

6 Month Progress Report

January to June 2022

Delivery Program 2018-2022, Operational Plan 2021/22



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Integrated Planning & Reporting

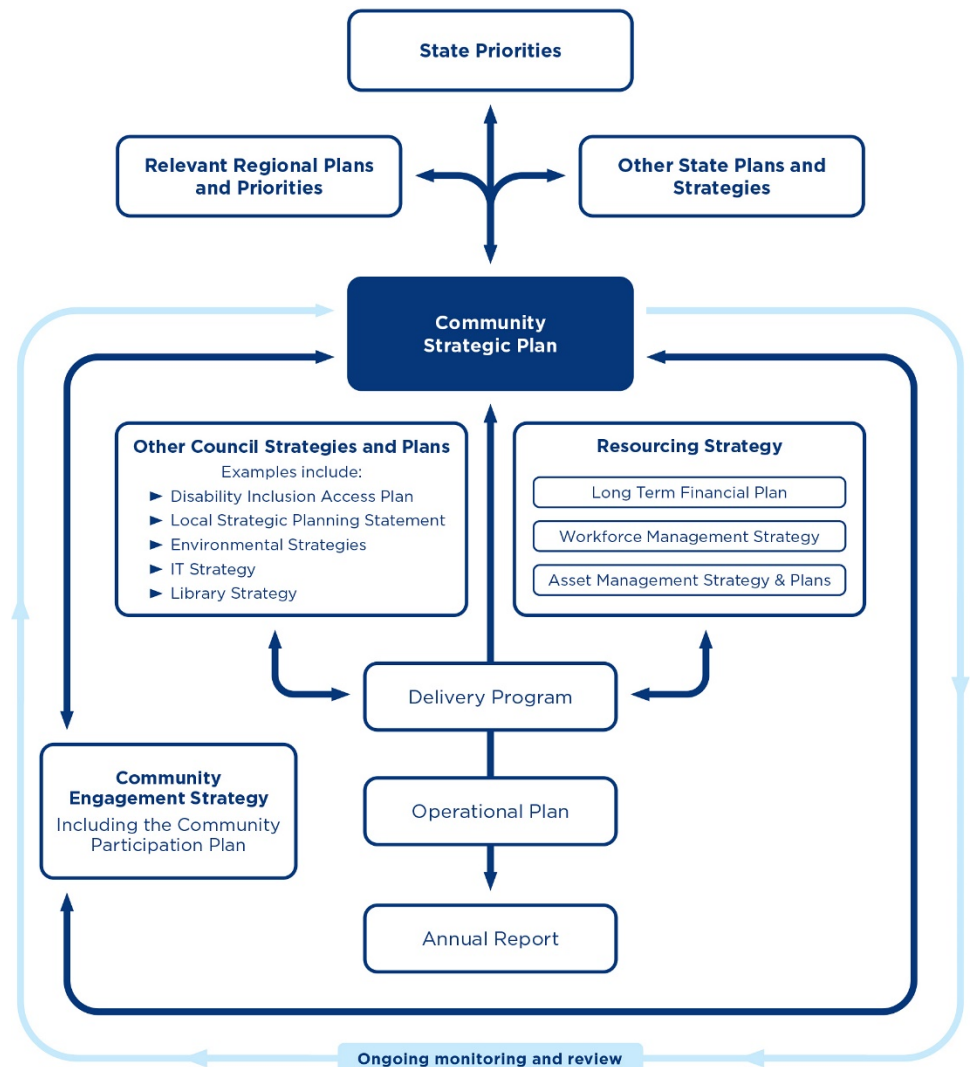
The Integrated Planning and Reporting framework guides our planning and reporting activities. The Community Strategic Plan (CSP), Bayside 2030, is Council’s highest-level plan and identifies our community’s main priorities and aspirations for the future.

The Resourcing Strategy articulates how Council will allocate resources to deliver the objectives articulated in the CSP and consists of three interrelated elements: the Long-Term Financial Plan, Workforce Management Strategy and Asset Management Strategy and Plans. The RS has been developed to ensure that Council is in the best possible position to deliver community priorities while continuing to provide services at current levels.

The Delivery Program (DP) is the Council’s commitment to the community about what it will deliver during its term in office to achieve the CSP objectives. The DP is structured on the themes outlined in the CSP and is designed as the single point of reference for activities undertaken throughout the organisation for the four years. All plans, projects, activities, funding, and resource allocations are directly linked to the DP.

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

As well as the work that we do throughout the LGA, Council has an important role to play in advocating for, and partnering with, other agencies to achieve local outcomes.



How to read this report

Monitoring and review play an important part of the IP&R framework. This six-monthly progress report sets out how all the projects and activities in the OP 2021/22 are tracking and therefore contributing to the priorities identified in the DP 2018-2022.

This document is structured on the four themes being informed by the CSP and DP. The themes are:



Theme One

In 2030 Bayside we will be a vibrant place

Theme Two

In 2030 our people will be connected in a smart city

Theme Three

In 2030 Bayside we will be green, leafy, and sustainable

Theme Four

In 2030 we will be a prosperous community

Measuring progress

High level summaries are presented for overall progress for 2021/22 under each theme and form the main part of this report.

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

This progress report provides the percentage progress of each action and project and the status of as of 30 June 2022.

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

 Completed

 On Hold

 Delayed

Overall Performance




We have now completed the final year of the current DP 2018-22. The OP 2021/22 includes 221 actions across four themes.

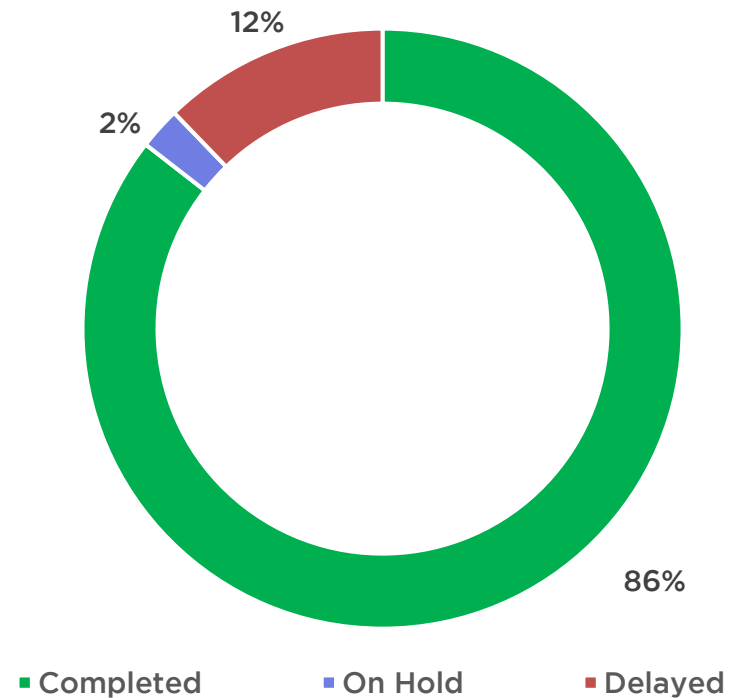
Actions for each year of the Delivery Program are articulated in the annual Operational Plan. Some projects continue over multiple years or form part of the ongoing work of Council. This report articulates what percentage of the work committed to be done in 2021/22 was completed.

Any actions that could not complete 100% of the work planned for 2021/22 are marked as Delayed or On Hold and explanations are contained in the Annual Comments.

Of these 86% have completed the work that was planned for 2021/22, 2% are On Hold, and 12% are Delayed.

