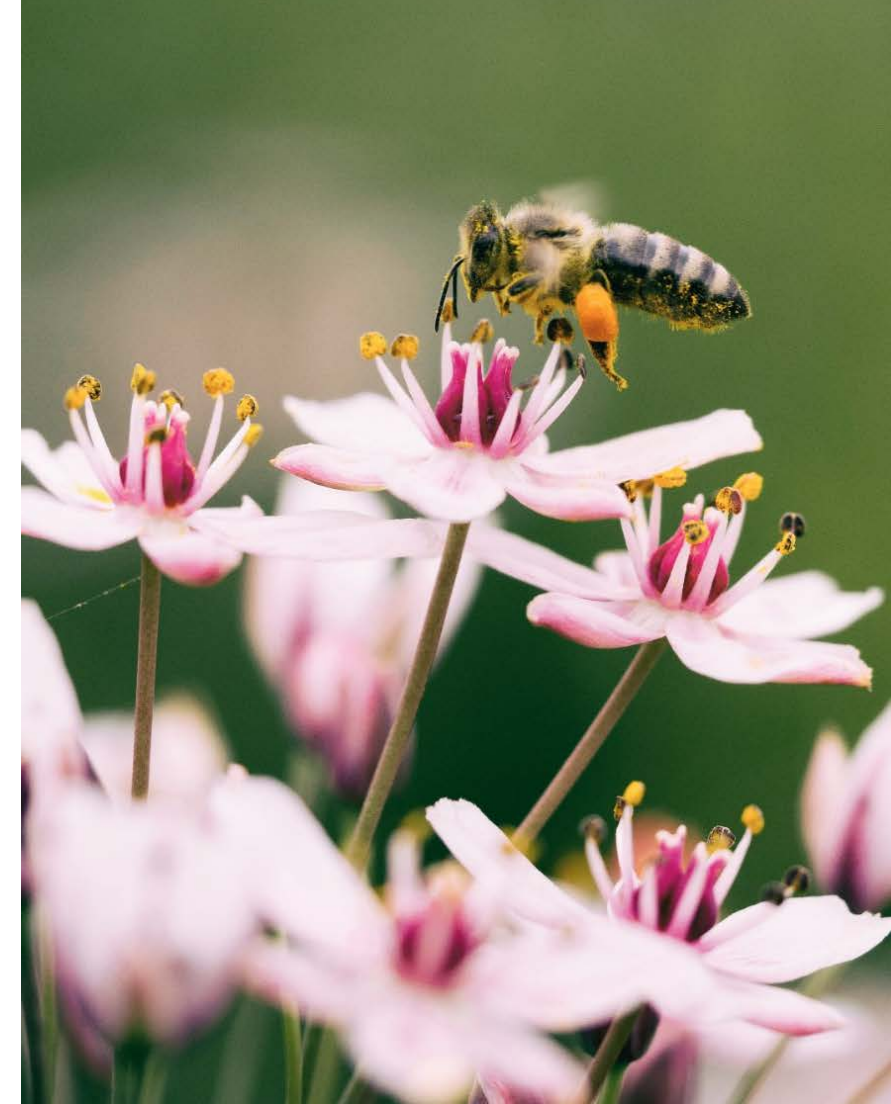
We will take an evidence-based approach to embrace innovation and new technologies including electric vehicles, renewable energy, and real time flood monitoring. We will engage and partner with the community, government, and industry to avoid waste, reduce consumption, reuse valuable resources, recycle, and move toward a more circular economy where materials and products are valued and preserved.

We will work with federal, state, and regional organisations to provide and promote active transport via cycleways and footpaths.

Council has set ambitious goals, and we are determined to achieve them with the help of our community. Council has adopted a transparent and interactive process where the community will be encouraged and inspired to take real action to improve the environment and our quality of life through community reporting, shared values, and learning.

Outcomes

- ▶ Council won the Sustainable Cities Awards on Climate change mitigation and adaptation 2025 for AI Flood Detection and Early Warning System.
- ▶ Partnering with EV charging operators, we installed 27 EV kerbside charging stations across Bayside.
- ▶ With over 3,000 residents attending, Council ran 41 community environment and sustainability events including bushcare volunteer training, better with birds guided tours, native beehive, native tree planting, wildlife habitat backyard training, and Caring for the Sea with Gamay Rangers. Council also engaged 6,385 community members through 73 waste education sessions and workshops.
- ▶ We planted 1,467 native trees in streets and parks to enhance Bayside's tree canopy cover and mitigate urban heat island effects. Bayside bushcare volunteers dedicated a total of 1,650 hours working at natural area sites in Bayside.
- ▶ We successfully obtained \$95,000 from NSW EPA's Litter Prevention Grant to develop Bayside Litter & Illegal Dumping Prevention Strategy and Action Plan, and \$160,000 to implement an Illegal Dumping Prevention project.



Objectives

- ▶ Provide playing fields and other sporting facilities for active recreation
- ▶ Improve amenity and lighting
- ▶ Upgrade site conditions by implementing opportunities identified in the Environmental Management Plan
- ▶ Improve connection with Landing Lights Wetlands
- ▶ Improved landscape and biodiversity through increased plantings
- ▶ Identify integrated movement network with connections
- ▶ Increase safety using Safety by Design (CPTED) principles.

Outcome

Completed ahead of schedule and within budget, Barton Park was a hugely successful project that opened to the public on 4 May 2024. The park is being actively used by many sporting groups, and the St George Football Club call it their home ground. The basketball courts are consistently in use. Seniors' and disability groups frequently enjoy the courts and table-tennis facilities and the playground remains a favourite for children and families. The fitness station, shared bike and pedestrian pathways are continually enjoyed by the community.

Bold Move 3 | Boulevard Car Park Redevelopment

Objectives

The primary objective of the Boulevard Car Park Redevelopment is to address the shortfall in public car parking spaces in Brighton Le Sands.

The project will investigate the delivery of a community focused outcome for the site.

Outcome

The Concept design was approved by Council in November 2024. A Funding strategy has also been approved. Detailed design will commence in 2025-26.



Bold Move 4 | Botany Aquatic Centre Redevelopment

Objectives

The planned upgrade will future proof the much-loved Centre for generations to come including:

- ▶ A 50-metre outdoor competition pool
- ▶ An indoor learn to swim pool
- ▶ A 25-metre indoor lap pool
- ▶ Adventure slides / major water play / splash pad
- ▶ A new building including amenities, change rooms and café
- ▶ New grandstand
- ▶ Landscaping works to the open green space
- ▶ Health and fitness / gym space
- ▶ Community / child minding space.

Outcome

The Botany Aquatic Centre early works tender has been awarded and the contractor commenced in July 2025. The project is on track for delivery. Details on the progress of this project can be found at [Botany Aquatic Centre Redevelopment | Bayside Council | NSW](#).





Bold Move 5 | Le Beach Hut

Objectives

The upgrade of the existing café building. The project aims to provide improved facilities for the community and will include:

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

Outcome

The Development Application is currently under review. The project is on track to be tendered for construction in 2025-26.



Bold Move 6 | Town Park (4 Guess Avenue Wolli Creek)

Objectives

The acquisition of the site at 4 Guess Avenue from Property NSW has allowed Council to design a new Town Park to service the recreational needs of the local community in an area of high- density development.

Outcome

A bold move in the previous Delivery Program, this project was completed in December 2023 and continues to be actively enjoyed by the community.

Bold Move 7 | Angelo Anestis Aquatic Centre

Objectives

In late 2022, Council resolved to directly manage the Angelo Anestis Aquatic Centre in Bexley when the existing management agreement expired.

The transition model involves Council taking over full centre management and administrative control from 1 July 2023.

Council will ensure the continuity of existing aquatic functions and services to minimise the disruptions to the community.

