



# Bayside 2032

Delivery Program 2022-26

Operational Plan & Budget  
2023-24

# End of Year Progress Report



Bayside Council  
Serving Our Community

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# Integrated Planning & Reporting Explained

Integrated Planning & Reporting (IP&R) is a framework developed by the NSW State Government to guide Councils in the planning, reporting and delivery of its community's priorities.

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

Council also has an important role to play in advocating for, and partnering with, other agencies to achieve local outcomes.

The key elements of the IP&R framework are a suite of documents described below:

- Community Engagement Strategy** Community engagement is at the heart of local government. It enables communities to be active participants in shaping their future. Councils have a vital role to play in opening opportunities for community members to be involved in the strategic planning process. This strategy supports the development of all plans, policies, programs and key activities, demonstrates a commitment to genuine and inclusive engagement and is based on social justice principles
- Community Strategic Plan.** Identifies the main priorities, vision and aspirations of our community for the future. It includes the themes, outcomes and strategies Council plans to achieve them.
- Delivery Program.** Council's 4 year commitment to achieving the identified outcomes and strategies of the Community Strategic Plan during its term of office. It sets out the key priorities that Council will deliver and how our performance will be measured. All plans, projects, activities, funding, and resource allocations are directly linked to the Delivery Program. It is supported by strategies and plans developed to focus on important areas of Bayside's environment, people and other priorities.
- Resourcing Strategies.** To support the Delivery Program, Council is required to develop the 10 year Resourcing Strategies. The strategies ensure Council has the necessary people, funds and infrastructure available to deliver its commitments. Three interrelated medium to long-term components make up the strategy: The Long-Term Financial Plan, Workforce Management Strategy and Asset Management Strategy.
- Supporting Strategies & Plans.** Council has developed plans, strategies, codes and policies to set the standards and direction for the services and outcomes we deliver. These 'Supporting Strategies & Plans' sit below the Community Strategic Plan in the IP&R hierarchy and reflect its principles, values and objectives. The supporting strategies, in turn, inform the Resourcing Strategy, Delivery Program and Operational Plan. Examples of the key strategies and plans are the Local Strategic Planning



Statement; Local Environment Plan; Customer Experience Strategy; Arts & Culture Strategy; Code of Conduct; Reconciliation Action Plan; Child Safe Policy; IT Strategy; Information & Governance Strategy; Land & Property Strategy; Sustainable Waste Management Strategy; Urban Forest Strategy, Water Management Strategy etc

- Operational Plans (& budgets).** These specify the detailed actions and funding for each activity that will be delivered and reported on annually to achieve the priorities of the Delivery Program.
- Reporting** Council produces 3 main reports under this framework, 6 monthly Operational Plan reports, an Annual Report and every 4 years a State of our City Report.




This report is the 2023-24 Operational Plan End of Year Progress Report.

# Measuring Success

This report starts with an overview of progress against each Community Strategic Plan Theme and the highlights for the year.