Action Status Summary as of 30 June 2022


 Completed	189
 On Hold	5
 Delayed	27

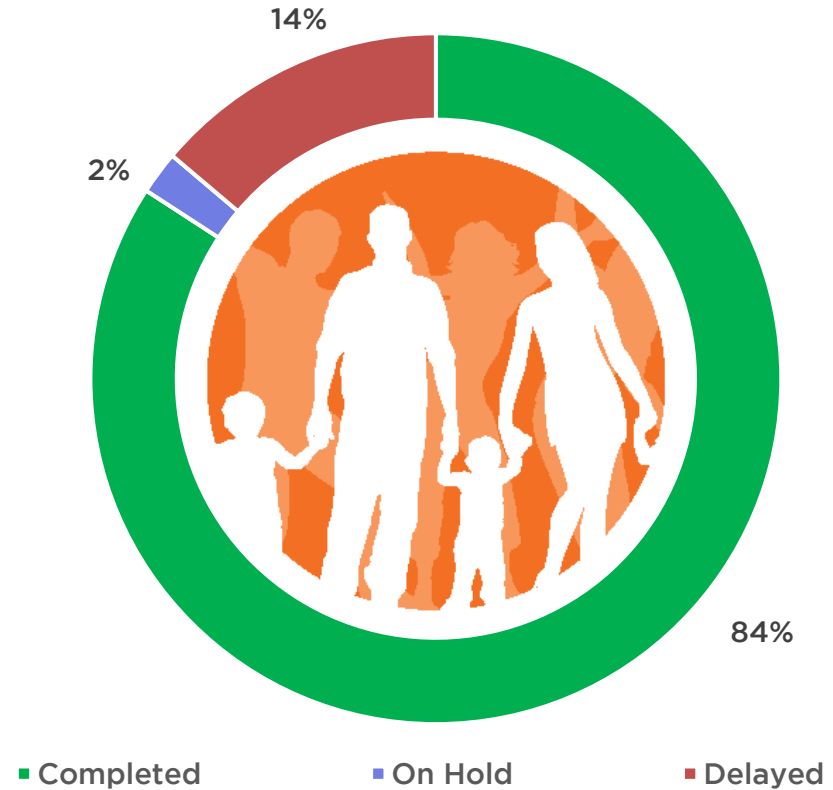


Theme One - In 2030 Bayside we will be a vibrant place

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

Action Status as of 30 June 2022




	Completed	67
	On Hold	2
	Delayed	11

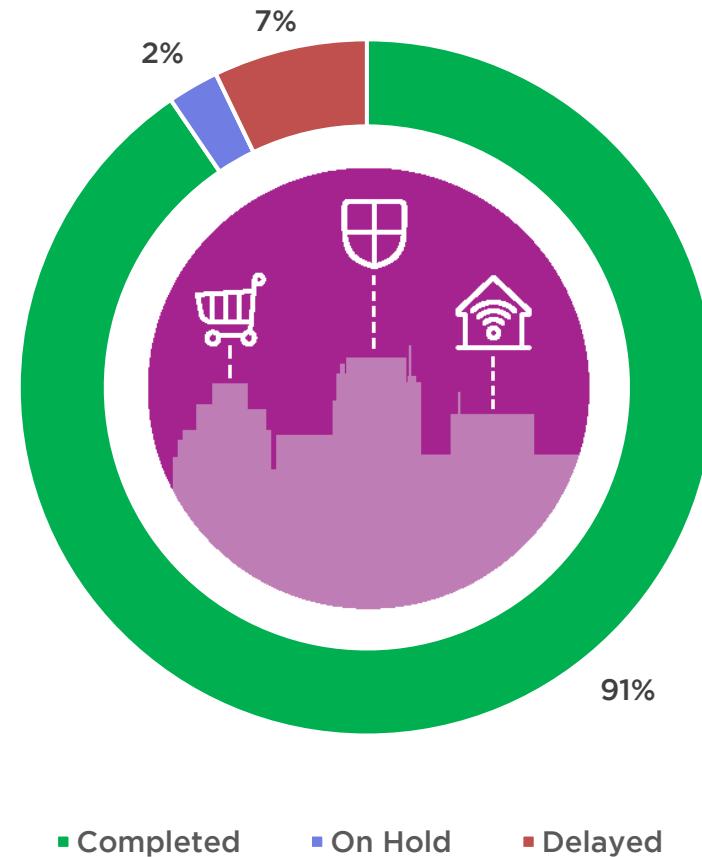


Theme Two – In 2030 our people will be connected in a smart city

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

Action Status as of 30 June 2022

	Completed	38
	On Hold	1
	Delayed	3

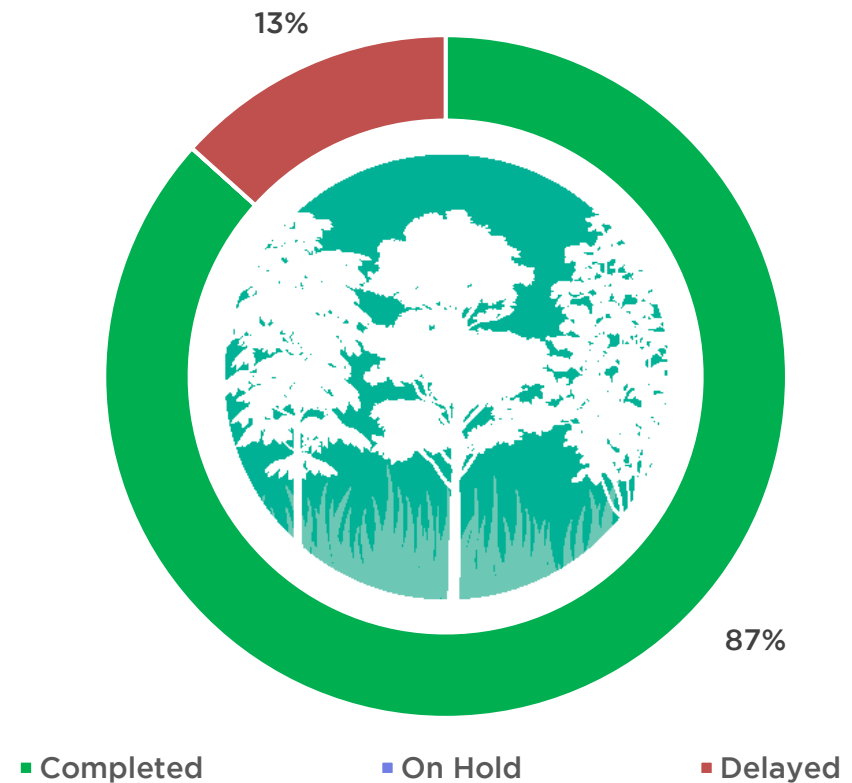


Theme Three - In 2030 Bayside we will be green, leafy, and sustainable

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

Action Status as of 30 June 2022


	Completed	26
	On Hold	0
	Delayed	4

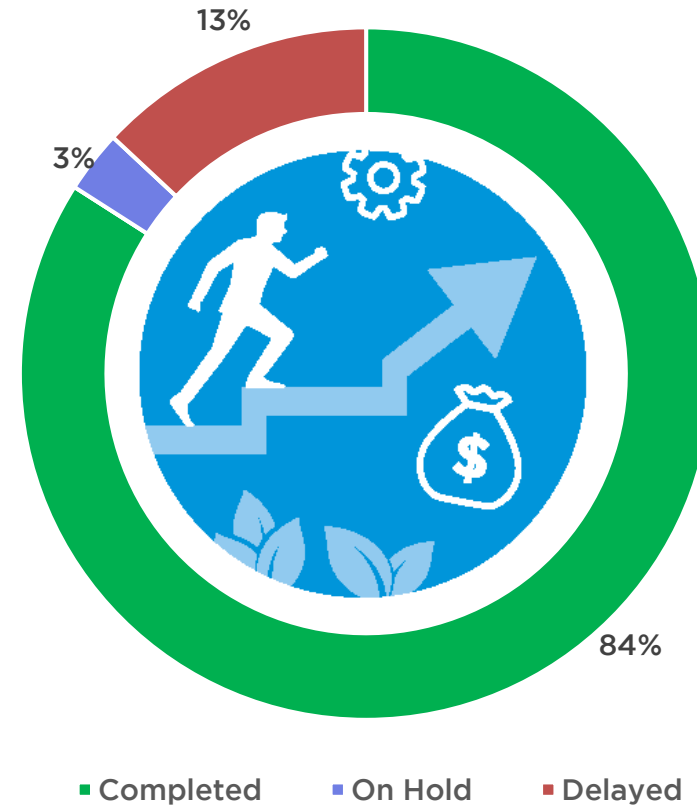


Theme Four - In 2030 we will be a prosperous community

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

Action Status as of 30 June 2022

	Completed	58
	On Hold	2
	Delayed	9



Appendix







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

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







Strategic Direction - 1.1: My place will be special to me						
Delivery Program Strategy	Code	Operational Plan Action	% Progress	Status	Progress comment	Business Unit
1.1.1 Gateway sites are welcoming and attractive	1.1.1.1	Delivery of City Projects Program	100	●	The 2021/22 City Projects Program was successfully delivered.	City Projects
	1.1.1.2	Partner with local, state, and national organisations to facilitate and achieve shared objectives that directly benefit our community	100	●	Existing correspondence and relationship management with external organisations and local, state, and national partners is progressing appropriately. Major infrastructure projects with the state government including the M6 and the Marrickville Incinerator.	Executive Services
1.1.2 Roads rates and rubbish are not forgotten	1.1.2.1	Conduct litter collection along 8km of beachfront mechanically	100	●	Mechanical litter collection is conducted daily along 8km of beachfront. 61.5 ton of waste & debris have been removed along 8km of beachfront over the past 6 months	Parks & Open Space
	1.1.2.2	Deliver an efficient street sweeping program across the Bayside Local Government area	100	●	Council's Guarantee of Service for street sweeping has been met with every street within the LGA being swept twice per month; resulting in 1,723 tons of litter being removed from the streets within Bayside.	City Works
	1.1.2.3	Enforce Abandoned Vehicle Policy by confirmed abandoned vehicles removed from road	100	●	There has been a total of 790 reports of Abandoned Vehicles received by Council for the 6 months from January to June 2022. Currently there are 102 in process with 688 finalised. 10 have exceeded the Guarantee of Service for removal from the roadway (85.85% GOS percentage achieved).	Compliance & Certification







	1.1.2.4	Provide an effective cleaning program of town centres	100	●	Council provides a daily cleaning program of Town and Neighbourhood Shopping Centre areas in conjunction with a scheduled pavement high pressure cleaning program. All programmed and reactive services were provided in 2021/22. This includes providing a secondary 'in-house' toilet maintenance service to public amenities buildings that supported the primary contractor cleaning service.	Waste & Cleansing Services
	1.1.2.5	Undertake litter education campaigns	100	●	Council continues to run its successful litter awareness program with litter prevention signage implemented throughout Bayside. Council manages over 900 public place bins, as well as temporary mobile bins, for special events and during the warmer months, along the beachfront. Since cigarette butts were the most littered item in NSW, Council sought and won a grant to install 30 butt litter bins in conjunction with an extensive education and consultation program in 2020/21. It is estimated that there were over 253,000 butts collected and recycled throughout 2021/22.	Waste & Cleansing Services
1.1.3 Traffic and parking are a thing of the past	1.1.3.1	Enforce NSW Road Rules School Parking Patrol Program	100	●	KPI for the period January to June 2022 required 252 'School Zone' patrols be completed. There were 393 patrols completed which is 156% of the Guarantee Of Service and well above the requirement.	Compliance & Certification
	1.1.3.2	Ensure regulation of timed parking in shopping centres and business centres	100	●	KPI for January to June 2022 required 864 patrols of Councils Shopping Centres and Business Districts. There were 2,400 patrols conducted for the period resulting in a 277% of Guarantee Of Service.	Compliance & Certification
	1.1.3.3	Roll out opportunities for smart parking	100	●	In 2021/22 Council has continued to develop smart parking initiatives through the rollout of the next generation mobile license plate recognition technology (LPRx) as well as the wider rollout of Council's world first Smart CCTV Network. Business Improvement have been working with the Council Executive, relevant officers, and community to develop initiatives and streamline processes that allow for opportunities to continue to rollout smart	Business Transformation

					parking technologies. This has seen Council work with the NSW State Government (Revenue NSW and NSW Police) to deploy a completely digitised infringement notification method (Print and Post) and develop a memorandum of understanding with the NSW Police to allow for greater real-time access to continually improve our community safety.	
Strategic Direction - 1.2: Our places are accessible to all						
Delivery Program Strategy	Code	Operational Plan Action	% Progress	Status	Progress comment	Business Unit
1.2.1: Assets meet community expectations	1.2.1.1	Administer Council's Graffiti Removal Program in accordance with Council's policy	100	●	Rapid Graffiti Removal was completed on time and within budget	Community Life
1.2.1: Assets meet community expectations	1.2.1.2	Deliver Sport and Recreation services to the Community through Council's Aquatic Centres, Golf Courses, Tennis and Squash Courts & Arncliffe youth Centre	100	●	Council has been successful in making improvements to the way it delivers it's staffed recreational facilities and expanding the overall network of facilities on offer to the community. To achieve this, there has been a strong focus on the establishment of the Arncliffe Youth Centre resulting in the successful provision of key youth programs, utilising the newly established indoor youth and sporting facility. Furthermore, Council has been successful in establishing partnerships with industry specialists to support the delivery, improvement, and expansion of Bayside's staffed recreational facilities like the Mutch Park Squash and Tennis Centre.	Sports & Recreation
1.2.1: Assets meet community expectations	1.2.1.3	Develop and maintain key partnerships to improve community safety	100	●	Council attended all relevant interagency meetings including the two Bayside Domestic Violence committees, Liquor Accords and Police Area Command Community Safety Precinct Committee meetings. Council continued to work in partnership with NSW Police on hotspot location management and the Summer Foreshore Program.	Community Life

1.2.1: Assets meet community expectations	1.2.1.4	Ensure Council's properties and facilities are fit for purpose and meet statutory requirements	100		All Councils properties and facilities were compliant in relation to statutory requirements, these included Annual Fire Safety Statements, Fall protection systems, RCD and tagging and testing, TMVs and Backflow prevention devices, HVAC, and lifts carried out at 105 relevant Council properties.	City Works
1.2.1: Assets meet community expectations	1.2.1.5	Implement a proactive maintenance program of Council facilities (pest control, cleaning, fire safety etc)	100		Council delivered all proactive maintenance schedules including pest control, cleaning, gutter cleaning, hydraulic and electrical facilities maintenance, in conjunction with whole of life asset management strategies.	City Works
1.2.1: Assets meet community expectations	1.2.1.6	Implement the Bayside Asset Management Strategy	100		Council's Strategic Asset Management Plan was updated and aligns with the updated Long-Term Financial Plan. Both were adopted in June 2002 as part of the Resourcing Strategy for the new Community Strategic Plan: Bayside 2032.	City Infrastructure
1.2.1: Assets meet community expectations	1.2.1.7	Implement the Fire Safety Awareness and Action Program including the management of Annual Fire Safety Statements	40		A draft program has been prepared and Council has been working with Project Remediate to replace cladding on affected buildings in the LGA (given the state government focus on the replacement of combustible aluminium cladded buildings). The Fire Safety Awareness and Action Program will recommence in 2022/23.	Compliance & Certification
	1.2.1.8	Investigate grants and funding opportunities to enhance Sport and Recreation facilities within Bayside LGA	100		Council has successfully partnered with local sport and recreational clubs towards the completion of grants aiming to improve the quality and function of sporting facilities across Bayside. This has been evidenced in successful grant applications both by Council making direct submissions and through supporting and guiding local Club's in making their own applications. For example, Arncliffe Scots FC with upgrades to Scarborough Park North and Arncliffe Aroua FC with upgrades to lighting at Arncliffe Park as part of the Greater Cities Sport Facility Fund 2021/22.	Sports & Recreation
	1.2.1.9	Maintain flood lighting within recreational parks	100		In the month of June council has replace - 28 x 2000watt lamp, 4 x Fuses, 6 x Igniters, 1 x Circuit Breakers. plus minor repairs e.g. rewiring, replace safety pins etc. All works	Parks & Open Space