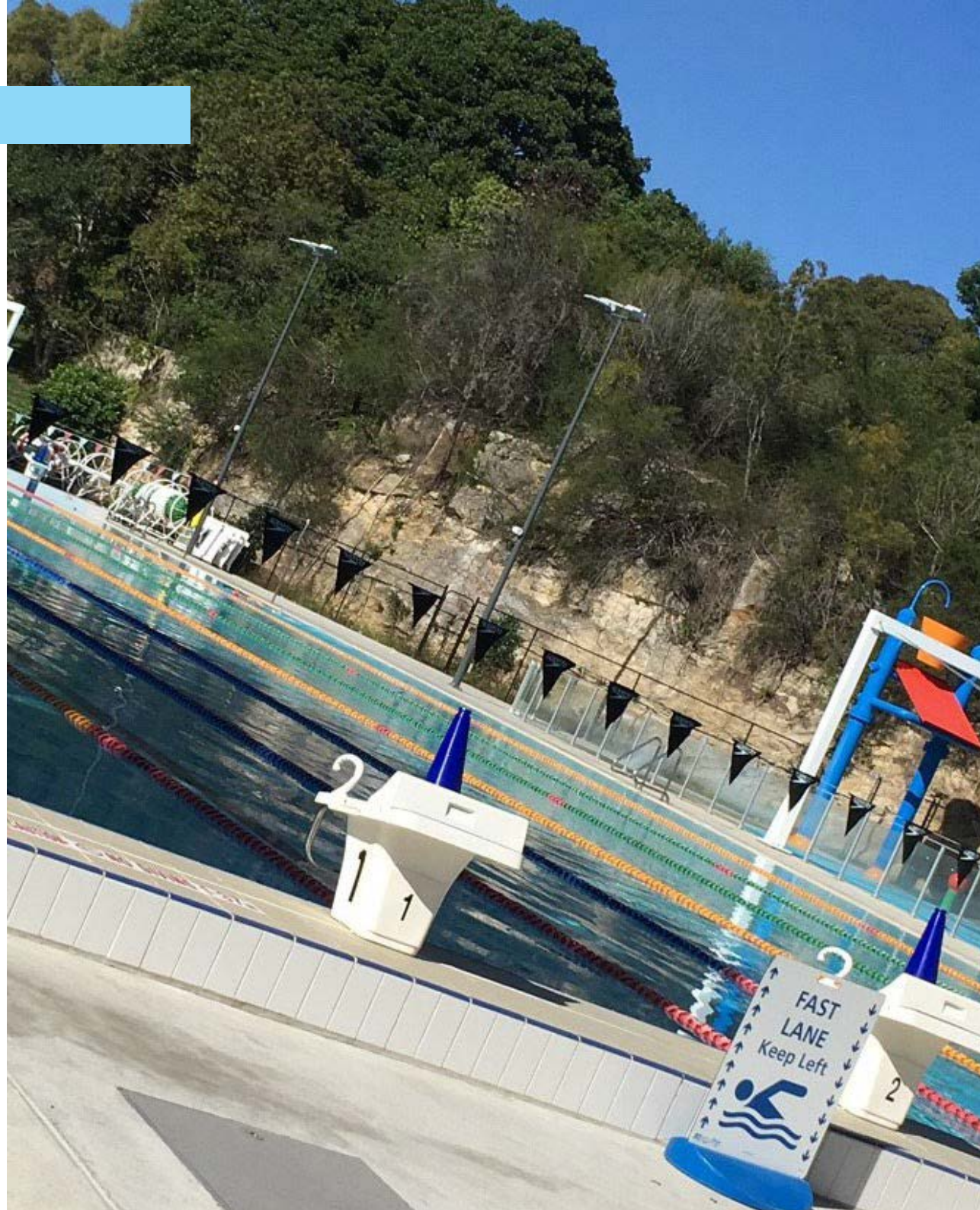
These include:

- ▶ Lifeguard services
- ▶ Learn to Swim programs
- ▶ Health Club
- ▶ Kiosk
- ▶ directly resourcing centre management, customer service, administration, bookings, and maintenance functions

Outcome

The Anestis Aquatic Centre opened under Council's direct management in July 2023 and is going from strength to strength.

A new hardcover for the grandstand was installed this year and memberships and use continue to increase with over 218,000 visits in 2024-25.



Bold Move 8 | Customer Experience

Objectives

Our bold move is to become a customer focused organisation. This means that in time we will have achieved, across the organisation:

- ▶ Increased ease when dealing with Council.
- ▶ Increased digital channels for customers enabling greater options for self-service when desired.
- ▶ Changes in customer service solutions to support changing community expectations.
- ▶ Delivering a knowledgeable service with a personalised, easy, and simple transition between channels that are consistent in tone, content, navigation, capability, and functionality.
- ▶ An increased desire and capability to observe and capture the voice of the customer at key touchpoints.
- ▶ An uplift in the skills of our people to contemporary service interaction standards – reflecting the changing needs particularly related to empathy and enquiry resolution.
- ▶ All areas of the organisation becoming more engaged and aware of the customer's needs.
- ▶ Whole-of-Council ownership for improving customer service.
- ▶ More operational decisions are based on customer-centric value improvements.
- ▶ A recognition of how changes in society such as working from home and the global pandemic has impacted our business and service offering and those of our residents and businesses.

Outcome

Customer Experience continues to be a priority for Council and many projects identified in the Strategy have commenced.

Customer Experience Charter awareness sessions were attended by nearly 600 employees, uplifting our staffs' skills and working towards a whole-of Council approach to customer experience.

Key deliverables to the community so far include expansion of digital transaction opportunities with 32 online application forms, extended call centre hours allowing for an additional 3,800 direct interactions, and a new online 'report it' interface reducing the number of clicks by 50%.



Bold Move 9 | Rockdale Community Cultural Centre

Objectives

The project involved construction of a new community cultural centre that turned the original disused Church Hall into a Community Centre. The adjoining Chapel would be demolished to extend the park space.

Outcome

The focus for this project changed and a new site for the Community Cultural Centre will now be included in the Rockdale Centre Master Plan project. Demolition of the chapel is complete and a temporary park installed.

Bold Move 10 | Rockdale Town Centre

Objectives

The goal of the Rockdale Town Centre Master Plan is to establish a unique identity for Rockdale and aims to:

- ▶ Grow the town heart and civic role
- ▶ Increase the vitality and lifestyle
- ▶ Improve the pedestrian experience
- ▶ Strengthen the Centre's economic hubs
- ▶ Provide convenient and legible access for visitors

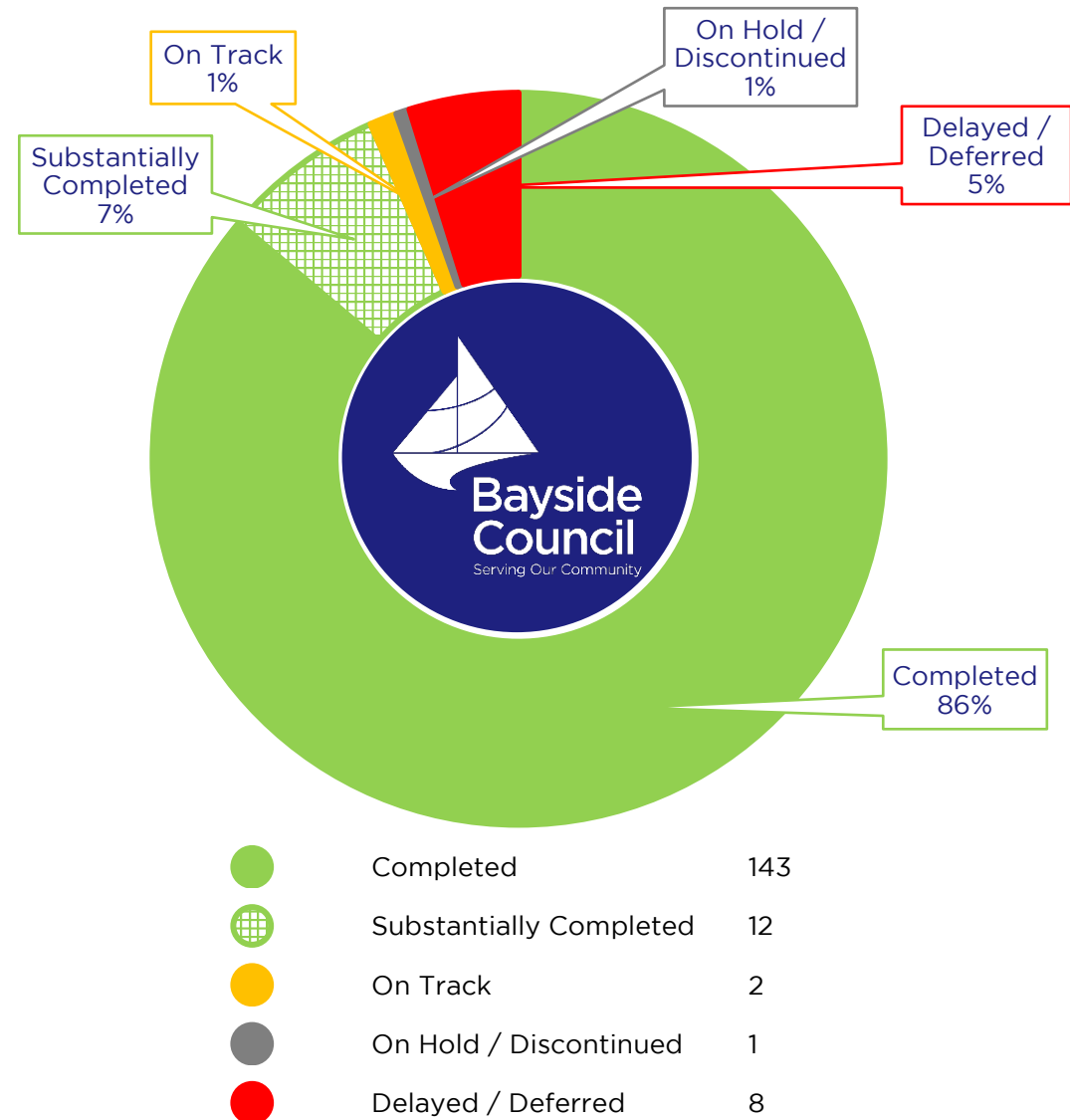
Outcome

The Draft Rockdale Centre Master Plan was endorsed by Council in July 2025, and will be publicly exhibited in early 2026.