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

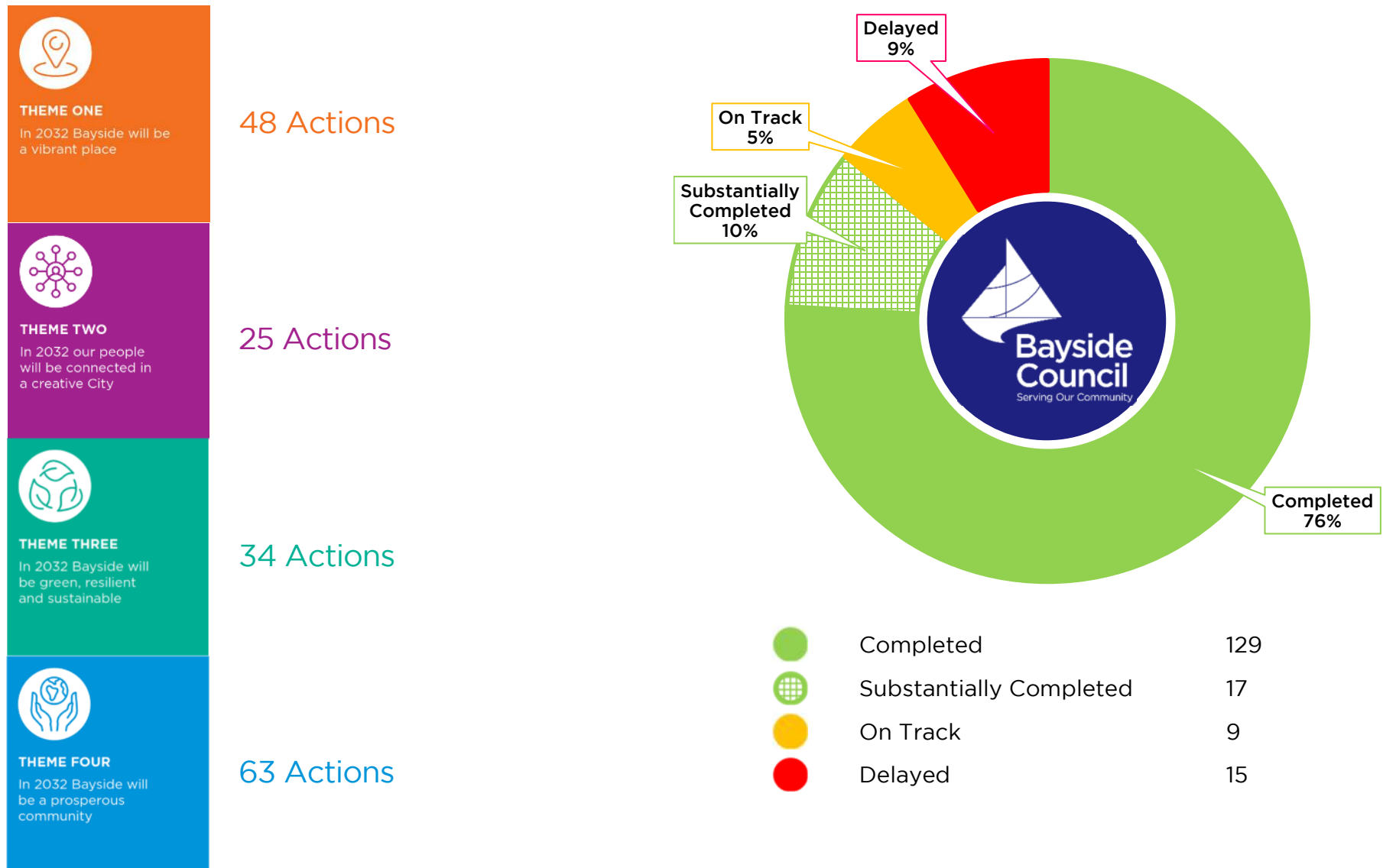
Each Action's status is colour coded as follows:

-  Completed
-  Substantially Completed
-  On Track
-  Delayed



# Overall Performance

This document is based on the 4 themes of the Community Strategic Plan and reports on the 170 actions of the Operational Plan.



# 10 Bold Moves

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

Our 10 Bold Moves are actions that will:

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

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

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

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

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

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



## Bold Move 1 | Environment & Resilience

### Objectives

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

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

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

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

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

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

### Outcomes

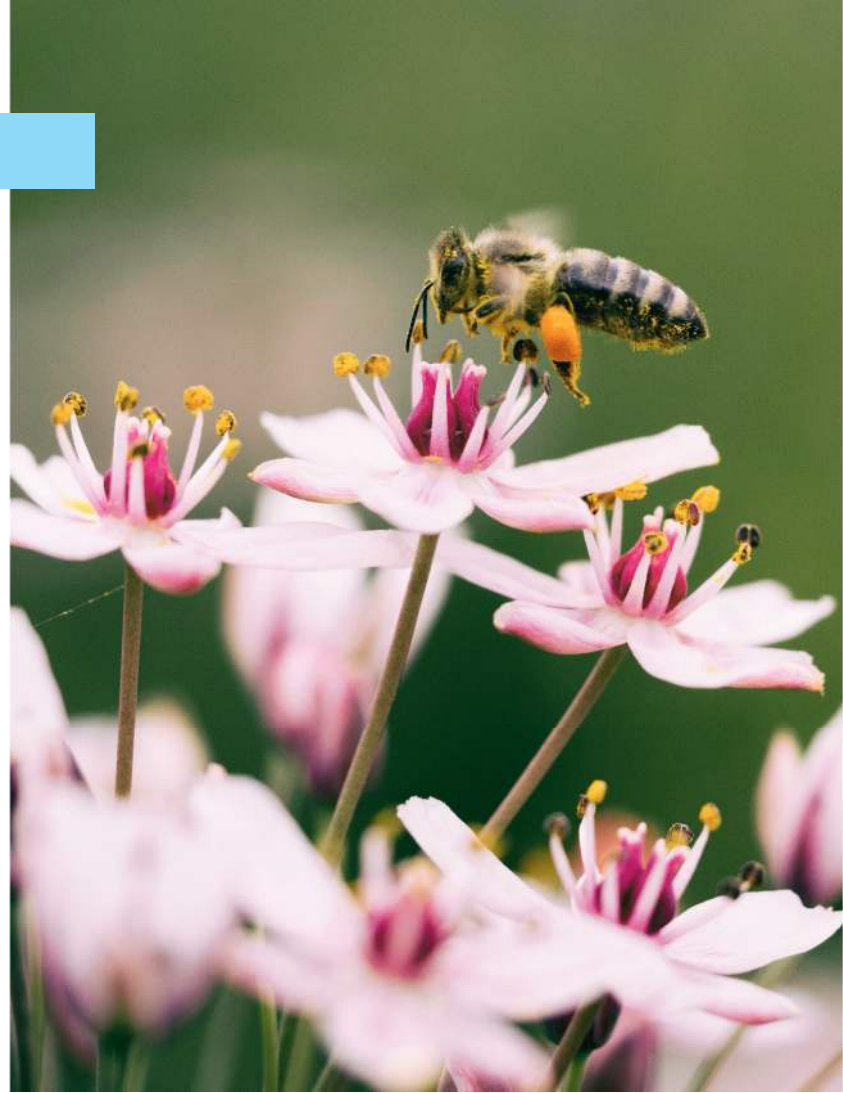
Three significant strategies have been adopted; the Environment & Resilience Strategy 2024-32, the Urban Forest Strategy 2024-40 and the Sustainable Waste Management Strategy 2024-32. These strategies outline goals and plans for creating a sustainable and resilient Bayside over the next 80 years.

We conducted 58 environment focused educational activities, reaching more than 6,100 residents. We planted 630 new trees in streets and parks to enhance Bayside's tree canopy, mitigating urban heat effects.

Additionally we added 3 Woody Meadow plots covering 375 square metres to boost biodiversity.

An Artificial Intelligence Flood Detection and Early Warning System has been implemented in Arncliffe, Banksia and Botany.

Through collaboration with EV charging operators, we have installed 7 pole-mounted charging stations across Bayside. We have also worked with Ausgrid to install a community battery and pole-mounted EV charging station in Bexley North.





## Bold Move 2 | Barton Park

### Objectives:

Total Investment Value: \$47.8m | Completion: April 2024

- ▶ Provide playing fields and other sporting facilities for active recreation to meet sporting group and user needs
- ▶ Improve amenity and lighting to meet user groups and regulatory requirements
- ▶ Upgrade site conditions in accordance with the opportunities identified in the Environmental Management Plan
- ▶ Improve interface with Landing Lights Wetlands and other adjacent open space
- ▶ Improve landscape and biodiversity outcomes through increased plantings
- ▶ Identify integrated movement network with connections to adjacent areas
- ▶ Increase safety using Safety by Design (CPTED) principles.