					were completed without incident or any damage caused	
	1.2.1.10	Promote and increase usage of community facilities	100	●	Council has effectively delivered the annual expression of interest process whereby access to Bayside's community facilities is promoted to potential community and commercial hirers in the interests of providing programs and services for Bayside residents. There was a particular focus on supporting community organisations and commercial hirers in navigating legislation and increased operational requirements to function alongside COVID-19. Council worked in partnership with facility users to achieve best practice during this difficult time and in turn ensured that Bayside's community facilities remained utilised and operational in a safe and complaint manner.	Sports & Recreation
	1.2.1.11	Property acquisitions and disposals are actioned in accordance with adopted strategies and Council resolutions	100	●	Acquisition and disposal of property continues to be done in accordance with Council resolutions and current adopted strategies.	Property
	1.2.1.12	Report on the leasing performance of the Bayside Real Estate Portfolio - new leases, renewals, and income	45	●	The implementation of the new property management system is progressing. Currently being implemented. The new property management system will improve reporting. The existing reporting practices (property snapshot reports) continue.	Property
	1.2.1.13	Report on the leasing performance of the Mascot Administration Building and Coronation Hall	100	●	No further update, matter completed.	Property
	1.2.1.14	Undertake asset condition audits for Council owned buildings	100	●	Condition audits of Council's buildings are undertaken on an ongoing rolling program basis using both internal resources and specialist consultants.	City Infrastructure
	1.2.1.15	Undertake restoration of Council assets impacted by public authority works e.g., gas, power etc.	100	●	Council has embarked on an extensive restoration package of works from development works and utility companies that will result in over of 2,600 m2 of footpath being replaced and 200 m2 of new asphalt roads and associated income.	City Works




	1.2.1.16	Undertake the Kerb and Gutter Renewal Program	100		Council undertakes periodic kerb and gutter maintenance with an allocated maintenance budget annually. Approximately 319 lineal metres of kerb and gutter has been replaced. Council's major capital works department also conduct renewals and upgrades of this infrastructure as well as responding to customer reports for kerb and gutter repairs.	City Works
	1.2.1.17	Undertake the Road Pavement Renewal Program	100		The Road Pavement Rehabilitation and Renewal Program 2021/22 completed 44,500 sq metres of road re-sheeting. 3,340 tonnes of asphalt were used on 23 streets as part of the program including across Bayside including extra for Soft Subgrade and York Street Carpark.	City Works
1.2.2 Bayside provides safe and engaging spaces	1.2.2.1	Continue to support the Summer Foreshores Program	100		The summer foreshore program for 2021/22 was delivered and will recommence in October/November 2022.	Compliance & Certification
	1.2.2.2	Implement State Library NSW Local Priority Grant funded Library Initiatives	100		In order move libraries towards a cashless model cash/card payment kiosks were acquired for Bexley North and Mascot libraries. Touch screen monitors, to be used for the library catalogues, were purchased as well as new study desks for Bexley North Library to increase the options for people wanting to do quiet individual study. Additional desks and chairs were also purchased for Rockdale Library including height adjustable desks to improve accessibility. Webcams were also purchased for study rooms to enable conferencing meetings for the community.	Customer Experience
	1.2.2.3	Implement the "Safe as Houses Project" - funded by the NSW State Government	50		COVID-19 measures implemented by Department of Housing have superseded the project objectives and the project is currently being reviewed by the Community Life team.	Community Life
	1.2.2.4	Masterplan the former Brighton Fisherman's Club Site, Kyeemagh	90		Next phase of community engagement has been scheduled for August 2022 to be held onsite with representatives of each group. Council delayed community engagement due to COVID-19 restrictions.	Strategic Planning









	1.2.2.5	Report on the progress of the Bayside City Projects Program	100		27.5m (51.5m committed and expended) expended in 2021/22 against a 62.3m overall budget. Weather severely impacted timing of delivery of projects.	City Infrastructure
1.2.3 Open space is accessible and provides a range of active and passive recreation opportunities to match our growing community	1.2.3.1	Deliver Sporting facilities and bookings Policy to ensure community focused sports and recreation services	100		Council delivered bookings as per policy, and also worked closely with local Bayside sporting clubs and associations to optimise the utilisation of, and access to, sporting and recreational facilities. This included incorporating local knowledge and expertise of clubs and associations regarding the orientation of fields (to increase capacity) and establishing shared use arrangements between Clubs (to drive overall facility utilisation). Council's booking system <i>Bookable</i> was reviewed and updated.	Sports & Recreation
	1.2.3.2	Enforce the Companion Animal Act	100		From January to June 2022 there were 43 reports to Council of alleged dog attacks. Five of these incidents were outside the 72-hour required reporting period to the Companion Animal Register.	Compliance & Certification
	1.2.3.3	Ensure all active and passive parks are well maintained and fit for purpose	100		20 Active turf parks are maintained weekly to ensure they are fit for purpose. 160 Passive parks are maintained fortnightly to ensure they are fit for purpose. Maintenance includes; - mowing, detailing (whipping/edging) & litter collection - Weekly/Fortnightly; - control of broadleaf weeds & pest - Biannually - application of fertilisers to promote turf health - Quarterly - inspections of the irrigation systems (where applicable) - Monthly	Parks & Open Space
	1.2.3.4	Implement the Disability Inclusion Action Plan 2021-2025	100		DIAP 2022-2026 has been adopted by Council.	Community Life
	1.2.3.5	Maintain Council's civil assets being roads, drainage, kerb and gutter and footpaths	100		Council's roads, drains, and footpaths were maintained to agreed service levels. During the period July 1, 2021 to June 30, 2022 Council attended to 3,000 customer requests including completing footpath repairs, pothole repairs, and kerb and gutter repairs.	City Works





1.2.4 People who need it can access affordable housing	1.2.4.1	Establish a Community Housing Provider governance framework	100	●	Community Housing Provider appointed.	Strategic Planning
	1.2.4.2	Prepare for affordable housing	100	●	A Community Housing Provider has been appointed to manage affordable housing units. A governance framework has been adopted. An Affordable Housing evidence base has been prepared and the Bayside Housing Strategy has been adopted. Council is currently preparing a Housing Strategy Implementation Delivery Plan to identify how it will deliver a range of actions related to Housing, including affordability.	Strategic Planning
1.2.5 SMART cities - making life better through smart use of technologies	1.2.5.1	Deploy mobile CCTV cameras in response to reports of anti-social behaviours and requests from police	100	●	The Bayside Council CCTV system is in place to provide the NSW Police with footage when requested. Antisocial behaviour is reported to the NSW Police. Rapid Deployment CCTV cameras are deployed in hotspot locations to reduce antisocial behaviour and provide evidence to the NSW Police. Upgrade of the Brighton CCTV system has commenced. Stage 2 of the tender process is currently in place.	Community Life
	1.2.5.2	Explore opportunities to use technology to provide better outcome for the community	100	●	In 2021/22, Council has taken the industry leading approach of implementing world-first smart CCTV technology to address dangerous driving, illegal parking and anti-social behaviours that have been reported by our community. Council continues to work on and analyse emerging trends in technology to ensure our community is experiencing a high level of service from Bayside. A further roll out of the Smart CCTV Network is planned in 2022/23, with new reporting capabilities and ability to work more closely with Police.	Business Transformation
1.2.6 We welcome tourists to our city	1.2.6.1	Continued implementation of Bayside outdoor branding and signage	100	●	This Financial Year we were fortunate to receive Local Roads and Community Infrastructure Grant Funding, which accelerated our roll out of Bayside signage.	City Projects

Strategic Direction - 1.3: Our places are people focused



Delivery Program Strategy	Code	Operational Plan Action	% Progress	Status	Progress comment	Business Unit
1.3.1 Local areas are activated with cafes, restaurants and cultural events	1.3.1.1	Conduct mandatory annual inspections of regulated premises (e.g., food businesses, skin penetration, hairdressers)	100		Due to COVID-19 restrictions, the only food premise that could not be accessed was at the airport.	Compliance & Certification
	1.3.1.2	Deliver an inclusive Bayside Council Events Program which adds value to our community and City, activates public spaces and invigorates town centres	100		The events program has been severely impacted by COVID-19. With the easing of restrictions Council's events program was restarted in 2022 and all events approved by Council were delivered.	Communications & Events
	1.3.1.3	Deliver Sculptures @ Bayside & photography competition	30		The Arts and Culture program is currently under review and will be finalised with the appointment of an Arts and Culture Specialist.	Community Life
	1.3.1.4	Implement Bayside Council Community Safety Strategy	100		Council's First Community Safety Strategy was endorsed by Council in June 2022. Activations and events are to be planned and delivered in line with the strategy and the Rapid graffiti removal continues to work successfully, within budget and within required timeframes.	Community Life
	1.3.1.5	Implement programs through Council's Public Art policy	50		The Public Arts Policy has been endorsed by Council and Council is now actively seeking to fill the role Arts and Cultural Specialist	Community Life
	1.3.1.6	Partner with community organisations to deliver a wide range of community events & activities	100		Seniors Week program delivered for Seniors Week. Seniors High Tea events were delivered and were a great success.	Community Life
	1.3.1.7	Promote and oversee the use of footways for outdoor dining and retailing	100		Outdoor dining has been ramped up with the easing of restrictions and promoting the use of footways through inspections and talks with business owners. All footway trading applications received within this period have been assessed and are in the process of being finalised.	Compliance & Certification
	1.3.1.8	Support and celebrate our culturally diverse community through	100		Bayside is a Refugee Welcome Zone and status has been reaffirmed with the Refugee Council.	Community Life

		community led local initiatives			A successful online forum for new Australians was held in partnership with Advance Diversity Services and Sydney Multicultural Services.	
	1.3.1.9	Upgrade Le Beach Hut Dolls Point	10		The concept design for the upgrade of the Le Beach Hut has been presented and will undergo a Have Your Say campaign and a Development Application will be lodged.	City Projects
1.3.2 My community and Council work in partnership to deliver better local outcomes	1.3.2.1	Amend Bayside Local Environmental Plan (LEP)	100		There are various Planning Proposals being progressed in accordance with legislative requirements. One Planning Proposal is awaiting finalisation by the Minister for Planning, another three are at post-Gateway stage, and three Planning Proposals are currently with the NSW Department of Planning and Environment awaiting Gateway determinations. Eight other Planning Proposals are currently being prepared, or assessed, by the team.	Strategic Planning
	1.3.2.2	Assets provided to Council by developers (i.e., contributed assets) will be designed and constructed to a high quality and the design review times will be reduced	100		Public Domain & Referrals Team has continued to improve processes and implement efficiencies into its service delivery. Over the course of 2021/22, the following was achieved: 1. 100% of developer "Contributed Assets" captured with required data to enable asset capitalisation and recording on GIS system; 2. New Engineering Conditions developed and entered into Smart Client to facilitate DA's engineering referral responses and DA determination; 3. New Technical Specifications developed for access, parking, stormwater and landscape and included in the new Bayside LEP; 4. Achieved 30% overall reduction in DA Referral Response; 5. Achieved 50% overall reduction in Engineering Applications assessment and approval; 6. Generated \$1.1M Income against \$500,000 Budgeted Income for 2021/22.	Development Services
					Throughout 2021/22, Public Domain &	