Actions Status Snapshot

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

 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.	<u>Community Outcomes</u> 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
 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.	<u>Community Outcomes</u> 2.1: Bayside celebrates and respects our diverse community 2.2: Bayside utilises and benefits from technology 2.3: The community feels valued and supported 2.4: The community is united and proud to live in Bayside
 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.	<u>Community Outcomes</u> 3.1: Bayside is resilient to economic, social, environmental impacts 3.2: Bayside's use of renewable energy is increasing 3.3: Bayside's waterways and green corridors are regenerated and preserved 3.4: Bayside's waste is well managed
 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	<u>Community Outcomes</u> 4.1: Bayside generates diverse local employment and business opportunities 4.2: Bayside recognises and leverages opportunities for economic development 4.3: Council is financially sustainable and well governed

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	Annual 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 Botany Aquatic Centre Early Works Tender has been awarded June 2025 and the Contractor commenced in July 2025. DA was approved in December 2024. The project is on track for delivery.	General Manager's Unit
		Measure: Mascot Oval Upgrade concept endorsed Target: September 2024		The Mascot Oval concept design was endorsed July 2024 and the project is on track for the DA to be lodged in August 2025.	General Manager's Unit
		Measure: Sir Joseph Banks Amenities & Carpark Upgrade construction commenced Target: March 2025		The Tender for construction has closed. A report will be presented to Council in September and construction is anticipated to 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

Comment on the progress in 2024-25 for the action

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.



Highlights from the Year



Chapel Nights

St Magdalene's Chapel in Woll Creek provided the perfect intimate venue for a series of free concerts featuring the classical sounds of Chinese and Middle Eastern music, which were well attended and enjoyed by the community.

Bayside Photography Competition

Bayside's annual photography competition encourages residents to capture the beauty of the local area through their camera lens.

The winner of this year's open category was Michelle Sparkes for 'Wharf'.

This year, for the first time, the winning photographs will be on display at Sydney Airport T1 International terminal where they will be seen by thousands of people arriving every day.

The winning photos will also be exhibited at Mascot Library and the boardwalk at Brighton.



Please scan the QR code to see all the winners and finalists in the seven categories.



Pictured above L-R:
Wharf: Michelle Sparkes, Open Category Winner.
Across the Bay: Ethan Napper, Junior Category Winner.



Bayside Food & Wine Festival

Every year Bayside's foodie event of the year sees thousands of residents and visitors sampling the best food, wine, craft beer and live music on offer.

This year there were over 60 vendor stalls and an exciting line-up of live music on stage covering everything from, blues, funk, jazz, soul and swing, to keep everyone entertained.



Spring Fair 2024

The Bayside Spring Fair at Jack Munday Reserve, Eastlakes was a resounding success with families and friends enjoying an impressive line-up of food, fun and music celebrating Bayside's multicultural community.



Lunar New Year

Thousands of people turned up to the inaugural Lunar New Year Festival in Cahill Park, Woll Creek to welcome the Year of the Snake. The festival was hosted by Bayside Council in partnership with Aussie NightMarkets.

It was a jam-packed evening with amusement rides, market stalls, food trucks, vibrant cultural displays and traditional performances celebrating our multicultural community.



Australia Day 2025

Council's Australia Day started with a 6am Wuri-Rise ceremony at Ramsgate Beach that celebrated the resilience and culture of Australia's First Nations people.

This unique event on the foreshore of Botany Bay attracted a large crowd who were treated to a smoking ceremony, cultural performances and a spectacular sunrise over the bay.

Later in the morning, Council welcomed 70 new citizens from 30 different countries at a Citizenship Ceremony at the Rockdale Town Hall.

Barton Park Opening

Bayside residents braved the weather to attend the official opening of Barton Park following a \$51.7 million upgrade that transformed an old sports field into a sporting and recreational hub for Bayside's growing population.

The project, made possible with support from the NSW Government, includes a new state-of-the-art facility with a 450-seat spectator grandstand, natural turf sporting fields, multi-use courts suitable for basketball, futsal and handball, four tennis courts, new amenities, and improved road access and parking.

Council also worked to protect the wetland areas along Cooks River and Muddy Creek while creating open space for other recreational activities like walking, bird watching and family picnics.



Beach Sand Nourishment

Council is progressing with the Sand Nourishment project currently underway at Brighton and Ramsgate.

The project involves moving sand from Kyeemagh and Dolls Point to Brighton Le Sands and Ramsgate to reform sections of the beach that have been affected by erosion.

The works are expected to be complete in November, with a long-term beach management plan being investigated.

New Playgrounds

Two playgrounds have been refurbished to provide exciting new facilities for families and children of all ages and abilities to enjoy.

Patricia Carlon Reserve in Bexley has new playground equipment for young children, that includes nature and sensory play areas, new park furniture and improved paths. New trees have also been planted to provide shade.

Noel Seiffert Reserve in Sans Souci also has new playground equipment for upper primary ages, a shade sail, paths, and park furniture. The area has also been landscaped.

Both playgrounds are now open for the community to enjoy.



Scarborough Park Open

The new Scarborough Park facility now boasts six new courts, player and spectator shelters, compliant sports fencing as well as sporting infrastructure like goals, netting and posts.

This is a true multi-sports facility where the community can enjoy additional recreational activities like tennis, basketball, volleyball, futsal and pickleball.

The upgrade has rejuvenated the Scarborough Park courts, which are now safe, accessible, and sympathetic to the highly valued natural environment of the area.

Book a court: <https://scarboroughsports.com.au/book-a-court>



New Basketball Courts

Council is constructing new 3-point basketball practice areas at Shaw Street Reserve in Bexley and at Tonbridge Reserve in Ramsgate.

The new facilities will include a coloured concrete practice court area, new seating, bike racks and new landscaping.

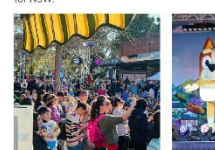
Construction is expected to finish in December when the courts will be open to the public.

Winter Wonderland

Winter Wonderland attracted more than 10,000 people to Shaw Street, Bexley North for a family-friendly event that included ice-skating, market stalls and an appearance by Bluey and Bingo.

The large crowd supported local businesses while making the most of the activities in and around Shaw Street.

This event was made possible by a \$150,000 Open Streets Program grant from Transport for NSW.



Kingsgrove Reserve Amenities

The upgraded amenities at Kingsgrove Avenue Reserve were officially opened on Saturday 19 October.

As well as new toilets, baby change and accessible facilities, there is a referee and first aid room, a meeting room, canteen and a storage room.