### Outcomes

Barton Park opened to the public on 4 May 2024. This hugely successful project was delivered ahead of schedule and within budget.

It provides the community with an amazing new precinct for organised sport, family outings, birdwatching, walking and cycling. The new playspace has swings, slides, climbing structures and self guided play.



## Bold Move 3 | Boulevard Car Park Redevelopment

### Objective

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

The project will investigate the delivery of a community focused outcome for the site possibly involving limited commercial use with a parking capacity in excess of 500 spaces.

### Outcome

A number of options have been developed ranging between 8 and 9 levels, 443 and 547 car spaces, with options for ground level community and café space, plus rooftop dining space. The options will be reported to Council for a decision in early 2025, including architectural plans, delivery and operational costings, and a funding strategy.

## Bold Move 4 | Botany Aquatic Centre Redevelopment

### Objective

Total Investment Value: \$53.7m | Completion: Summer 2025-26

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

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

### Outcome

The Development Application for this redevelopment is being reviewed and once approved we will Tender the project for construction. An Expression of Interest has been advertised for specialist building contractors and a shortlist reported to Council.

It is anticipated that construction will commence in Winter 2025.





## Bold Move 5 | Le Beach Hut

### Objective

Total Investment Value: \$3.8m | Completion: 2024

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

- ▶ 200 sqm café / restaurant with associated kitchen, storage amenities.
- ▶ Outdoor dining.
- ▶ Public amenities including one accessible toilet and one unisex family toilet

### Outcome

A Planning Proposal has been prepared and is under review for the upgrade of the Le Beach Hut café.

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

### Objective

Total Investment Value: \$2.25m | Completion: September 2023

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

- ▶ Grassed open space for picnics and play
- ▶ Multi-purpose active space with sports surfacing and basketball hoops
- ▶ Variety of shaded playspaces and provision of a picnic shelter
- ▶ Range of seating throughout park
- ▶ New tree and mass plantings for shade and habitat
- ▶ Lighting throughout park

### Outcome

This project was completed in December 2023.

## Bold Move 7 | Angelo Anestis Aquatic Centre

### Objective

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

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

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

These include:

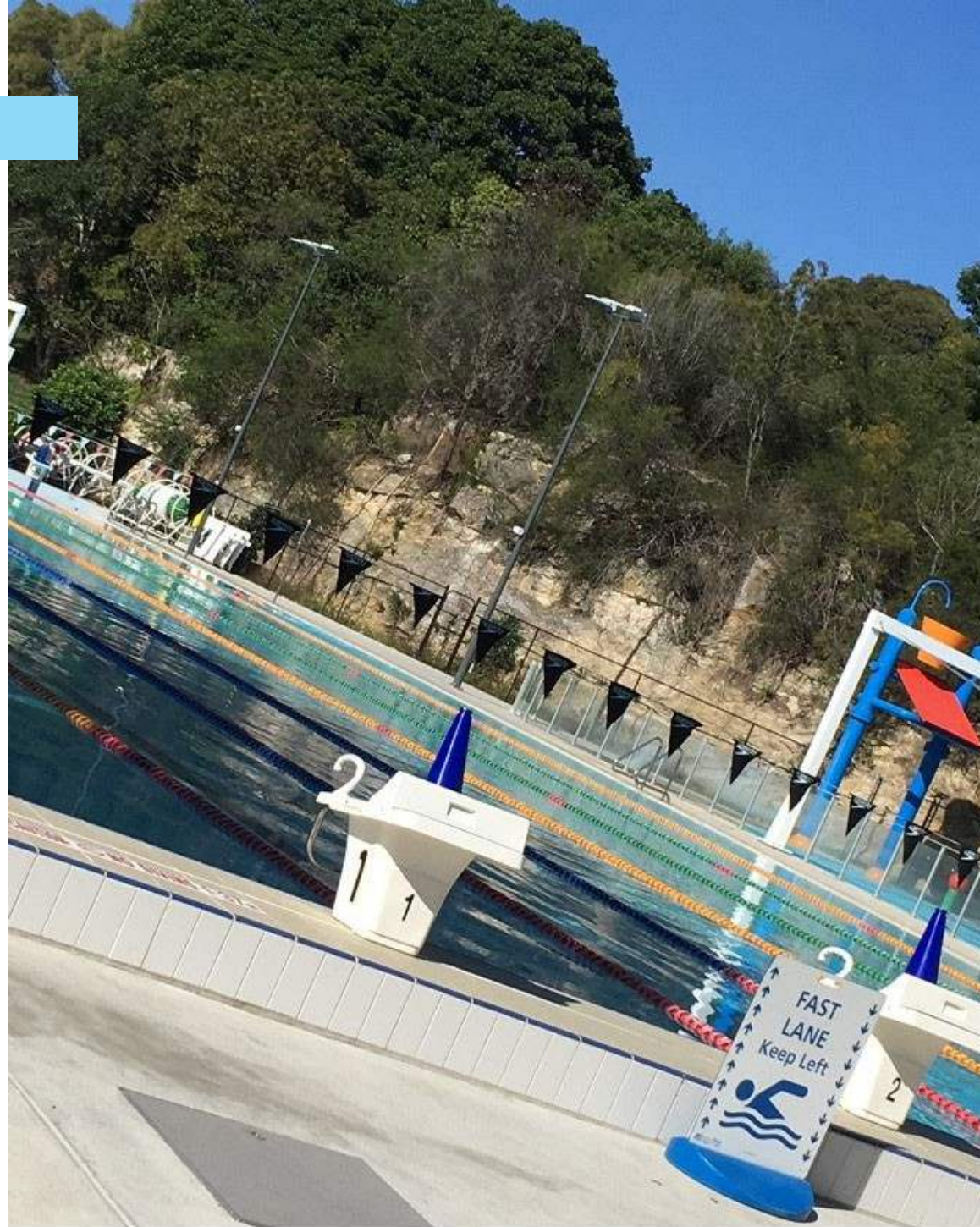
- ▶ Lifeguard services
- ▶ Learn to Swim programs
- ▶ Health Club
- ▶ Kiosk
- ▶ directly resourcing centre management, customer service, administration, bookings, and maintenance functions

### Outcome

The transition to directly manage the Angelo Anestis Aquatic Centre (AAAC) was very successful. The Centre has focussed its first full operating year on building the team, reviewing and finalising procedures, marketing and promotions and growing memberships and programs.

There were 343,400 visits during 2023-24. Health Club members have grown from 690 in July 2023 to 1,089 in June 2024

Council launched its Learn to Swim program at the end of July 2023. Enrolments grew from 334 with a wait list of 500 in July 2023 to 1,517 and the wait list reduced to 114 in June 2024





## Bold Move 8 | Customer Experience

### Objective

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

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

### Outcome

The Customer Experience Strategy, Policy and Charter were endorsed by Council in February 2024

Close to 30 online transactions were deployed resulting in an average of over 200% increase in digital engagements across a variety of channels. This is the largest digital transformation of Council's Customer Experience since amalgamation.

Projects listed in the Customer Experience Strategy have all been scoped and many have now commenced including business unit engagements across the organisation. A quality assurance program is under development to capture and report on call satisfaction.

## Bold Move 9 | Rockdale Community Cultural Centre

### Objective

Total Investment Value: \$2.3m | Completion: 2024

The project involves construction of a new community cultural centre that will turn the original disused Church Hall into a Community Centre that can also be used for Council events and cultural activities.