					Referral Team has also provided engineering resources to both City Projects and City Infrastructure to assist in the delivery of their projects and services.	
1.3.2.3	Continue to work with Department of Planning, Infrastructure & Environment to implement the Kogarah Collaboration Area with the Greater Sydney Commission	100			Department of Planning and Environment has not progressed this initiative or requested any assistance so no work has been required.	Strategic Planning
1.3.2.4	Continue to work with Sydney Water for naturalisation of Muddy Creek	100			Council has finalised input to the design of the project and now awaits completion of the project by Sydney Water.	Strategic Planning
1.3.2.5	Finalise a Bayside s.7.11 Development Contributions Plan to consolidate Rockdale and Botany Bay Plans	80			Project has new target of completion December 2023 as per Delivery Plan 2022-2026. Project is continuing on track.	Strategic Planning
1.3.2.6	Finalise the draft Bayside Development Control Plan (DCP)	70			The draft Bayside DCP is to be reported to the August 2022 Council meeting.	Strategic Planning
1.3.2.7	Implement Bayside Housing Strategy which facilitates housing diversity including affordable housing	100			Bayside Housing Strategy has been adopted and an Implementation Plan is under preparation to identify how it will deliver a range of actions related to Housing including affordability.	Strategic Planning
1.3.2.8	Develop & implement the Bayside Voluntary Planning Agreement Policy	60			Draft planning agreement Policy progressed and completed.	Strategic Planning
1.3.2.9	Improve lease/licence arrangements for open space land owned by other government agencies	80			Work continues with Crown Lands to finalise a draft Plan of Management to gain approval to place on public exhibition. The approval for exhibition, and the subsequent commencement of the exhibition period, is projected to occur in late Q1 of 2022/23. Separately Council has developed a Property Strategy which will consider improvements for new lease/licence arrangements.	Property
1.3.2.10	Provide strategic planning advice to the organisation	100			Our team continues to respond to advice and requests within the organisation, from multiple business units. We will continue to	Strategic Planning

					provide the best information possible to best inform those staff seeking direction around local, regional and state planning strategies, policies and projects.	
	1.3.2.11	Review Community Strategic Plan to ensure alignment with Eastern City District Plan - Connecting Communities and Resilient Sydney Strategy	100		The Community Strategic Plan was reviewed to ensure it still reflected the community's vision and aspirations. The new plan, Bayside 2032, was endorsed on 11 May 2022.	Executive Services
	1.3.2.12	Use digital platforms to maximise utilisation and better customer experience when booking all council venues	100		Council has implemented an online booking system to improve the overall customer experience, facility utilisation and financial return relating to the use of Bayside's community and recreational facilities. The project is nearing completion with a final review and evaluation underway before a formal launch is undertaken. The system is currently being utilised successfully with facility users being inducted and trained on its use.	Sports & Recreation
1.3.3 Places have their own village atmosphere and sense of identity	1.3.3.1	Strengthen local business through engagement and collaboration	100		City Life are connecting local business with public and private support services and events, including a renewed Council partnership agreement with Service NSW for Business, engaging with NSW Govt. small business month, Committee for Sydney, continued promotion of BEC and ongoing collaboration with local chambers of commerce, NFP Industry Networks and neighbouring Councils.	Community Life
	1.3.3.2	Undertake landscape construction services throughout the LGA	100		Major landscape construction works conducted throughout the LGA, upgrades and plant replacement programmes conducted within parks, reserves, playgrounds, town centres, city gateways and associated traffic devices. Landscaping services also delivered landscape construction projects in relation to major city projects.	Parks & Open Space

1.3.4: Public spaces are innovative and put people first	1.3.4.1	Develop a Bayside Property Strategy that reviews all property holdings of council as well as ensuring public benefit	100	●	Strategy has been developed and endorsed by Executive Committee. First Strategic Councillor Working Group is scheduled for August 2022.	Property
	1.3.4.2	Plan, promote and deliver a range of library programs and initiatives that supports lifelong learning, connects and enriches our community's social wellbeing and encourages creativity and innovation.	100	●	Library services delivered collaborative lifelong learning programs with online delivery of programs and resources during lockdown. Library services provided a mixture of collaborative online and in house learning, technology, arts, and literacy programs. Other initiatives included - Technology sessions on how to use smartphones and an introduction to Zoom - Our first collaboration with St. George Leagues Chess Club - 'Express Yourself!' Poetry workshop, to encourage literacy amongst primary school children and youth from diverse backgrounds. - Pop-up library at the Brighton Street Festival - Indigigrow Plant & Artefact Talk, collaborating with First Nations small businesses in the Bayside area to educate children about connection to country and First Nations contemporary and historical culture in the area and environmental issues. - HSC initiatives to support students with a focus on mental health and wellbeing.	Customer Experience
	1.3.4.3	Promote and manage the use of library spaces and facilities including public PC's, study spaces and meetings rooms	100	●	The use of study rooms and public PCs, and library spaces in general, has greatly increased post COVID-19. From May 2022 we started seeing large numbers of students returning to the libraries for study. From January to June 2022 study rooms had 2,671 sessions booked for a total of 4,888 hours. Computers were booked for 11,300 sessions, totalling 8,269 hours of use.	Customer Experience
	1.3.4.4	Respond to community complaints about unauthorised development, uses or unsafe structures	100	●	Reports are progressively responded to and generally on track, noting significant number of CRMs received because of impacts of excessive rain in the last few	Compliance & Certification

					months, and impact on developments and properties.	
	1.3.4.5	Review, update and implement Bayside Park and Reserves Plan of Management - Crown Land Approval	50		Work continues with Crown Lands to finalise a draft Plan of Management to gain approval to place on public exhibition. The approval for exhibition, and the subsequent commencement of the exhibition period, is projected to occur in late Q1. The Crown Land Plan of Management separates lots addressed in existing plans of management. At the completion of the Crown Land Plan of Management project, the remaining community land plans of management will be reviewed and updated.	Property
1.3.5 There is an appropriate community owned response to threats	1.3.5.1	Support Bayside Local Emergency Management Committee and provide assistance to Emergency agencies	100		There were 5 Extraordinary COVID-19 Bayside Local Emergency Management Committee (LEMC) teleconferences held prior to the establishment of the combined George's River and Bayside EOC (Emergency Operations Centre) on 12/8/21 in response to Bayside being listed as an LGA of concern. Since the combined EOC was established it has convened on 45 occasions. Regional Emergency Management Committees (REMCs) were held on 29/7/21, 7/12/21 and 8/3/2022 - the updated Bayside EM plan was endorsed and adopted in July by the REMC. Bayside LEMC were held in person on 30/11/21 and 7/03/2022.	City Works






Strategic Direction - 1.4: Our places connect people





Delivery Program Strategy	Delivery Program Strategy	Delivery Program Strategy	Delivery Program Strategy	Delivery Program Strategy	Delivery Program Strategy	Delivery Program Strategy
1.4.1 Our heritage and history is valued and respected	1.4.1.1	Finalise the Bayside Heritage Strategy including Indigenous Heritage Strategy	90		An Action Plan will be reported to Council in 2022. The Strategy will also be reported as it forms the evidence base. The Strategy was delayed until Council adopted the Reconciliation Action Plan.	Strategic Planning
	1.4.1.2	Maintain Heritage Conservation Management Plans Register for key community facilities	100		Lydham Hall Advisory committee established and through the committee ongoing implementation of strategic objectives, implementation of Conservation	City Infrastructure







					Management Plan actions, monitoring and reporting on performance occurs	
	1.4.1.3	Plan and implement collaborative initiatives and exhibitions to promote Bayside's rich community history.	100	●	The library held an exhibition A Park for the People! Eastlakes, Jack Munday, and the Green Bans which closed on 16 May 2022. It was a collaboration between Bayside Council, Trades and Labour Council (Unions NSW) and Cross Art Projects. The photographic exhibition The Way We Were opened at Mascot Library on 17 June. To promote the local history collection, a 'Flashback Friday' post based on material in the local history collection was prepared for Bayside Library social media accounts each Friday.	Customer Experience
1.4.2 We are one city with shared objectives and desires	1.4.2.1	Manage the Design Review Panel for development applications in accordance with legislative requirements	100	●	Management of the DRP is ongoing and performance is being monitored. Meetings are regularly scheduled, and meeting minutes published. The Panel continues to add value to the development assessment process.	Development Services
	1.4.2.2	Manage the Design Review Panel for Planning Proposals in accordance with legislative requirements	100	●	The Panels input is requested and provided as required.	Strategic Planning
	1.4.2.3	Prepare submissions and reporting to Council on environmental planning instruments and policy	100	●	Submissions have been made to the Independent Pricing and Regulatory Tribunal and the Department of Planning and Environment in relation to reforms to local infrastructure contributions and proposed changes to Council's Local Environmental Plan for commercial and industrial zones.	Strategic Planning
	1.4.2.4	Prepare submissions and reporting to Council on state significant development	100	●	Submissions to the NSW Department of Planning and Environment have been made in relation to State Significant Development, including (but not limited to) (i) the Land and Housing Corporation site at Eden Street, Arncliffe; (ii) Modification to a Bulk Liquids Terminal in Botany; (iii) Modification to the QANTAS Training Facility at Mascot; and (iv) two logistics centres in the adjoining Local Government Areas of the	Strategic Planning






					City of Sydney Council and Randwick City Council.	
	1.4.2.5	Provide a Development Advisory Service	100	●	Development Advisory Services continue to be provided to residents, developers, professionals and internal stakeholders. Over the year, COVID-19 lockdowns meant some minor interruption of service however services were provided remotely during this period.	Development Services
	1.4.2.6	Provide an effective Development Assessment service	100	●	All Development Applications continue to be lodged via the NSW Planning Portal. Council has worked to implement the application interface to improve functionality and integration with Council systems. Median determination times remain at an acceptable level despite the changing work environment.	Development Services





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

Strategic Direction - 2.1: The community is valued						
Delivery Program Strategy	Code	Operational Plan Action	Progress	Status	Progress comment	Business Unit
2.1.1 Aboriginal culture and history is recognised and celebrated	2.1.1.1	Implement the Reconciliation Action Plan to increase interaction with our Aboriginal & Torres Strait Islander community	100		RAP, including an action plan, was adopted by Council, and endorsed by Reconciliation Australia and was launched during Reconciliation Week 2022 (27 May to 3 June).	Community Life
2.1.2 All segments of our community are catered for – children, families, young people, and seniors	2.1.2.1	Administer Bayside Council's Community Grants and Donations Policy and programs	100		In addition to the round of Community Grants, Council endorsed the allocation of special COVID-19 grants to support community organisations respond to COVID-19. Grants have supported a range of emergency measures including provision of food hampers, employment of additional staff and other emergency needs.	Community Life
	2.1.2.2	Build capacity of seniors and other community groups to deliver relevant programs to their members	100		Delivery of Dance That Walk seniors exercise classes at Alf Kay Community Centre. Delivery of Seniors Week activities for Bayside seniors.	Community Life
	2.1.2.3	Deliver a range of social and recreational programs to older people in Bayside	100		Seniors High Tea events held in May and were a great success. Seniors and vulnerable community members were supported through COVID-19 with welfare calls. Council adopted its first Age Friendly Community Strategy.	Community Life
	2.1.2.4	Library Service Strategy and Operational Review to be undertaken	100		The Library Strategy project has been completed. The Library strategy and multi-year action plan was informed by extensive community engagement, operational analysis, industry best practice and standards and benchmarking with other Councils. The project plan was modified in response to the pandemic which resulted in library closures. Community engagement shifted online via surveys and workshops. Over 1,300	Customer Experience


					surveys were received which indicated the community were highly engaged and valued Bayside Libraries. The draft strategy and action plan has been drafted and will be presented to Council for adopted in August. The strategy and action plan will be shared with the community once adopted by Council.	
	2.1.2.5	Manage and operate a Family Day Care Service	100		Family Day Care are operating in accordance with the National Quality Framework and are meeting legislative and regulatory requirements in accordance with our funding requirements. 206 Education and Care support visits have been conducted to Family Day Care Educators - this was a mixture of telephone, virtual and face to face.	Community Life
	2.1.2.6	Meet requirements under Federal and State funding agreements in relation to Community Builders and Commonwealth Home Support Program outputs	100		CHSP grant objectives have been delivered in accordance with the funding agreement. During Seniors Week, My Aged Care forums were held for Seniors in the LGA. A total of 200 Seniors engaged with these activities over Seniors Week.	Community Life
	2.1.2.7	Partner with local services to deliver programs which address gaps in service deliver for children and young people	100		COVID-19 impacted skill development and drop-in programs for young people until November 2021. Face to face classes were closed and several online workshops were conducted. Since November approximately 10 face to face skill development workshops have been conducted for young people and families. These have included - Cyber Safety, Yoga, Responsible Service of Alcohol and Responsible Conduct of Gambling, First Aid, Basic Car Maintenance and two Language Development workshop for families with children aged 0-3 years.	Community Life
	2.1.2.8	Review social planning in the areas of older people & linguistically diverse communities	100		We continue to work with our stakeholders to ensure programs for CALD communities meet their needs. Council adopted its first <i>Age Friendly Community Strategy</i> .	Community Life