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 Botany Aquatic Centre Early Works Tender was awarded in June 2025 and the contractor commenced in July. The DA was approved in December 2024. The project is on track for delivery.	General Manager's Unit
		Measure: Mascot Oval Upgrade concept endorsed Target: September 2024		The Mascot Oval concept design was endorsed July 2024 and the project is on track for the DA to be lodged in August 2025.	General Manager's Unit
		Measure: Sir Joseph Banks Amenities & Carpark Upgrade construction commenced Target: March 2025		Council requested a redesign to relocate the Amenities building; therefore the construction phase of this project was delayed. The Tender for construction has now closed and will be reported to Council in September. Construction is anticipated to start 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		Attended all scheduled meetings with stakeholders.	City Life
		Measure: # DFV Partnerships attended Target: Report 6 monthly		12 meetings of both the Eastern Suburbs and St George Domestic Violence Networks were attended by a Council representative.	City Life
	1.1.1.4 Implement Child Safe Action Plan	Measure: Implement the Child Safety Standards Target: June 2025		Council's Child Safe Action Plan was adopted in April 2025 and communicated throughout the organisation - implementation has commenced.	General Manager's Unit
	1.1.1.5 Respond to complaints about unauthorised development, uses or unsafe structures	Measure: % responded to within 3 days of receipt of complaint Target: 97%		100% of complaints were acknowledged within 3 days of being received.	City Life
	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		Council currently has 6 sites (over 25 LPR cameras) in its Smart CCTV Network out of which 5 sites (except Sanoni Avenue Carpark) has been operational for over 95% of the year. Sanoni Avenue Carpark is part of currently running remediation project with the site anticipated to come online by September 2025.	General Manager's Unit

Strategy	2024-25 Operational Plan Action	Measure & Target	Status	Comment	Directorate
	1.1.1.7 Complete the Rockdale Centre Masterplan	Measure: Concept options are prepared for discussion with Councillors Target: June 2025		Concept options were presented to Councillors in April 2025.	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		Audit conducted in November 2024. Report from assessor provided to Council in early 2025 with recommended actions being considered across the organisation.	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		Exceeded target of school patrols month on month and for the full year.	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 in 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		Council endorsed the draft Affordable Rental Housing Strategy for public exhibition in April 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		Draft Mascot Master Plan completed and will be considered by Council in August 2025. Kogarah and Bexley North Investigation areas delayed to allow consideration of the impact of State Government planning reforms relating to these areas.	City Futures
1.1.4 Provide safe accessible open space with a range of active and passive recreation opportunities to match Bayside's growing community. (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%		Regular maintenance programs (weekly / fortnightly / monthly) were delivered to 380+ parks and reserves. Essential turf maintenance (fertilising and weed control) was undertaken between July and September to ensure our open spaces look their best for spring and summer recreational activities.	City Presentation

Strategy	2024-25 Operational Plan Action	Measure & Target	Status	Comment	Directorate
	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 2024-25 annual playspace renewal program included 9 sites valued at \$300,000. The program was completed on time and within budget.	General Manager's Unit
	1.1.4.5 Undertake seasonal sports field renovation works program	Measure: Completed as per schedule Target: 95%		The seasonal sports field renovation works program was completed across Bayside's 24.6 hectares of open space. Spring - Soil testing, scarifying, aeration, 2,000 tonnes of topdressing laid, and 3,450 kg of fertiliser spread. Summer - 3,450 kg of fertiliser spread. Autumn - Ryegrass over sown, 3,450 kg of fertiliser spread. Selected areas of high use within playing fields have been re-turfed as required.	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		Audit and mapping of current and future approved / funded sport and recreation assets has been completed. Mapping will continue as new assets are planned and approved by Council.	City Life
	1.1.4.7 Deliver improved sporting facilities for the community	Measure: Kingsgrove Reserve Sport Amenities Target: June 2025		The Kingsgrove Reserve sporting amenities was completed in October 2024, 7 months ahead of schedule, and is being enjoyed by 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		Investigations completed in Mascot Train Station, Wolli Creek and Ramsgate Beach locations. Plan created awaiting endorsement.	City Life
		Measure: Map via data, the visitor economy Target: 6 monthly		Investigations completed in Mascot Train Station, Wolli Creek and Ramsgate Beach locations	City Life
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 of 400+ landscape areas in active and passive parks, traffic devices and any other garden beds across Bayside have been completed according to schedule. There were approximately 6,500 new plantings across Bayside.	City Presentation

Strategy	2024-25 Operational Plan Action	Measure & Target	Status	Comment	Directorate
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		Council continues to promote and increase usage of its community facilities by ensuring they remain accessible, affordable, and fit for a purpose. Our ongoing support for community hirers, targeted promotional initiatives, and streamlined booking processes help maintain strong usage across the portfolio.	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		Whilst Council has not specifically partnered with local active transport groups, we encourage all user to 'Have Your Say' on various projects being rolled out by Council. This will continue as projects come online if and when funding is secured via grants or other avenues.	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 projects and stakeholder engagement. Bayside has been consistently successful in grant applications for new and upgraded infrastructure and are strong advocates for active transport infrastructure inclusions into all major projects that include State Significant Development, motorway projects and Council originated projects of varying scale. Engagement outcomes for these projects and many others include consistent themes and requests from the community for improvements to walking and cycling infrastructure across Bayside. Council ensures we respond to those requests with innovative planning, policy and infrastructure in line with this action.	City Futures
	1.2.3.2 Implement the annual Footpath Program	Measure: Report on progress Target: 6 monthly		Council's annual footpath program was inspected, scheduled and commenced in July 2024. The program was completed in May 2025 with a total of 1,471m of capital footpath renewal and 1,314m of new footpath constructed across 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		23 key events were delivered in 2024-25. Details for events are available on our website .	General Manager's Unit
		Measure: Participation / attendance over 10,000 across 10 events of various sizes Target: June 2025		Over 30,000 people attended Council's events in 2024-25	General Manager's Unit
		Measure: Participants satisfaction survey: All events received positive feedback alongside helpful suggestions for improvement. Target: Report 6 monthly		All events received a very positive response from the community. While surveys were not completed for all events, a community wide event survey via our Have you Say portal is being delivered to inform Council's first Events Strategy.	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		Under Council's Arts & Culture program we delivered a series of projects, highlights include the Chapel Nights cultural music events, Photography Competition, International Women's Day Ceramics Exhibition and Sydney Festival No Worries Writers Workshops. A key program for arts and culture is the ongoing partnership program C3 West with the Museum of Contemporary Art where local First Nations Artist Dennis Golding is creating a series of temporary public sculptures and arts programs with local high school students. A range of public artworks were delivered including The Rockdale Library Balcony Mural by Sha'an D'Anthes and The Bexley North Possum Magic mural by David Cragg.	General Manager's Unit
		Measure: Review Public Arts Policy Target: August 2024		The policy review will be completed by December 2025.	General Manager's Unit
		Measure: Arts & Culture inclusion in Community Events Target: Report 6 monthly		Artists have been engaged to create murals for various events like Winter Wonderland and Council uses local musicians at other events. The 2025 International Women's Day Event was arts focused and was a great example of bringing arts to the forefront of an ongoing community event.	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%		1,456 library programs, attended by 28,731 community members, were delivered in 2024-25, from Baby Rhyme Time to technology lessons for seniors. Feedback from participants was sought via a short survey and the responses have been very encouraging, highlighting how important connecting in fun and creative ways are to our community. Bayside Libraries also welcomed 8,646 new members. The steadily increase was a result of targeted membership drives and promotions.	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		Libraries welcomed 489,811 people through their doors in 2024-25. Study room facilities continue to be in high demand. A total of 17,440 study room bookings were made. Public PCs were consolidated and upgraded providing a more secure and user friendly experience though the demand for them is decreasing as more patrons use their own devices. Printing and copy services are still highly sought after by our community.	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		The focus for this project changed and the Community Cultural Centre will now be considered as part of the Rockdale Centre Master Plan project.	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 across Bayside swept twice a month (weather permitting); resulting in a total of 940 tonnes of litter being removed from the streets in 2024-25. 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%		100% of graffiti is removed within the agreed standard of service once report is received by either Graffiti Removal Contractor or Council itself.	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 is currently under review. The project is on track to be tendered for construction in 2025-26.	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		An additional 34 businesses have signed up to Council's Footway Trading program, resulting in an extra 347m ² of outdoor dining space for the community to enjoy. There is a total of 139 current licence agreements for footway trading across Bayside.	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. These were delivered 98% on schedule.	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		17 Design Review Panel meetings were held in 2024-25. 6 of these meetings were additional meetings to minimise delays to DA timeframes. Meetings were conducted face to face with Council, the Panel and the applicants in attendance.	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 has prepared submissions to the Department of Planning, Housing and Infrastructure on State Significant applications.	City Futures
	1.3.3.4 Provide an effective Development Assessment service	Measure: Median assessment time for applications Target: not exceed 95 days		Achieving a median assessment time of 73 days against the 95 day target is reflective of the hard work of Council staff. The achieved average of 119 days reflects substantial improvement from the previous year's 182 day average. This result highlights Bayside Council's ongoing efforts to enhance planning efficiency, deliver timely outcomes, and support housing and development priorities across the region.	City Futures

Strategy	2024-25 Operational Plan Action	Measure & Target	Status	Comment	Directorate
1.4.1 Promote adequate, accessible, reliable public transport for ease of travel to work and leisure. (Advocate)	1.4.1.1 Advocate for improvements in transport	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 Councils 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
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 Councils, as well as 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		10 Traffic Committee meetings have been held over the past 12 months, with a comprehensive agenda published for each meeting. All minutes and agendas have published promptly and on schedule.	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		246 reports have been presented at the Bayside Traffic Committee over the past 12 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 2024-25 a total of 2,703 customer requests were addressed.	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.