The adjoining Chapel will be demolished to extend the park space area with a lawn suitable for community use when hiring the Community Centre. The project includes:

- ▶ Facilities for travelling and temporary visual arts exhibitions
- ▶ A new community park
- ▶ A new flexible community and cultural space with hireable rooms
- ▶ Outdoor hire space in conjunction with the community room
- ▶ Supporting infrastructure, including high quality IT capabilities

### Outcomes

A development application has been approved and the demolition of the chapel will occur in November - December 2024. Construction of the new Community Cultural Centre is currently scheduled for 2025, pending the outcomes of a NSW Grant Application.

A report will be presented to Council in early 2025.



## Bold Move 10 | Rockdale Town Centre

### Objective

The Rockdale Town Centre Masterplan aims to establish a unique identity for Rockdale and aims to:

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

### Outcome

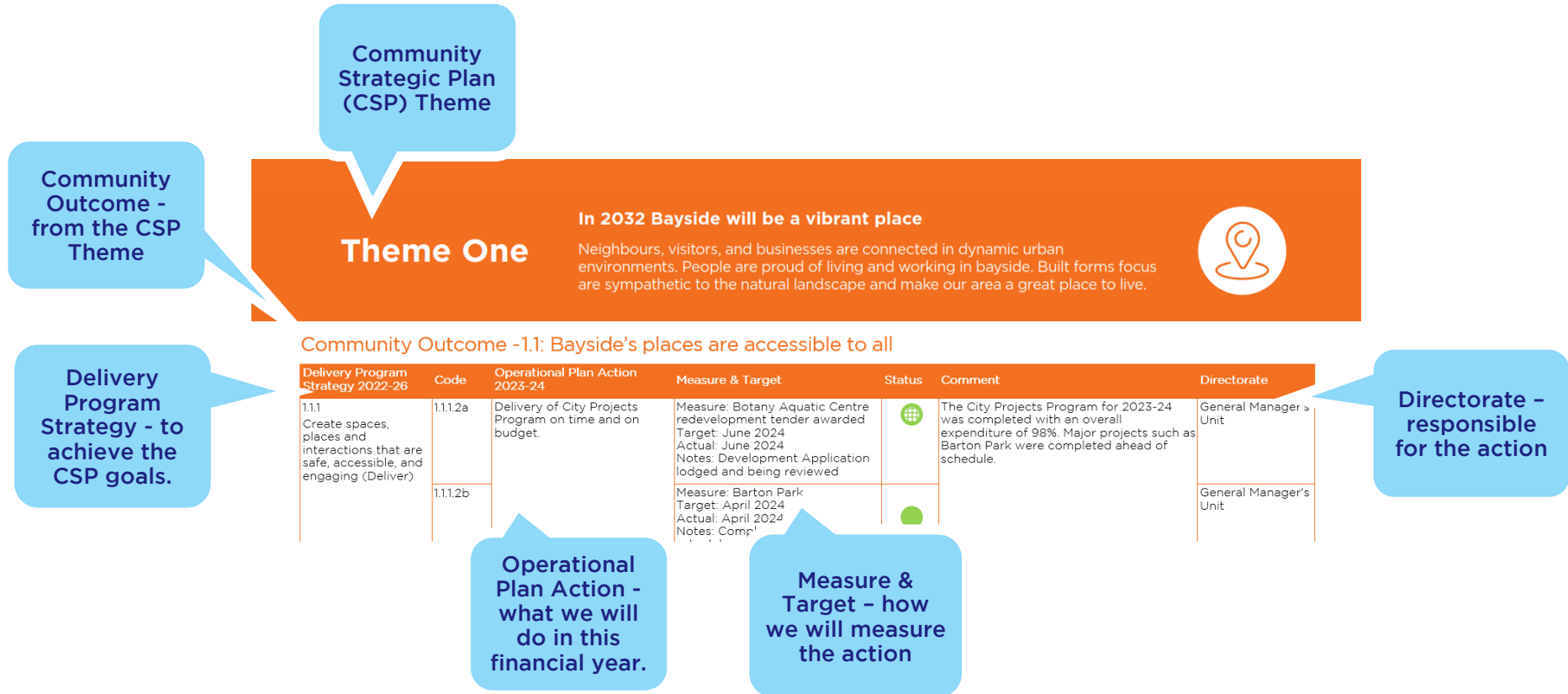
The Urban Design Report is complete awaiting next steps with the new Council.