	2.1.2.9	Review, manage and operate Long Day Care Centres	100		Long Day Care Centres are operating in accordance with the National Quality Framework and are meeting legislative and regulatory requirements in accordance with our funding requirements. Bayside Council Long Day Care Centre is operating with a combined utilisation rate of 90%	Community Life
	2.1.2.10	Support local youth through provision of youth drop-in and school holiday activities	100		During COVID-19 lock down (July to December) young people stayed connected through a variety of on-line resources, programs, and activities. When the facilities opened again (December), youth drop-ins' programs at Hillsdale, Eastlakes and Arncliffe Youth Centre recommenced and school holiday programs were delivered. These programs were well attended and provided a safe and inclusive environment for young people to engage, connect, learn and recreate. Youth workers in collaboration with agencies and organisations delivered activities for special events and initiatives including Naidoc Week, Youth Week and HSC Rescue. The Youth Workers also attended the Skate Park at Pagewood/ Eastgardens every Friday night providing outreach.	Community Life
	2.1.2.11	Undertake Playspace Renewal & Shade Improvement Program	100		All 15 playgrounds are substantially completed and will be opening to the community in late Winter 2022.	City Projects
2.1.3 Cultural diversity is reflected and celebrated in the city's activities	2.1.3.1	Develop and implement a Community Capacity Building program with partners to support our community through local initiatives	100		Helped to strengthen capacity of local organisations through COVID-19 emergency to support clients and customers with social isolation.	Community Life
	2.1.3.2	Review guidelines and policies for events to ensure they are up to date	100		Reviewed on a regular basis in line with changing legislation and identified needs for new guidelines and policies.	Communications & Events
2.1.4 Flexible/care support arrangements for seniors, children and	2.1.4.1	Deliver community play sessions throughout Bayside to support families and children	0		No community play sessions or play sessions used to promote Family Day Care were held due to COVID-19 restrictions in the early education sector. Critical staff shortages in the early education and care sector have seen Council prioritise service	Community Life

people with disabilities are available across the Bayside					continuity in its three centre-based services. Staff in Family Day Care have been periodically assigned to fill staff absences in these centres.	
	2.1.4.2	Promote and deliver a Bayside Home Library Service to our vulnerable and housebound community members	100		Numbers for Home Library Service membership are slowly increasing after the disruptions of COVID-19. The service now has 84 individual members and 15 institutions registered. A few of the new memberships are from customers that had been using Brighton Library. Home Library Service staff have been promoting the service within the libraries. They have also been promoting library events via flyers included in the home library deliveries.	Customer Experience
2.1.5 Opportunities for passive and active activities are available to community members, including people with pets	2.1.5.1	Confirm tenancies of the Rockdale PCYC Building for recreation and community uses	100		5 Year lease with PCYC commenced in December 2021 with a requirement for PCYC to carry out a schedule of essential works on the premises within 2 years i.e. by end of December 2023.	Property
	2.1.5.2	Undertake reactive sportsfield renovation works	100		Autumn sports field renovation works were completed in April in preparation for the winter sport season (24.6ha) Over Sow Rye Grass (2,000ton), Fertilising (9,340kg) Turf Replacement (10,000m2)	Parks & Open Space
2.1.6 We are a healthy community with access to active recreation and health education	2.1.6.1	Collaborate with Office of Sport to contribute to positive regional outcomes, planning and grants opportunities	100		Council has engaged with the Office of Sport on an ongoing basis throughout the year, which has been evidenced by Bayside's recent success in the Multi-Sport Community Facility Fund 2021-22. Both projects including the Barton Park Sporting Precinct and Scarborough Park Tennis Court Facility Upgrade will provide an ongoing catalyst for continued collaboration with the Office of Sport.	Sports & Recreation
	2.1.6.2	Conduct minimum of 4 Food handling Workshops with food shops across our Local Government Area.	100		Four food handling workshops were held in 2022. 80 businesses were represented at the workshops. The workshops were held on the following dates: - 7 June - Eastgardens - 8 June - Rockdale - 21 June - Rockdale - 24 June - Eastgardens	Compliance & Certification







	2.1.6.3	Continue to liaise with sports groups and associations	100		Council have maintained ongoing and rigorous communication with Bayside's local sporting clubs and associations. This has taken shape in the form of daily emails, phone calls, meetings and interactions between the Sport and Recreation Team and key stakeholders across the sector. There has been a strong focus on grant support and inclusive practices around the development and improvement of sporting infrastructure.	Sports & Recreation
	2.1.6.4	Research, promote and support active recreation, leisure and sporting activities and initiatives	100		Council has successfully delivered a range of activities aimed at promoting participation in active and passive recreation across Bayside. In response to COVID-19 the Sport and Recreations Team were focused on providing residents with information for safe and compliant participation in active and passive recreation and the interpretation of legislation relating to public health.	Sports & Recreation
	2.1.6.5	Support the improvement of the sporting facilities across the LGA	100		Council has successfully delivered a range of projects responsible for the improvement of recreational and sporting facilities across the LGA. Details of the completed projects are contained in the Annual Report.	Sports & Recreation
	2.1.7.1	Investigate sponsorship opportunities for event provision	100		COVID-19 has impacted events and corporate businesses that would normally sponsor Council events. However Council has been successful in obtaining significant grant funding to deliver two events - the one-off Streets Alive Festival in Brighton and Australia Day Celebrations at Botany Pool.	Communications & Events







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





Delivery Program Strategy	Code	Operational Plan Action	Progress	Status	Progress comment	Business Unit
2.2.1 Community leadership is developed and supported	2.2.1.1	Work with key stakeholders including NSW Family and Community Services (FACS), South East Sydney Local Health District	100		Attend regular workshops and forums to identify gaps in services and develop strategies to address these gaps.	Community Life

		(SESLHD), community partners and NGOs to address identified gaps				
2.2.2 We are all included and have a part to play in the city	2.2.2.1	Research, Develop and implement a recruitment inclusion strategy and action plan.	0		To be developed as part of the Workforce Strategy for 2023 including employee value proposition, actions from the Disability Inclusion Plan and EEO Management Plan.	Business Transformation




Strategic Direction - 2.3: We benefit from technology

Delivery Program Strategy	Code	Operational Plan Action	Progress	Status	Progress comment	Business Unit
2.3.1 Council engages with us and decision making is transparent, and data driven	2.3.1.1	Councillors utilise social media to engage with the community	100		Councillor induction, following the local government elections in December 2021, included appropriate use of Social Media platforms as outlined in Councils Governance Framework. Councillors are bound by the Code of Conduct and Social Media policy where they have created their own profiles.	Executive Services
	2.3.1.2	Develop and maintain the 'Talking Bayside' Community Panel	100		Talking Bayside continues every Tuesday online to discuss engagement matters and provide a forum for community to connect with Council engagement projects.	Community Life
	2.3.1.3	Engage the community through a variety of methods as outlined in Council's Communication & Community Engagement Strategy	100		While COVID-19 has impacted in person engagement, alternate pathways such as online and digital engagement methods have been utilised. We added online interactive engagement to our suite of engagement methods which has increased our reach by 125%.	Community Life
	2.3.1.4	Ensure all documents are produced in accordance with Council's image and branding	100		Council's Graphic Designer continues to ensure all council documents are produced in accordance with the Bayside Style Guide.	Communications & Events
	2.3.1.5	Improve community engagement at Council events	100		Engagement opportunities have been available at Council events for Australia Day and the Brighton Festival.	Community Life
	2.3.1.6	Undertake community engagement & research activities to support the review of the new Community Strategic Plan	100		Engagement used a combination of online survey, telephone survey and in person pop up activations. Community Strategic Plan is now adopted by Council.	Community Life

2.3.2 Technological change has been harnessed and we are sharing the benefits	2.3.2.1	Enhance our digital platforms	100		We have enhanced our digital platforms with service improvements and increased use of our Web site during COVID-19. Our cyber security is constantly under review to help keep us cyber safe. Customers can lodge developments directly through our direct integration with NSW Environment and Planning office. Our staff can action requests to provide improved responses by remote access and mobile applications that can be accessed from any location.	Information Technology
	2.3.2.2	Implement a Social Media Strategy including policy; framework and content management approach across all platforms	0		Council's Social Media Policy and Strategy will be reviewed in 2022/23.	Communications & Events
	2.3.2.3	Publish Council's events calendar - providing quarterly updates to the community	100		Not published as Council's event program was constantly pivoting due to changing COVID-19 Public Health Orders.	Communications & Events
	2.3.2.4	Develop and commence the implementation of new 3-year ICT Strategy and IT improvement program	100		Our Information Technology Strategy has been updated and adopted. The key initiatives in the strategy have been agreed by management with a roadmap for delivery from 2022 through to 2024 with new outcomes for customer service and business efficiencies.	Information Technology
	2.3.2.5	Plan, source and maintain a diverse range of physical and on-line library collections and resources that support our community's educational and recreational needs	100		A wide range of physical library materials, including print materials, audiobooks, CDs and DVDs, were purchased. Newspapers were reintroduced into libraries. A range of ebooks, eaudiobooks and emagazines. were made available via <i>BorrowBox</i> , and <i>OverDrive</i> . Members of the CALD community have been assisting the library in the selection of items in other languages via the online voting service.	Customer Experience
2.3.4 We can access information and services online	2.3.4.1	Continue to implement the Bayside Website Strategy with priority on the optimisation of online transactional	100		Website content was reviewed and updated regularly. Performance was reported on a quarterly basis to the Executive Committee.	Executive Services

and through social media	2.3.4.2	Implement online services and smart forms for the community	60		The Online Services Program continues to move forward with the delivery of the proof-of-concept phase of the project. this will see the first phase (5 services) delivered, showcasing to the organisation and community what they can expect from the project. this has been an important phase in the project to determine technical requirements, feasibility and risks/ issues that may have inhibited the wider rollout of services. through this phase, Council is confidently moving forward with the wider rollout, in a structured and well-planned manner through 2022/23.	Business Transformation
	2.3.4.3	Improve online presence on Social Media	100		Council's presence on Social Media continues to grow. During COVID-19 the likes and followers flourished, however, as things return to normal the growth has slowed which is only natural. Our aim to ensure a steady growth of meaningful followers.	Communications & Events
	2.3.4.4	Maintain accurate property register to reflect changes to registered strata and deposited plans	100		Property information updated as notification of new plans are registered	City Infrastructure
	2.3.4.5	Produce newsletters (quarterly), media releases, e-newsletters (monthly) to inform the community about Council	100		Council continues to produce media releases as required, as well as a fortnightly e-newsletter and a quarterly printed community newsletter. All media enquiries are responded to in a timely manner.	Communications & Events