Highlights from the Year

Local History Competition Winners



The winners of the annual Ron Rathbone Local History Competition were announced on Saturday 26 October at the historic Lydham Hall.

Local historian Olga Sedneva won the \$5,000 open category for her work *Tempe - Change of Landscape, Change of Purpose* looking at Tempe House.

Riya Yeshwant-Suvarna from St George Girls High School won the high school category.

The competition, established in 2006, is named after Ron Rathbone, past Mayor of Rockdale and avid historian, has resulted in many works of local history being added to Council's collection. Entries can be viewed online or at the Rockdale Library.

Bayside Celebrates NAIDOC Week

NAIDOC Week is an opportunity to honour and recognise the rich culture, history, and achievements of Aboriginal and Torres Strait Islander peoples.

Council began its NAIDOC Week celebration with a Walk on Country in Woll Creek with local elder Aunty Barb Simms who shared her experience and connection to our local waterways and Coles River. This was followed by a special flag raising and smoking ceremony in front of Botany Town Hall and arts and crafts activities inside the Town Hall.

A Family Fun Day was held in the new park in Woll Creek set against the backdrop of Bayside's largest First Nations mural, and our branch libraries featured books written and illustrated by First Nations creators at their weekly Storytime sessions.



Summer Foreshore Program

Bayside Council's Summer Foreshore Program is encouraging residents and visitors to respect and care for our bay over the warmer months to keep our foreshore safe for everyone.

This year's campaign message is 'Love Our Bay' and encourages foreshore visitors to practice safe behaviour, protect the environment and wildlife and keep the bay clean.

Find out more about the Summer Foreshore Program on Council's website or scan the QR code.



16 Days of Activism

Each year Council supports the annual 16 Days of Activism Against Gender-Based Violence campaign to help raise awareness about the impact of family and domestic violence in our community.

This international campaign runs from 25 November (International Day for the Elimination of Violence Against Women) to 10 December (International Human Rights Day).



Historical Markers

Bayside Council has installed the first Historic Markers as part of its inaugural program to recognise local sites of historical significance.

The first five sites to be recognised are Bexley Public School, Botany Public School, the Former Sir Joseph Banks Hotel, Tempe House, and Wilson's Farmhouse.

The historical markers include a brief description of the site as well as a QR code for more information.



Walk Against Family and Domestic Violence

Council's annual community walk was held on Saturday 23 November. The walk started at Ramsgate Life Saving Club and finished with a community BBQ at Depena Reserve with St George Area Command, as well as community services and organisations sharing their stories and information.

Seniors High Tea

Botany and Rockdale Town Halls hosted a series of popular high teas to thank our seniors for their extraordinary contribution to our community.

It was an opportunity to meet with old and new friends, enjoy a delicious high tea, and dance to some toe-tapping live music.



ANZAC Flags: Celebrating the Contributions of Local Women

Council's ANZAC flags feature the images of eight local women who contributed to the war effort.



Gwendoline Lorna Gregory, RAAF Corporal WWII, Bexley

Gwendoline enlisted in October 1941, at the age of 18. Gwendoline worked as a clerk, posted across a number of depots until being discharged in March 1944.



Gwendolen Mary Cohen, RAAF Corporal WWII, Ramsgate

Gwendolen was a Ramsgate resident when she enlisted in the WAAAF in April 1942 at 18 years of age. Gwendolen served in the WAAAF as a clerk general, a clerk and a recorder. Gwendolen married Leon Cohen, a wireless operator in the Royal Australian Air Force in 1944. She was working at Air Defence HQ Sydney when she was discharged in January 1946.



Eileen Theresa Fazakerley, RAAF Corporal WWII, Bexley

Eileen enlisted into the WAAAF at 21 years of age. Eileen served as a clerk general and a clerk. Eileen was discharged from service in September 1945.



Elsie Maud Barker, RAAF Corporal WWII, Botany

Elsie joined the WAAAF in July 1942, at 18 years old. On enrolment, Elsie was enlisted as a trainee cook and was later remustered to cook. Elsie was discharged from service in December 1944.



Ruby Violet Gladys Beard, RAAF Corporal WWII, Sans Souci

Ruby enlisted into the WAAAF in October 1942 at the age of 26. Ruby joined the WAAAF, where she worked as a storekeeper and an equipment assistant. Ruby was married to Flight Lieutenant Warwick Brian Poulton of the 122 Squadron. Ruby was posted at 2 Stores Depot Waterloo upon her discharge in July 1945.



Nancy Lauraine/Lorraine Cartwright, RAAF Sergeant WWII, Eastlakes

Nancy was 18 when she enlisted into the WAAAF in November 1942. Nancy worked as a cypher assistant within the WAAAF. Nancy was a sergeant in the Telecommunications and Communications Unit and posted at Melbourne Wireless/Telegraphic Station at the time she requested to be discharged from service in August 1944.



Nita Mary Hayes, RAAF Corporal WWII, Brighton Le Sands

Nita was 24 years old when she enlisted into the WAAAF in April 1943 and worked as a cypher assistant. Her husband, George Rennie Hayes had enlisted into the Army in August 1940 and was called up for full time duty in October 1940 until being discharged in December 1942. Nita was a corporal, posted at Air Force Headquarters Melbourne when she was discharged in September 1946.



Lilian May Brennan, RAAF Aircraftwoman WWII, Botany

Lilian enlisted into the WAAAF in August 1943 at age 19. Lilian served as a fabric worker until her discharge in October 1946.

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 meetings were held and attended by a Council representative.	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 concluded on the Anzac Day Public Holiday weekend (April 2025). The Program was very successful with great feedback provided.	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		Delivered NAIDOC Week (Flag Raising and Family Fun Day), 16 Days of Activism for Gender-based Violence (DV Walk), International Day of People with Disability (Author Talk), Wuri-Rise for Reconciliation (26 January), Seniors Festival (Expo and Sing-a-Long), and Reconciliation Week (Primary School Cultural Experiences and Flag Raising with Keynote Speakers),	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
	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 continued to grow in Bayside and is now self-sustainable.	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		People with disability invited and attended Council's Spring Fair, Carols by the Sea, Wuri-Rise for Reconciliation, Seniors Week (Expo and Sing-a-Long), Reconciliation Week (Flag Raising with keynote speakers), NAIDOC Week (Family Fun Day) and Migrant Information Day.	City Life

Strategy	2024-25 Operational Plan Action	Measure & Target	Status	Comment	Directorate
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		10 entries were received for the Ron Rathbone Local History Competition. Olga Sedneva won the open category with 'Tempe: Change of use, change of landscape'. Recognition of Effort prizes were awarded to 2 participants in the High School Category and Open Category.	City Life
		Measure: Bayside Local History Marker Program implemented Target: May 2025		The inaugural Historical Markers program was launched in 2024-25, unveiling 5 markers at sites nominated by our community. Anzac Street Banners were installed paying tribute to local women who served in WWII. Local History Talks and Exhibitions were also popular at George Hanna Museum.	City Life
	2.1.4.2 Implement the Reconciliation Action Plan 2022- 26 - Stage 2 - INNOVATE	Measure: Report on progress Target: 6 monthly		The draft Plan was under review by Reconciliation Australia for an extended period but has now been returned to Council with minor amendments. It will be reported for endorsement by the end of 2025.	City Life
2.2.1 Harness technological changes and ensure benefits are shared across Bayside. (Deliver)	2.2.1.1 Action initiatives in the Information Technology (IT) Strategy	Measure: Report on progress Target: 6 monthly		Council has implemented several enhancements to our cyber security posture, as well as a major initiative that successfully automated key financial processes - improving both security and operational efficiency.	City Performance
2.2.2 Promote smart use of technologies to make life better. (Advocate, Deliver)	2.2.2.1 Implement online services and smart forms for the community	Measure: Number of online services deployed Target: 8 services deployed by June 2025		Council launched a new interface for customers improving their experience when logging a request for service online. Flood Advice Certificates, Parking Permits and Tree Applications were added to the portal.	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 Communications Strategy was included in the Community Engagement & Communications Strategy as reported next.	General Manager's Unit
		Measure: Review and update the Community Engagement and Communications Strategy 2022-26 Target: December 2024		The revised Community Engagement & Communications Strategy was publicly exhibited and endorsed by Council in May 2025 and is available on our website. It now incorporates key objectives, guiding principles, an action plan, as well as a new engagement matrix and model.	General Manager's Unit