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

Strategic Direction - 3.1: Our waste is well managed						
Delivery Program Strategy	Code	Operational Plan Action	Progress	Status	Progress comment	Business Unit
3.1.1 I can reduce my waste through recycling and community education	3.1.1.1	Co-partner with pharmacies to safely dispose of medical sharps	100		Council has expanded the medical sharps program by partnering with additional pharmacies within the Bayside area so that residents can safely drop off and dispose of their medical sharps at 27 pharmacies across 17 Bayside suburbs.	Waste & Cleansing Services
	3.1.1.2	Implement Councils Waste Avoidance Resource Recovery Strategy (WARRS) 2030 + Action Plan.	100		Council continues to design and implement strategies, procedures, program and initiatives that work towards goals set out in the Waste Avoidance and Resource Recovery (WARR) Strategy 2030. In 2021/22, Council was nominated for 8 Keep Australia Beautiful Sustainable Cities awards that included: Circular Economy Award, Recycled Organics Award, Waterways and Marine Protection Award, Community Spirit and Inclusion Award, Habitat and Wildlife Conservation Award, Litter Prevention Award, and Resource Recovery & Waste Minimisation Award. Council has awarded one Highly Commended Award and was a Finalist for the Overall Metropolitan Council Sustainable Cities Award In 2021/22, Council applied for and was successful in obtaining a \$1.3M organics collection grant with the NSW EPA to roll out organics bins in the former Rockdale City Council area by 2024. This will harmonise this service across Bayside.	Waste & Cleansing Services
	3.1.1.3	Implement initiatives that assist in reducing waste going to landfill.	100		Council works closely with the NSW EPA, SSROC, and industry specialists to ensure Council's landfill diversion targets are met. This includes the use of alternate waste technologies within a circular economy,	Waste & Cleansing Services







					<p>where up to 40% of our garbage (food scraps and garden waste) is turned into a compost and applied to a mine site for soil rehabilitation. Additionally, approximately 90% of the material in our recycling bins is processed to be used in new products. Additionally, Council provides up to 22 annual community recycling drop off events where approximately 160 tonnes of accepted materials are sent to specialist recyclers for processing, including: metals, whitegoods, e-waste, green-waste, cardboard, clothing, toner/cartridges, batteries, expanded polystyrene; and tyres.</p> <p>Council's sustainable procurement initiatives includes entering into processing contracts that assist in higher diversion rates, such as the recycled mattress contract where 11,000 mattresses are recycled.</p>	
	3.1.1.4	Inform residents about Councils Domestic Waste and Clean Up programs (via electronic and print media)	100	●	<p>Council designed, printed, and distributed the 2022 Clean Up, Waste and Recycling Calendars to over 65,000 households. The annual digital Waste Guide was launched on Council's website at the start of July 2021. Hardcopies were also printed and provided to Council's Customer Service for residents access.</p> <p>Both the Bayside Waste Services App and Council's website were updated with an easy to use interface as well as improved and new features.</p> <p>As of 30 June 2022, there have been 26,064 downloads of the Bayside Waste Services App which is an increase of 23% (21,161 in 2020/21), with 54.5% android and 45.5% apple users.</p> <p>Council's Waste and Recycling website content also continues to receive extensive traffic, as one of the most viewed areas of Council's website. Each year, there are over 200,000 views of this content.</p> <p>Additionally, Council interacts with the</p>	Waste & Cleansing Services

					community regularly on social and print media in relation to service information.	
	3.1.1.5	Program and offer waste education programs to all primary schools and at 6 community events per annum	100	●	<p>in 2021, Council continued its partnership with Keep Australia Beautiful (KAB) NSW and offered primary schools within Bayside a wide range of waste education modules. 2,929 students participated in numerous modules from 10 schools, over 25 days, raising awareness of the impacts of litter and waste related solutions. Council's alliance with the Sydney Regional illegal Dumping Squad in 2021/22 included eight (8) operational programs that involved community engagement and education. Additionally, Council delivered twelve (12) waste related community information sessions, events, and workshops in 2021/22. This included multi-language sessions to six (6) different community groups. Council also boosted its social media waste education engagement with 50 social media posts in 2021/22.</p>	Waste & Cleansing Services
	3.1.1.6	Provide an effective public place litter bin program	100	●	<p>Council conducts town centre and public place litter bin collections daily. Council manages over 900 fixed public place litter bin infrastructures, ranging from 60L to 660L. Each community bin promotes awareness, including messaging such as 'Don't Be a Tosser' which is a NSW EPA campaign and 'Watch Your Butt' which encourages the correct disposal of cigarette butts. Council also manages smart technology beach bin infrastructure along Cook Park and the 8km beachfront. This material was diverted from making its way into our waterways or remaining in amongst the sand or the adjacent parkland. In 2020/21 Council was awarded a \$40,000 grant by the NSW EPA for new cigarette butt litter infrastructure that was installed throughout the local government area. Cigarette butt litter in those areas</p>	Waste & Cleansing Services








					has decreased significantly, resulting in an estimated 253,000 butts collected for recycling in 2021/22.	
	3.1.1.7	Seek funding through the NSW Environment Protection Authority's "Waste Less, Recycle More" Waste and Resource Recovery Initiative.	100	●	Several programs and initiatives have been designed, implemented and/or reviewed in 2021/22, with funding approved and provided by NSW EPA for Sydney Regional Illegal Dumping (RID) Squad membership; Community Sharps Collection Program and Community Recycling Drop Off Events. Council received \$184K in NSW EPA uncontested funding. In 2021/22, Council also received contested funding for illegal dumping infrastructure for \$118K. In late 2021, Council successfully applied for a \$1.3M organics collection grant to roll out garden organic waste bins to harmonise the service across the entire LGA, to take place in 2023/24.	Waste & Cleansing Services
	3.1.1.8	Undertake 22 annual recycling drop off events per year	100	●	Council has delivered all the scheduled community drop off events, except for 5 events that were cancelled from August to October as a result of COVID-19 restrictions.	Waste & Cleansing Services
	3.1.1.9	Undertake the management of essential waste and recycling services to over 62,000 households	100	●	The management of essential waste and recycling services to all households was provided in 2021/22, despite the challenges of COVID-19, public health restrictions, global supply chain issues and severe flooding that affected transport infrastructure. This was achieved courtesy of a well-conceived Council designed Essential Services Continuity Plan, improving social distancing protocols, increasing hygiene/sanitation measures and prioritising essential waste and recycling services. This included managing services, during a challenging and complex period, such as: garbage, organics, recycling kerbside bin collections, bulk bin collections, kerbside and on-site clean up services, public place bin collections, community recycling drop	Waste & Cleansing Services

					off events, and community waste education and regulation.	
3.1.2 Illegal Dumping is a thing of the past	3.1.2.1	Ascertain hotspots through mapping and analysing reported incidents of illegal dumping	100	●	Council continued and updated a thorough analysis of known 'hotspots' determined by street and suburb, utilising an automated heat-map and Business Intelligence technology created by Council's customer requests via phone, email, walk-in and/or Council's waste app. This program guides the successful relocation of multiple CCTV solar powered trailers to data supported known 'hotspot' areas as required.	Waste & Cleansing Services
	3.1.2.2	Investigate incidents of illegal dumping and enforce compliance	100	●	2,620 reports of illegal dumping were investigated by Council and/or the Sydney Regional Illegal Dumping (RID) Squad in 2021/22. Council and RID continue to conduct operations, targeting hotspot areas, providing educational information in letter boxes, engaging the community, and installing education/deterrence signage. This program resulted in 102 clean-up notices, 1 court appearance, 94 official cautions, 62 penalty notices, and 3 prevention notices, with a combined \$28,320 in financial penalties issued in 2021/22.	Waste & Cleansing Services
	3.1.2.3	Maintain the contaminated land management and recording system through the development process	100	●	Assessment of contamination issues in relation to Development Applications and Planning Proposals is implemented by Council.	Strategic Planning
	3.1.2.4	Remove and dispose of illegally dumped materials throughout the LGA within Service Level Agreement timeframes	100	●	The program has been delivered in alliance with Regional Illegal Dumping Squad (RID) with all requests investigated and collected by Council, or those responsible for the offence. In 2021/22, Council and/or RID investigated 2,620 instances of illegal dumping.	Waste & Cleansing Services





Strategic Direction - 3.2: We are prepared for Climate Change




Delivery Program Strategy	Code	Operational Plan Action	Progress	Status	Progress comment	Business Unit
3.2.1 Our city is prepared and able to cope with severe weather events	3.2.1.1	Finalise Bayside West Floodplain risk management study	100		Council is reviewing the existing Floodplain Risk Management Studies and Plans for four catchment areas to create one consolidated plan. The four catchments are Bardwell Creek and Wolli Creek, Bonnie Doon, Spring Street, Muddy Creek and Scarborough Ponds and Sans Souci. Flood mitigation measures to reduce the risk of flooding are currently being tested for Council consideration.	Strategic Planning
	3.2.1.2	Implement Botany Bay Foreshore Beach Flood Plain Risk Management Study and Plan	100		The Plan has been completed and Council is now identifying options for implementation.	Strategic Planning
	3.2.1.3	Implement Stormwater & Flood Management Strategy	50		An Implementation Plan is being prepared for Council consideration in late 2022	Strategic Planning
	3.2.1.4	Undertake Bonar Street Stormwater Project - Stage 2	40		Project due for completion December 2022	City Projects
	3.2.1.5	Undertake Stormwater Drainage Rehab and Renewal Program	100		City Projects continue to implement stormwater improvements on their projects.	City Projects
3.2.2 Waterways and green corridors are regenerated and preserved	3.2.2.1	Carry out turf maintenance of approx. 333 parks and reserves and approx. 150 lineal kilometres of grass verges	100		374 parks and reserves maintenance carried out at approx. 1 every 2-4 weeks 150 lineal kilometres of grass verges maintenance carried out at approx. 1 every 8 -10 weeks 90 Pensioner properties mowing maintenance carried out at approx. 4 per year 85 Pensioner verge mowing maintenance carried out at 1 per month. All turf maintenance has been very difficult over the past 6 months given the highest rain falls record in Sydney's history. While there may have been delays at times in delivering the scheduled service due to the inclement weather council has managed to provide the community with fit for purpose facilities	Parks & Open Space

	3.2.2.2	Continue to work with Sydney Water to identify opportunities for stormwater management in Dominey Reserve	100	●	Council continues to liaise with Sydney Water to identify modelling of scenarios for Dominey Reserve.	Strategic Planning
	3.2.2.3	Improve the tree canopy across LGA by undertaking tree planting in public domain & open space	100	●	At the conclusion of 2021/22 Parks & Open Space have contributed an additional 3025 trees to improve Bayside's Tree Canopy. A ratio of 3:1 for trees replaced/removed. Council has coordinated and installed 187 trees for Mother's Day under the GoC grant at 5 different locations throughout the LGA. Parks were: Botany Golf Course/John Curtain Reserve/Silver Jubilee/Tindale Reserve/Scott Reserve. Very successful event with the Mayor and Councillors, amazing efforts from Team Leaders and crew.	Parks & Open Space
	3.2.2.4	Maintain all garden areas on council assets within LGA	100	●	Monthly programmed maintenance schedule conducted on Gardens within Parks, Reserves, Playgrounds, Streetscapes and Town Centres across the LGA. Formative pruning conducted on hedges and plantings as required by mobile landscape maintenance crews. Weed control, mulching, watering, fertilising and litter removal conducted. Replacement planting for non-establishment, missing or garden re-furbishment requirements conducted when necessary.	Parks & Open Space
	3.2.2.5	Manage and maintain all trees within LGA	100	●	Customer Relationship Management (CRM) reports are now inspected, and work orders created and issued to crew via iPads for actioning. As a result contractor management has dramatically increased. 3,595 CRMs were received: Removals totalled 336 - D/A removals - 229 - Tree Permits removals - 349 - Total tree removals - 914 Trees replaced under D/A - 1,096 Total trees acquired from Bayside nursery	Parks & Open Space





					1,929 Total trees replaced - 3,025 Ratio of 3/1 for trees replaced/removed	
	3.2.2.6	Prepare an implementation plan for the adopted Water Management Strategy	50		An Implementation Plan is being prepared and due for consideration by Council in late 2022	Strategic Planning
	3.2.2.7	Protect and restore the health of waterways and wetlands through planned Gross Pollutant Traps (GPTs) inspection and cleaning program	100		Unseasonal rain has contributed to a higher than typical waste yield from Council's GPTs, with two new GPT installations this financial year (Spring Street Arncliffe and Sybil Lane Brighton Le Sands. 63 GPTs serviced both routinely and reactively has resulted in the removal of over 330t of litter, sediment and vegetation from waterways within the LGA	City Works
3.2.3: We increase our use of renewable energy	3.2.3.1	Develop ESD policy and targets for council facilities	100		Consideration being given to ESD targets in the context of Net Zero Emissions targets and Resilient Sydney project.	Strategic Planning
	3.2.3.2	Installation of water and energy efficiency initiatives in community and administrative buildings	100		City Projects have implemented water and energy efficient solutions where possible for all community and building upgrades.	City Projects
3.2.4: We understand climate change and are prepared for the impacts	3.2.4.1	Actively contribute to initiatives that support resilience transformation and raised resilience-awareness in our community	100		Council has been actively involved in the Resilient Sydney Steering Committee and the Resilient Sydney user group. A dashboard rollout was done to various Council officers to raise awareness and build understanding of Bayside's sustainability initiatives and data to inform decision-making on environmentally sustainable measures and practices.	Executive Services
	3.2.4.2	Finalise the Bayside Environmental Strategy	100		An Action Plan for the Environmental Strategy is being prepared for Council consideration. The Strategy will be utilised as background evidence base.	Strategic Planning
	3.2.4.3	Implement the community sustainability program via events and workshops	0		The Community Sustainability program of events was limited due to COVID-19 restrictions.	Strategic Planning











Theme Four - In 2030 we will be a prosperous community




Strategic Direction - 4.1: Local housing, employment and business opportunities are generated						
Delivery Program Strategy	Code	Operational Plan Action	Progress	Status	Progress comment	Business Unit
4.1.1 Bayside will be a 30-minute city - residents work locally or work off site - no one has to travel more than 30 minutes to work	4.1.1.1	Prepare and finalise Bayside DCP amendments	100		A DCP amendment was endorsed by Council for Rockdale Town Centre, which supports amendments to the Bayside Local Environmental Plan 2021 (BLEP 2021) to realise housing opportunities within Rockdale Town Centre.	Strategic Planning
Strategic Direction - 4.2: Opportunities for economic development are recognised						
Delivery Program Strategy	Code	Operational Plan Action	Progress	Status	Progress comment	Business Unit
4.2.1 Major employers support/partner with local small business	4.2.1.1	Administer Local Area Funds	100		Oversight of the Local Area Funds is being implemented.	Strategic Planning
	4.2.1.2	Develop an economic development strategy to enhance economic activity across Bayside	20		Economic data is now available via <i>Bayside Spend Mapp</i> to support economic development strategies. The Vacancy Audit is scheduled for Q2 2022/23, to inform economic development strategies. A Business Development Specialist and a Project Officer have been engaged to progress strategy and relationships with businesses.	Community Life
Strategic Direction - 4.3: The transport system works						
Delivery Program Strategy	Code	Operational Plan Action	Progress	Status	Progress comment	Business Unit
4.3.1 We can easily travel around the LGA - traffic problems	4.3.1.1	Advocate for improvements in transport	100		Council has made submissions to state agencies in relation to major infrastructure projects including the Sydney Gateway, the M6 motorway and the Botany Rail Duplication as well as	Strategic Planning

and gridlock are a thing of the past					active transport projects including new and updated cycling infrastructure such as the Principal Bicycle Network.	
	4.3.1.2	Finalise the Bayside Employment and Economic Development Strategy to identify opportunities for activation of local areas	90		An Action Plan will be reported to Council in 2022. The Strategy will also be reported as it forms the evidence base.	Strategic Planning
	4.3.1.3	Implement the Road Safety Program with annual matching funding from NSW Roads and Maritime Services	10		Council is exploring a potential funding strategy to resource the Local Government Road Safety Program with TFNSW.	City Infrastructure
	4.3.1.4	Undertake Traffic Committee projects	100		All allocated traffic committee projects have been completed and capitalised.	City Projects




Strategic Direction - 4.4: Transparent & accountable governance







Delivery Program Strategy	Code	Operational Plan Action	Progress	Status	Progress comment	Business Unit
4.4.1 Ethical Governance	4.4.1.1	Administer Bayside Council's Traffic Committee	100		Monthly Bayside traffic committee reports have been completed and actions arising from them actioned as required.	City Infrastructure
	4.4.1.2	Deliver Councillor Induction Program	100		Following the Local Government Elections in December 2021, Councillors received a comprehensive induction program both through the Office of Local Government and with in-house workshops.	Executive Services
	4.4.1.3	Develop an audit plan and report on internal audits undertaken.	100		Audit Program approved and quarterly progress reports provided to the Risk & Audit Committee	Governance & Risk
	4.4.1.4	Develop and Implement a new Internal Audit Charter	100		Internal Audit Charter approved by Council and implemented.	Governance & Risk
	4.4.1.5	Effectively manage Council's enterprise risk management framework	100		Strategic and operational risks regularly reviewed and reported to Risk & Audit Committee	Governance & Risk
	4.4.1.6	Establish and implement the Information & Data Management Governance Strategy	10		Council's adopted IMT Strategy sets the new roadmap for the development of Information Management Guidelines in 2023. It has endorsed the current Information Management & Governance Strategy as an important element in the review of Information Management (including data governance).	Governance & Risk









4.4.1.7	Implement the Archival & Disposal Record Strategy	100		Archival and Disposal Record Strategy developed with Off-Site storage provider. Agreed Plan is being implemented and progress being monitored.	Governance & Risk	
4.4.1.8	Implement the recommendations from the Fraud & Corruption Prevention Report	100		Agreed Audit Recommendations implemented and reported.	Governance & Risk	
4.4.1.9	Maintain, co-ordinate and support Council's Committee system	100		Four new Council Committees established in February 2022. All Council Committees and Working Parties managed in accordance with requirements under their respective Terms of Reference.	Governance & Risk	
4.4.1.10	Manage & coordinate the delivery of all IPR documents and reports	100		New IP&R suite of documents approved by 30 June 2022 including Community Strategic Plan: Bayside 2032, Delivery Program 2022-2026, Operational Plan & Budget 2022/23, and Resourcing Strategy.	Governance & Risk	
4.4.1.11	Provide information access proactively and/or in a timely manner	100		Formal and Informal Access to Information Requests dealt with in accordance with Council Policy and Procedures.	Governance & Risk	
4.4.1.12	Review and develop the contractor management framework including an ongoing corporate training program	60		A Contractor Management Guide has been developed and endorsed by Executive. General training needs to be developed by L&D for staff that manage contracts at Council.	Procurement & Fleet	
4.4.1.13	Review and test Council's Business Continuity Plans	100		Business Continuity plans reviewed, updated, and approved. IT Business Continuity Plan (BCP) element tested.	Governance & Risk	
4.4.1.14	Review and test Council's IT Business Continuity Plan	100		Disaster Recovery Simulation was completed in November	Information Technology	
4.4.1.15	Review key governance policies following Local Government Election	20		Local Government Elections postponed to December 2021 and therefore review of policies for new Council term extended to December 2022.	Governance & Risk	
4.4.1.16	Support the Local Government Election process	100		Local Government Elections held on 4 December 2021. Statutory requirements completed and Council supported as required the NSW Electoral Commission, who managed the elections for Council.	Governance & Risk	

	4.4.1.17	Transition to a new Audit, Risk & Improvement Committee	100		The NSW Government has delayed the release of mandatory guidelines on the establishment of the Risk Management and Internal Audit Framework for local councils. Council has renamed the Committee to Audit, Risk and Improvement Committee, appointment new members to the Committee and adopted a revised Committee Charter consistent with the draft guidelines and current legislation.	Governance & Risk
	4.4.1.18	Undertake Councillor Professional Development	100		The newly elected Councillors have been offered a range of professional development opportunities with a particular emphasis on the mandatory induction training. They have access to operational training as requested.	Executive Services
	4.4.1.19	Undertake GM briefing session with Councillors to ensure strategic thinking and effective decision making	100		The GM Briefing Sessions have transitioned to Council Information Sessions that are held on a regular basis if and when required.	Executive Services
4.4.2 High Standards of Customer Service	4.4.2.1	Deliver a program of organisational service reviews	100		This action was completed through the planning, discovery and delivery of business improvement projects such as online services, Smart CCTV Network implementation, WHS Technology implementation, business intelligence reporting and strategy development	Business Transformation
	4.4.2.2	Deliver IT support - hardware, software and systems	100		IT services have been delivered out of GOV DC on a continual basis. Services were maintained through COVID-19 isolation and during return to office. Personal computing devices have been refreshed and deployed through an ongoing program to avoid any disruption to business and customer service. Internal customer satisfaction levels have been maintained.	Information Technology
	4.4.2.3	Develop & Implement a Customer Experience Strategy	100		The Customer Service Strategy project has been completed. The project kicked off in July 2021. The timeline was interrupted by the Pandemic lockdowns. Community engagement shifted online via surveys and workshops and was	Customer Experience




					completed in November 2022. The Customer Service Strategy and action plan, Customer Service Policy and Customer Service charter have been drafted. These were informed by the outcome of community engagement, operational analysis and benchmarking with other Councils and industry best practice. The draft documents will be submitted to Council for adoption in September 2022. The Customer Service Strategy and Customer Service Charter will be shared with the community once adopted by Council.	
	4.4.2.4	Implement business improvement initiatives across the organisation	100	●	Continuing on from the first half of 21/22 the Business Improvement Team have worked to continue implementing business improvement initiatives across a number of delivery program projects including; CRM Review Phase 1 & 2, Smart CCTV trial, LPR trial rollout, a number of strategies (e.g. Customer Service Strategy, IT Strategy and Library Strategy) supported by Business Improvement and Online Services. Across the 20 projects currently supported and driven by Business Improvement, every relevant Manager and Director is involved in ensuring the project will meet the needs of improving the business for our customers.	Business Transformation
	4.4.2.5	Improved response to public enquiries & requests relating to traffic and parking issues	100	●	The response times have been improved despite a long-term shortage of staff within the team and a huge workload arising from federal funding projects.	City Infrastructure
	4.4.2.6	Provide flood level advice to the community	100	●	Flood advice is provided to the community accurately and in a timely manner	Strategic Planning
	4.4.2.7	Provide responsive customer service (counter, call centre, customer requests and complaints)	100	●	Bayside continues to provide responsive customer service via phones, counter and customer requests during this 6month period. For the period of 1/1/22 to 30/6/22; - 42,874 calls offered to Customer Service Contact Centre with a low abandoned call	Customer Experience