Strategy	2024-25 Operational Plan Action	Measure & Target	Status	Comment	Directorate
		Measure: Review and update Councils website for improved accessibility and provide options for further enhancements Target: December 2024		Key enhancements made to Council's website include a redesigned homepage, streamlined menu structure, improved search functionality, updated page layouts, integrated event registrations, interactive project and exhibition pages, and a refreshed content strategy. Website content is continuously reviewed and updated to maintain accuracy.	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 newsletters Target: 4 per annum Measure: Talking Bayside digital newsletter Target: 26 per annum Measure: Staff at Council's events with newsletters Target: 4 per annum Measure: Social Media reach Target: 5% increase		Council engages with the community through both physical and digital channels to maximise reach and ensure inclusive access to information. Physical newsletters - 4 Talking Bayside digital newsletter - 23 Staff at Council's major events with physical flyers / newsletters - 6 events Social Media reach 5% increase - achieved.	General Manager's Unit
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		Online format was trialled and face to face and online will be reintroduced in 2025-26.	City Life
	2.3.2.2 Deliver Sport and Recreation services to the community through Council's facilities	Measure: Golf Course - # bookings Measure: Aquatic Centre - # visits Measure: # Sport & Recreation Bookable bookings Target: Report 6 monthly		Good results across most facilities with an increase in memberships and/or use at Angelo Anestis Aquatic Centre, Botany Golf Course, Tennis Courts, Hensley Sports Facility and Arncliffe Youth Centre. Council delivered a broad range of recreation activities with over 24,000 rounds of golf played, 440,000 visits recorded at Aquatic Centres, and more than 57,000 hours of use logged across our sports fields and courts. Council partnered with schools and other organisations to deliver targeted programs such as swimming and athletics carnivals, junior golf clinics, and structured sports competitions. Plus Get Into Golf - Women's and the school holiday golf program in collaboration with Golf NSW and Sydney Catholic Schools.	City Life

Strategy	2024-25 Operational Plan Action	Measure & Target	Status	Comment	Directorate
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		All Year 3 actions have been delivered or are underway. Delivered actions include expanded library programs, after school STEAM activities, pop-up libraries in parks and community centres, and incursions to local pre-schools. New furniture in 3 libraries provided more study spaces / reading areas. New collections were introduced including books that support people with Dyslexia and a low sensory story time was trialled. Council also launched a library app which has improved access to online books, resources and information.	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 programs and Outreach were delivered throughout the year and held at Arncliffe Youth Centre as well as at local parks, skate parks and Eastgardens Library. Programs were well attended and provided a safe place for young people to gather with their friends.	City Life
		Measure: Holiday Programs delivered Target: 4 holiday periods		A diverse range of learning, sport and recreational activities were provided through 4 School Holiday Programs. All activities and excursions were booked out and well attended.	City Life
		Measure: Youth events delivered Target: 3 (including Youth Week)		Spring Fair and Youth Week were delivered, with over 250 young people engaging with these initiatives. A large-scale Youth Week pop-up event welcomed over 100 young people and families to Barton Park to celebrate in line with the theme of 'I am... We are the future, and the future is now'. Participants enjoyed basketball, soccer, tennis, gardening, bicycle 'check-up and tune', bracelet making and polaroid photos, alongside a sausage sizzle, refreshments and Easter eggs. 2 Love Bite Programs (Healthy Relationships Program) were delivered to year 10 students.	City Life

Strategy	2024-25 Operational Plan Action	Measure & Target	Status	Comment	Directorate
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		The Companion Animal Act continues to be enforced within Council's parameters and also those set by the NSW Government.	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		Seniors Expo delivered in March 2025 during the NSW Seniors Festival.	City Life
		Measure: # socially isolated seniors connected with local seniors' groups and clubs Target: June 2025		Approximately 50 isolated seniors connected with local seniors' groups and clubs.	City Life
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		10 meetings were held during the reporting period and all were attended by a Council representative.	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 7 times and provided input on youth programs, youth week activities, the Child Safe Action Plan and the Community Strategic Plan. They participated in 2 statewide engagements - NSW's 'Your Voice Our Future' and a Social Cohesion initiative run by Youth Action. Council welcomed 7 Duke of Edinburgh participants in our libraries. These students helped with general library duties, organised children's school holiday craft activities, and prepared materials for 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		Engagement reports are provided to project owners once the engagement is complete and 40 were produced in 2024-25. All engagement and communication activities are designed to be inclusive, timely, and transparent, and are carefully tailored to suit the needs and preferences of the target audience.	General Manager's Unit

Strategy	2024-25 Operational Plan Action	Measure & Target	Status	Comment	Directorate
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		All events were advertised on Council's website and social media channels.	General Manager's Unit
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		12 Citizenship Ceremonies were delivered in 2024-25.	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		11 posts were shared to social media about Council meetings. These posts reached 5,201 people and provided them with the link to the YouTube live stream of the meeting. 26 additional posts were published to encourage community participation in Committee Meetings. We published 24 posts around volunteering as we strive to encourage volunteering in the community. These posts reached 22,495 people.	General Manager's Unit

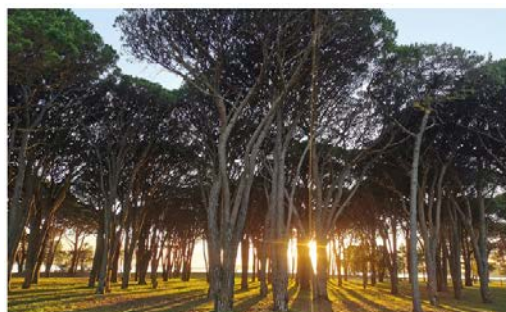
Theme Three

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.



Highlights from the Year



Three Big Strategies

Council is putting in place three key strategies that will guide Council as it aims to increase Bayside's tree canopy, improve waste management and reduce waste generation, and cultivate a resilient community.

The key strategies are: Urban Forest Strategy, Sustainable Waste Management Strategy and Environment and Resilience Strategy.

Thank you to everyone who provided feedback that was incorporated into these strategies.

Trees for Mum

Bayside families turned out to plant over 70 trees for a Mother's Day event that is also creating a greener future for Bayside.

Trees for Mum gives residents the opportunity to celebrate their mum, or a mother they would like to recognise, by planting a native tree on Mother's Day.



Clean Up Australia Day

Community groups helped collect 187kg of rubbish in Bayside on Clean Up Australia Day on Sunday 2 May.

Thank you to everyone who participated in Clean Up Australia Day this year to help clean up our foreshore areas, bushland and parks.



Grow It Local Awards

Congratulations to Michelle Elliot, the winner of the Grow It Local Award for Bayside. Michelle, a member of the Rockdale Community Garden, received a compost bin from Bayside Council as part of her prize.

Sans Souci Tree Saved

A magnificent, giant Fig tree near Ramsgate Beach Plaza has been saved. Council worked closely with Sydney Water to save the tree located in Alfred Street, Sans Souci.

Sydney Water successfully repaired the underground wastewater pipe under the supervision of a qualified arborist. This Fig tree is now listed in Council's Draft Significant Tree register.



Trees for Dad

Local families planted 67 trees at our popular Trees for Dad events to celebrate Father's Day at Bona Park, Sans Souci and Garnett Jackson Reserve, Botany. The project has helped to build our tree canopy in the area.

Garden Organics for all Bayside Residents

Properties in Arncliffe, Banksia, Bardwell Valley, Bardwell Park, Bexley, Bexley North, Brighton Le Sands, Carlton, Dolls Point, Kingsgrove, Kogarah, Kyeemagh, Monterey, Ramsgate, Ramsgate Beach, Rockdale, Sandringham, Sans Souci, Turrella and Wolli Creek, will have access to a new Garden Organics service from 30 September 2024.

This will ensure a Garden Organics service is available to all residents in Bayside. Properties in these areas will receive a green-lidded bin commencing this August in preparation for the service to commence on 30 September.

For more information about the changes, visit www.bayside.nsw.gov.au/waste



Bushcare

Bayside has six bushcare groups that meet regularly to help restore and maintain our many beautiful natural areas that are home to a wide variety of native plants and animals.

Volunteers are welcome, with no previous bushcare experience needed, and equipment provided by Council. Find a bushcare group near you and register as a volunteer on Council's website at www.bayside.nsw.gov.au



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 relevant Council staff.	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		During 2024-25, a total of 332 flood applications were lodged, with 87% submitted online. Of these, 91% of applicants received their reports within 10 business days. The overall average response time across the year was 6 business days with the response times consistently improving to an average of 3-4 business days during 2024-25.	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 2024-2032 in July 2024.	City Life
		Measure: Community engagement to raise awareness and prepare for shocks and stresses Target: June 2025		Council conducted 29 resilience community workshops and events in partnership with Australian Red Cross, Southern Sydney Regional Organisation of Councils and Fix It Sisters. These events attracted a total of 1,530 residents.	City Life
		Measure: Bayside Urban Forest Strategy Target: July 2024		The Bayside Urban Forest Strategy was adopted by Council in July 2024.	City Life
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 has increased the number of hybrid vehicles within the fleet over the past 12 months. We will focus on passenger vehicles and light commercial vehicles for more hybrid options where the vehicles are fit for purpose and economically viable.	City Performance

Strategy	2024-25 Operational Plan Action	Measure & Target	Status	Comment	Directorate
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		Council held 41 community environment and sustainability workshops / events. These included bush care volunteer training, better with birds guided tours, native beehive, native tree planting, wildlife habitat backyard training, and Caring for the Sea with Gamay Rangers. Over 3,000 residents participated in these workshops and events.	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		Sustainability building policy and guidelines will be addressed in the Net Zero pathway plans. A 30kW solar system was installed at the Green Street Depot as part of its renovation.	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 efficient 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, in the last 12 months, a total of 231 MWh of green power was generated through Council's existing PV 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 considered when planning all capital projects. This financial year the Angelo Anestis Hardcover for the grandstand had a rainwater tank installed and new rainwater tanks were installed at the Green Street Depot.	City Futures
3.3.2 Enhance and extend green grid corridors. (Deliver, Partner, Advocate)	3.3.2.1 Work with Sydney Water for completion of the naturalisation of Muddy Creek	Measure: Participate as required by Sydney Water Target: Report 6 monthly		Sydney Water have completed their project and a portion of the area has now been occupied by TfNSW for the M6 works.	City Futures

Strategy	2024-25 Operational Plan Action	Measure & Target	Status	Comment	Directorate
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 1,467 native trees were planted during 2024-25, exceeding the target of 400.	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 1,550 trees and replaced them with 3,581 new trees, maintaining a minimum of 2:1 replacements for all trees removed.	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		Planted 337 trees, achieved 84% of the 400 tree planting target. Woody Meadow pilot project on track.	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 Measure: Cooks River Alliance membership Measure: Georges Riverkeeper membership Measure: Mother's Day Planting Measure: Cooks River Clean Up Target: Report 6 monthly		All Completed, except a Cooks River Alliance 'Cooks River Clean Up' was not held in Bayside in 2024-25. A Clean Up Australia Day event was held on the Cooks River in March 2025 outside Bayside at Ewen Park, Hurlstone Park.	City Life
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%		Lady Robinsons beach is mechanically cleaned 5 days per week during winter and up to 7 days a week in summer, weather permitting. Approx 110 tonne of waste and debris was removed. Several severe weather events occurred within the summer storms period, greatly impacting the foreshore conditions. Major works were carried out on retaining wall repairs and sand movements.	City Presentation
	3.3.5.5 Implement actions from the Botany Bay Foreshore Beach Flood Plain Risk Management Plan	Measure: Complete detailed design of 2 highest priority stormwater upgrades - Baxter Road and Hollingshed Street Target: December 2024		Detailed design of high priority stormwater upgrades is underway.	City Futures

Strategy	2024-25 Operational Plan Action	Measure & Target	Status	Comment	Directorate
	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		Feasibility assessments were completed for all 3 high priority areas.	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 2024-25 resulting in 299 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 routinely inspection its stormwater assets to obtain condition ratings and/or view obstructions in the network. High priority areas with poor condition ratings are identified and project briefs to rectify assets produced. 2 of the 3 sites identified for rehabilitation were completed in 2024-25. 1 site requires further investigation and consultation as it is located in an easement It will be constructed in 2025-26.	City Presentation
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 4,240 illegal dumping incidents reported and investigated in 2024-25.	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 and unattended articles continue to be investigated and addressed within the legislated timeframes.	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%		100% of illegally dumped material was collected within standard levels of agreed service after investigations were finalised.	City Presentation

Strategy	2024-25 Operational Plan Action	Measure & Target	Status	Comment	Directorate
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%		Up to 28% of garbage from red-lid bins was composted and used for soil rehabilitation at a mine. Approximately 90% of material from yellow-lid bins is processed for use in new products. Approx. 98% of material in green-lid bins is recycled. The facility that processes our clean up material recovers approximately 80%. Council also provides up to 22 community recycling drop off events where around 160 tonnes of materials are sent to recyclers. Council's sustainable procurement initiatives include contracts that assist with higher diversion rates, like for mattresses where up to 12,500 are recycled.	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		Over the last 12 months, Council engaged 6,385 community members in 73 waste education information sessions and workshops. Of those engagements, 421 school students received direct waste education across 2 primary schools, 160 early childcare centre students received waste education across 3 centres.	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		\$95,000 received for the NSW EPA Litter Prevention project which has commenced and is expected to be completed December 2025. \$160,000 received for the NSW EPA Illegal Dumping Prevention project which again has commenced and is expected to be completed January 2027. Council continues to actively seek funding as new grant programs are announced.	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		Council distributed the March to December 2025 Waste Services Calendars to over 68,000 households from January to February 2025. An online form was launched in March for additional calendar requests. 483 additional calendars have since been sent to residents. An updated digital Waste Guide was launched on Council's website in June 2025 and the Bayside Waste Services App had an increase of 12% to 46,238 installs.	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 bins, ranging from 60L to 660L. Each bin includes public awareness signage. Council also manages bins along Cook Park and the 8km of beachfront. This material was diverted from making its way into our waterways, sand or the adjacent parkland. Approx. 1,384 tonnes was collected in 2024-25.	City Presentation
	3.4.3.3 Undertake annual recycling drop off events	Measure: # events per year Target: 22		Council delivered all 22 scheduled community drop off events in 2024-25.	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 onsite 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.



Highlights from the Year

Meet Your Councillors

Bayside Council is divided into five wards, each represented by three publicly elected Councillors to make decisions about policies, strategies, and key community issues.

The new Mayor, Cr Edward McDougall, and Deputy Mayor, Cr Heidi Lee Douglas, were elected at an Extraordinary Council Meeting on 9 October for a two-year term. At the end of the two-year term the Councillors elect a new Mayor for the following two years.

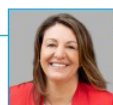
For a complete biography and more information, please scan the QR code.



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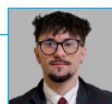
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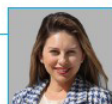
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Business Awards

Bayside Council is a major sponsor of the annual Bayside Local Business Awards, in partnership with Precedent, to acknowledge and honour the remarkable contributions our local small businesses make to the Bayside Community.

Winners were announced at a gala event at the Novotel and the full list of winners can be found on Council's website or by scanning the QR code.

By shopping local we help support small businesses!



First Nations Business Forum

First Nations business owners, entrepreneurs, organisations and business support services came together for the Naggangbi Business Connect at Botany Town Hall on Tuesday 22 October 2024.

Attendees were able to network, share knowledge and experiences, swap tips and learn how to grow a thriving First Nations business.



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		A minimum of 3 low cost programs per week are offered to residents in Daceyville, Eastlakes and Hillsdale with 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 actively applies for Grants under the NSW Government Apprentices, Trainees and Graduate Program 'Fresh Start'. This has resulted in 5 new appointments, increasing the total employed from 15 to 20. We are continuing to advertise for another 7 vacancies.	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		The adoption of the Local Area Fund Strategy has been delayed. A 50% draft of the Strategy has been done, with a revised target of December 2025 for completion of the Strategy.	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		Calendar of events developed and is being progressively implemented. Events were well attended and enthusiastically received.	City Life
	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		Ngangabbi Business Connect held in Small Business Month to connect Indigenous businesses with business support. Skills workshop on marketing also held during Small Business Month.	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 in 2024-25 including those relating to Work, Health & Safety, Cyber Security and Governance. Renewal efforts are being made based on risk, as we work to clear the backlog.	City Performance