					<p>rate of 15%. Over 70% of calls were resolved at first point of contact. The top 3 phone categories were: 1. Waste; 2 Rates; 3. Development</p> <p>- Council received 8617 counter enquiries. The Top 3 counter enquiries were: 1. Rates; 2. Development; 3. Animal Registrations</p> <p>- Council received and processed 18,982 Customer Requests - 16,942 (90%) were completed during this period. The top 3 categories were:</p> <p>1. Illegal Parking; 2. Council Tree; 3. Illegally dumped rubbish.</p>	
4.4.3 Skilled Staff	4.4.3.1	Continue to reduce employees' absenteeism caused by injury through a proactive and comprehensive return to work framework. Implement specific Injury Management strategies to effectively manage each employees' injury case.	100		Policy and framework have been updated in consultation with SafeWork NSW who provided feedback that we are now at best practice. Absenteeism is being substantially reduced by proactive management in-house and with external rehab providers, as well as closer involvement by management team and providing and encouraging suitable duties.	Business Transformation
	4.4.3.2	Create a customer centric culture where all staff are providing a positive experience every time, for all of its customers	60		Created tailored customer service training. Delivered 3 customer service training workshops, 5 to be delivered between July - December 2022. 4 employees booked for local government customer experience conference. Bayside Intelligence CRM dashboard provides live information to Managers to encourage a proactive customer centric culture. This recently won a local government award.	Business Transformation
	4.4.3.3	Deliver an annual supplier and staff procurement education program	100		New Suppliers are provided an information pack email detailing Councils requirements with a particular focus on good governance requirements. Procurement systems and induction training has been undertaken for staff. Work is underway to develop and introduce an E-Learning portal for Procurement.	Procurement & Fleet

	4.4.3.4	Deliver leadership programs to develop current and future leadership capabilities and promote and encourage strong, driven and accountable leaders	100		Quarterly professional development delivered to Management team, Coordinator Forum developed and delivered, and emerging leader training program developed and delivered. Ongoing refresher training being delivered to emerging leader training graduates.	Business Transformation
	4.4.3.5	Develop and implement strategic actions as identified in the staff survey that will improve Council's culture and performance	75		Staff survey undertaken in December 2021 with the results and analysis provided to the Executive. Following this, report back sessions and focus groups will be held with staff, leadership and the Executive and an action plan developed based on the areas identified by the survey. Provider has commended Council on improvements achieved over two years with Council's focus on culture leading to results and improvements.	Business Transformation
	4.4.3.6	Develop Workforce Strategy and Plan that supports strong service delivery to the community	100		Workforce Management Strategy 2022-2026 reviewed and updated in conjunction with the Bayside Strategic Workforce Plan 2030.	Business Transformation
	4.4.3.7	Maintain a fully compliant payroll framework, including policy and procedures of identified processes	100		Payroll framework is compliant. An internal audit review has been completed and we are currently in the process of identifying policies and processes for further improvement.	Chief Financial Officer
	4.4.3.8	Review of identified human resources policies, procedures and forms that drives employee engagement and performance whilst ensuring consistent applications of terms and conditions	100		Policies reviewed or developed in the period include the COVID-19 Vaccination Policy, Talent Acquisition Policy, Remote Working Policy and Performance Planning & Review Policy.	Business Transformation
	4.4.3.9	Review the Bayside's Community History Collection and develop an improvement plan	100		An audit of the Local History physical and digital collection has been undertaken. Thousands of historical items, photographs, maps were inspected and assessed. An action plan has been developed to improve the storage, preservation, and public access to the Local History Collection. Implementation	Customer Experience

					of the action plan will be undertaken during 2022-2023.	
	4.4.3.10	Review, research, develop and implement a work health and safety management framework to ensure that Council is compliant whilst driving a strong safety culture	100		WH&S management framework developed and implemented including technology solution. Council is legally compliant. Council's safety culture has vastly improved, however it is ongoing work to foster and maintain a strong safety culture.	Business Transformation
	4.4.3.11	WH&S inspections carried out in accordance with annual schedule, corrective actions identified, recorded and implemented	100		Schedule and process developed and commenced. WH&S led inspections undertaken during the year, and WH&S committee led inspections have now commenced.	Business Transformation
4.4.4 Strong Financial Management	4.4.4.1	Develop a strategy/council endorsed position leasing of golf courses - greater than 12 months	100		Council has established resolutions to grant golf courses (that are not operated directly by Council) agreements for a 5-year period.	Property
	4.4.4.2	Develop an advertising strategy (incl. Bus Shelter) associated with the Property Strategy	65		Council has developed a Property Strategy, which looks at income opportunities. In relation to Bus Shelters, Council is conducting a tender that explores existing and new bus shelter advertising sites.	Property
	4.4.4.3	Ensure a timely completion of Council's audited financial statements	100		Council's financial statements were prepared and audited on time for 2020/21.	Chief Financial Officer
	4.4.4.4	Establish an independent entity and board of management for Arncliffe Youth Centre	60		As of 1 July 2022, Submission still under assessment by OLG who have asked for updated and more detail on Five Year Budget Forecasts.	Property
	4.4.4.5	Implement a new property management system and develop a new reporting framework	45		Property Management System is progressing - currently 45%. Project delays due to resource availability, understated integration requirements and business processes. Pending IMT resolution to formally hold the project until September 2022 to ensure key resource availability.	Property
	4.4.4.6	Implement continuous improvement actions for internal financial reporting & financial operations	100		Council has implemented various improvements to internal financial reporting and operation including Investment, Payroll, Banking and credit	Chief Financial Officer

					card management, Balance sheet review and reporting processes.	
4.4.4.7	Implement the rate harmonisation process	100	●		From 1 July 2021 Council commenced the introduction of a new rating scheme across Bayside. As agreed, this scheme is being introduced gradually, with rates reaching harmonisation by 2024/25.	Chief Financial Officer
4.4.4.8	Implement, monitor and review a new financial reporting framework	100	●		The new financial reporting framework has been implemented and continues to be reviewed to ensure it keeps pace with best practice.	Chief Financial Officer
4.4.4.9	Maintain procurement data analytics and reporting for strategic procurement decision making	100	●		Procurement & Fleet Data Analytics and Reporting in place.	Procurement & Fleet
4.4.4.10	Manage and review Council's Financial Position on a continual basis	100	●		Council continues monthly reviews to monitor and improve its Financial position and ensure compliance with accounting standards.	Chief Financial Officer
4.4.4.11	Maximise return's on Council's investment portfolio to exceed benchmark	100	●		Council's investment portfolio currently exceeds the market benchmarks, and the investment are all compliant with Council's investment policy. In accordance with legislation monthly reports are provided to council that set out the Investment Performance against benchmarks, statement of bank balances and Schedule of investment.	Chief Financial Officer
4.4.4.12	Process and administer Voluntary Planning Agreements	100	●		Process and administer Planning agreements completed for 2021/22	Strategic Planning
4.4.4.13	Provide effective management of Council's fleet	100	●		Fleet Replacement Program in place and program for replacements developed for 2022/23	Procurement & Fleet
4.4.4.14	Provide effective management of Council's stores	100	●		Stores operational for both Bexley & Botany. Stock take completed with minimal discrepancies.	Procurement & Fleet
4.4.4.15	Provide procurement advice to the organisation to achieve best value procurement & community outcomes	100	●		Procurement provides the organisation specialist advice on available internal and external contracts, together with providing staff assistance and guidance in developing tenders and RFQ's that require market testing.	Procurement & Fleet

	4.4.4.16	Review and update the Long-Term Financial Plan	100		LTFP was adopted by Council in June 2022. Three scenarios were presented to Council, all of which highlighted high risk to long term financial sustainability and rolling forward a deficit. Action items to consider were presented such as review of property strategy and service revisions.	Chief Financial Officer
	4.4.4.17	Review Council's financial sustainability strategies to address infrastructure asset funding shortfall	100		<p>Council has updated its LTFP with the latest asset management plans and briefed councillors (via briefing sessions and multiple written council reports) on the structural issues related to long term asset maintenance and renewal funding shortfalls and the growing backlog of works.</p> <p>Several strategies have been recommended to council to start addressing the structural budget issues and several actions are already in motion such as:</p> <ul style="list-style-type: none"> - annual improvements to the operational budget being quarantined in an internally restricted reserve to fund future asset expenditure; - Implementing cost containment measures; and - property strategy. <p>However, the quantum of the projected shortfalls still requires council to contemplate some form of revenue raising response soon or review its service model to significantly scale back operations to be able to prioritise and allocate existing funding towards infrastructure maintenance and renewals.</p>	Chief Financial Officer
	4.4.4.18	Undertake legislative financial management and reporting	100		We comply with legislative requirements including quarterly reviews and monthly reports provided to executive team.	Chief Financial Officer

Strategic Direction - 4.5: We are prepared for a sharing economy						
Delivery Program Strategy	Delivery Program Strategy	Delivery Program Strategy	Delivery Program Strategy	Delivery Program Strategy	Delivery Program Strategy	Delivery Program Strategy
4.5.1 Innovative businesses are supported to locate in Bayside	4.5.1.1	Facilitate programs to develop skills for current and future business owners	100	●	Council renewed our partnership agreement with Service NSW, providing free advice and support to business. A Business Development Specialist has been engaged. Council, as co-host, consistently promoted Bayside Enterprise Centre free and ticketed educational and training programs for business operators. Bayside Business 'Have your Say' digital platform was developed, providing multiple resources to connect and support business.	Community Life
4.5.2 Local plans and regulations have kept pace with the sharing economy	4.5.2.1	Deliver effective and competitive Complying Development (CDC) and Construction Certificate (CC) Services.	100	●	Council has continued to promote its Certification Services. Applications remain steady despite a general contraction in the overall building industry. A 'shake up' of the Certification Industry by the NSW Building Commissioner has likely contributed to a greater interest in Council's Certification Services.	Compliance & Certification
	4.5.2.2	Implement new LEP/DCP in assessment of DAs	100	●	The new Bayside LEP, that came into effect on Friday 27 August 2021, provides one single source for planning information, including mapping, for zoning, heritage, building height and floor space ratios. The new Bayside DCP is still currently under review.	Development Services
	4.5.2.3	Investigate and implement opportunities to improve development assessment processing times and customer satisfaction for development applications	100	●	In 2021/22 the Development Assessment Teams achieved a 20% reduction in the median application determination timeframes to meet the target set by the NSW Government Public Spaces Legacy Program. Development Assessment also adopted a 'New Approach' policy to reduce determination times to reduce the number of amendments allowed to applicants and sets firmer timelines on	Development Services

					waiting for additional information and amended plans to be submitted.	
	4.5.2.4	Report to the Department of Planning on the performance of the Bayside Local Planning Panel in regard to determination of Development Applications	100	●	Development Services provided feedback to Governance and the Bayside Local Planning Panel on outcomes of meetings and determinations. Quarterly Reports were provided to the Department of Planning Industry and Environment on the Panel functions.	Development Services
	4.5.2.5	Undertake Building Information Certificates assessments	100	●	Council undertakes the assessment of building information certification daily and assesses in accordance with the legislative requirements. Council has also developed standard checklists and procedures. Council is receiving an increase in more complex BIC applications as Private Certifiers aim to regularise anomalies to enable finalisation of their work.	Compliance & Certification
	4.5.2.6	Undertake swimming pool inspections to ensure that all swimming pools are inspected within a 3-year period	100	●	Swimming pool applications received in this period have been assessed and inspections are in progress	Compliance & Certification