Strategy	2024-25 Operational Plan Action	Measure & Target	Status	Comment	Directorate
	4.3.1.2 Complete nominated internal audits in the internal audit program	Measure: Report on progress Target: 6 monthly		The revised internal audit plan identified 11 audits. 7 audits were completed and reported to ARIC. The 4 remaining have commenced and are at various stages of completion. A 4 year strategic internal audit plan has been adopted.	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 have been reviewed and updated in line with current legislation and new State Records NSW retention schedules.	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 continues to be reported to the Executive Committee and ARIC.	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		Council's Governance Framework was reviewed and updated in July 2024 and is available on our website. Council meeting and committees are supported as required. New audio visual equipment was installed in the Rockdale Council Chamber early in 2025 that has improved the meeting experience for those attending and those watching on YouTube.	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		The Operational Plan & Budget 2025-26 and Fees & Charges were adopted by Council at its June 2025 meeting. These documents are available on our website.	City Performance
	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 is compliant with mandatory requirements effective from 1 July 2024. Implementation of remaining requirements will be based on achieving statutory timeframes.	General Manager's Unit

Strategy	2024-25 Operational Plan Action	Measure & Target	Status	Comment	Directorate
	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 has been substantially completed and is awaiting final reviews prior to adoption.	City Performance
	4.3.1.9 Undertake Councillor Professional Development Program	Measure: Program delivered Target: June 2025		The Councillor Development Program was implemented through inhouse and externally provided courses. Inhouse training included a Councillor Induction Day, 2 Councillor training workshops and training sessions through 8 Council Committees. There were 12 provided externally.	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		Progress reports on the Business Improvement Delivery Program were presented to ARIC in October 2024 and March 2025.	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		'Bayside Listens' has been launched to review staff engagement survey results and develop actions for improvement.	General Manager's Unit
	4.3.2.4 Ensure information requests are responded to in compliance with legislative requirements	Measure: Compliance Target: 100%		Council Access to Information Requests, including Formal and Informal GIPAs, continue to be dealt with in accordance with legislative requirements. Compliance with Formal GIPAs and subpoenas was 100%.	City Performance
	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%		Council completed 1,513 requests for information from public enquiries. 96.29% of which were completed within the service level agreement.	City Futures

Strategy	2024-25 Operational Plan Action	Measure & Target	Status	Comment	Directorate
	4.3.2.9 Develop Service Review Program	Measure: Service Review Framework developed and endorsed Target: August 2024		Development of the Service Review Framework was delayed. It was presented to the Executive Committee and ARIC in August 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 and addressed 74,271 calls resulting in 81% of inquiries addressed at the first point of contact. Online applications represented 52% of total applications received. Customer Requests (CRM's) lodged online were steady at 17% of total CRM's received for the year.	City Performance
		Measure: # digital requests received Target: Increase		The number of digital requests received is increasing. CityWatch, a new CRM user interface was introduced, providing customers with a more efficient way to raise requests. Customer messaging was reviewed and updated to ensure consistency across all channels.	City Performance
		Measure: correspondence received & addressed within agreed levels of service Target: > 70%		Incoming correspondence is scanned, registered and actioned to officers daily. The turnaround time has reduced from 8 to 1-2 days.	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: - People - Technology - Data, Information & Processes - Governance & Performance Target: Report 6 monthly		Of the 193 action items identified through internal engagements, 99 have been completed across the following key focus areas: - People - 25 - Technology - 21 - Data, Information & Processes - 46 - Governance and Performance - 7.	City Performance
	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		A 'call quality' assurance program has been implemented to report on performance and identify strengths and areas for future improvements.	City Performance

Strategy	2024-25 Operational Plan Action	Measure & Target	Status	Comment	Directorate
	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		The Asset Management and Data Information Management Service Reviews were conducted and delivered in 2024-25. The Access to Information Service Review (GIPA) is in progress and will be completed October 2025.	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		Council's Workforce Management Strategy was reviewed and publicly exhibited as part of the Integrated Planning & Reporting program. The updated strategy was endorsed by Council in June 2025 and is available on our website.	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 completed and the Corporate Training Plan developed by March 2025.	General Manager's Unit
		Measure: Deliver training on core applications across Council Target: Report 6 monthly		Total programs delivered was 313 with 1,708 attendees.	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		4 of the 10 inspections from the Annual program were completed. Each inspection and the outcomes are reported to the next quarterly WHS Committee meeting. The WHS Committee minutes are reported to the Executive Committee.	General Manager's Unit
	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		There is a strong safety culture in the organisation and staff actively self-report injuries, illnesses, and incidents in the new system (DAMSTRA was phased out). During the year there were 4 main awareness programs run. National Safe Work Month themed 'Safety is everyone's Business' had specific focuses for each week. These were advertised through intranet banners, emails with information on the topics and posters in all workplaces. A Toolbox Talk campaign was launched where all outdoor staff coordinators were emailed a kit to present to their staff to highlight the importance of safety. Council also held a Health & Wellbeing Expo for staff over 2 days and special events for R U OK Day.	General Manager's Unit

Strategy	2024-25 Operational Plan Action	Measure & Target	Status	Comment	Directorate
	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 monthly		26 claims in 2024-25, 14 resulting in lost time. 64% of Bayside staff who lost time returned to work within 4 weeks, this is better than the regional average of 71% demonstrating our commitment to effective rehabilitation strategies for injured staff.	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		The Property Register is complete. Community Policy and Sports Strategy and Policy is being prepared.	City Futures
	4.3.4.2 Develop a new Depot Accommodation Strategy to incorporate sites	Measure: Strategy drafted and ongoing Target: June 2025		To be completed in 2025-26	City Futures
	4.3.4.4 Ensure Council's properties and facilities meet statutory requirements	Measure: Compliance with legislative requirements Target: 100%		Council undertakes annual maintenance and compliance testing across all of its properties and facilities to ensure statutory requirements are met. This was fully completed for 2024-25.	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		The Fleet Replacement program was met in 2024-25 and we will continue to deliver a modern and relevant fleet for Council's operations.	City Performance
	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 has completed the annual 2024-25 stock take with very few discrepancies.	City Performance

Strategy	2024-25 Operational Plan Action	Measure & Target	Status	Comment	Directorate
	4.3.4.7 Implement the Bayside Asset Management Strategy	Measure: Report on progress Target: 6 monthly		Implementing the Asset Management Strategy is ongoing. A revised Asset Management Policy, Strategy and 4 Asset Management Plans (Stormwater , Property , Open Space & Transport) were developed and adopted by Council in June 2025 and are available on our website.	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		Monthly reporting has been presented for year end to June 2025	City Futures
	4.3.4.9 Undertake annual Kerb and Gutter Renewal Program	Measure: Report on totals Target: 6 monthly		Council undertakes periodic kerb and gutter maintenance with an allocated annual budget. Council has replaced approximately 1,000 lineal metres in 2024-25.	City Presentation
	4.3.4.10 Undertake annual Road Pavement Renewal Program	Measure: Report on totals Target: 6 monthly		Road Pavement Renewal Program works commenced in November 2024 and concluded in May 2025. Council resurfaced 45 streets across Bayside with a total expenditure of \$4.86 million.	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		Asset condition assessment and valuation cycle program achievements for this period include condition audit and valuation of transport assets - roads, footpaths, kerb and gutter, car parks, bus shelters and street furniture.	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. 448 locations have been reinstated across Bayside in 2024-25.	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 2025-26 annual budget was completed and adopted by Council in June 2025. All quarterly budget reviews were completed and adopted by Council within the statutory timeframes.	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 are embedded in the Long Term Financial Plan in alignment with Policy Objectives. Funding gaps are actively identified and addressed at each quarterly budget review. Development of a separate strategy is now not required.	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		The annual spend report was presented to the Executive Committee in October 2024.	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		Annual Rate Levy issued, rate harmonisation successfully completed.	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 2023-24 Audited General Purpose Financial Statements were endorsed by Council at its November meeting and are available on our 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		Monthly statutory financial reports were presented to Council in accordance with relevant legislation.	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		Testing of the Waste Business Continuity Plan (BCP) was completed as the top critical business function of Council.	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		The Long-Term Financial Plan (LTFP) was adopted by Council at the June 2025 meeting and is available on our website. The LTFP incorporates the total funding identified in the Asset Management Plan Council continues to monitor opportunities and allocate additional funding as it becomes available through grants or savings.	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 by the Development Certification team with competitive fees to the application fees charged in the private sector offering the same service.	City Futures
	4.3.6.3 Create a new Development Contributions Plan	Measure: Plan complete Target: January 2025		A draft contributions plan has been prepared with ongoing work on the proposed works schedule in the new Plan. A detailed progress report was presented to Council in September and the Plan is projected to be completed by the end of 2025.	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 environmental planning instruments and policy have been prepared and reported to Council for endorsement.	City Futures
	4.3.6.5 Process and administer Planning Agreements	Measure: Benefits are delivered in accordance with their agreements Target: Report 6 monthly		Proposed Planning Agreements have been reported to Council for adoption and existing Planning Agreements have been administered to ensure compliance.	City Futures

Online

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