# The Details



# How to read this report

Reviewing and monitoring our plans are an important part of the IP&R framework. This Operational Plan Progress Report sets out how all the projects and activities in the 2023-24 Operational Plan have progressed and therefore contributing to the Delivery Program and Community Strategic Plan.



# Theme One

## In 2032 Bayside will be a vibrant place

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



## Highlights from the Year

### Arts and Culture Strategy Endorsed

The new Arts & Culture Strategy has been endorsed by Council and will strengthen Bayside's commitment and support for the arts across all forms.

Scan the QR code to view the strategy.

### Her Way Safer Cities

Laycock Walk in Mascot and King Street Mall in Rockdale have been made safer and more welcoming as part of a Transport for NSW (TFNSW) program to help increase safety for women and girls near transport hubs as part of the Safer Cities: Her Way program.

The new light poles and lighting, including colour changing festoon lighting in King Street Mall and strip lighting around the seating in Laycock Walk, have received positive feedback from the community.

Council worked closely with TFNSW and listened to the voices of local women, girls, and gender diverse people before undertaking this project.



### CELEBRATING 100 YEARS

The Sans Souci Literary Institute, located on Ramsgate Road, celebrated its 100th Anniversary on Friday 7 July 2023.

To celebrate, Council commissioned artist Ruby Laxton to hand paint the sign over the front door and hosted a small open house for invited guests and local residents.

The Institute is used by local dance groups and as a meeting place for local church and senior groups. The hall is available for hire, subject to eligibility.



### Pétanque court

Bayside's first Pétanque Court is now operational at Bexley Park. The new facility allows people of all ages and abilities to enjoy this fun outdoor game.



### Mutch Park Skate Park

Mutch Park Skate Park received a vibrant and innovative makeover in January thanks to the support of a grant from the Department of Communities & Justice.

Four artists were selected to install captivating murals at the skate park, working with local young people to turn the concrete skate ramps onto a colourful canvas reflecting skateboarding culture and the Bayside area.

### Technology to improve accessibility in Bayside

Bayside Council recently installed 160 in ground occupancy sensors in all accessibility parking spaces so anyone with a valid Mobility Parking Scheme (MPS) permit will find it easier to locate an accessible parking spot.

The locations and live occupancy of Bayside's accessible parking spaces are available on the Park'nPay mobile app. This project was funded by a grant from the NSW Department of Customer Service.

For more information please scan the QR codes below.



### Seawall upgrade

The Sandringham Bay Seawall, built in the 1930s by the State Government, is undergoing a \$3.6 million upgrade.

Extensive work on the seawall is necessary to minimise deterioration and improve the existing footpath along Cook Park, Sandringham Bay.

The work will include the construction of a rock apron next to the existing seawall to protect it from storms in the Bay.

A new 5m wide shared path will also be built between Vanston Parade and the Primrose Avenue Walkway.



### MATILDAS LIVE SITES

Council held two live sites, one in Cook Park the other in Mutch Park, in support of the Matildas and the 2023 FIFA Women's World Cup.

Despite the cold it was great to see our community come out and cheer on the Matildas!

### Sir Joseph Banks Park openings

The upgrade of the original playground at Sir Joseph Banks Park has now been completed and was officially opened in late July this year.

The playground complements the new Adventure Playground with activities catering for all age groups.



### New Playgrounds

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

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

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

Both playgrounds are now open for the community to enjoy.



### CAROLS BY THE SEA IS BACK!








Our popular Carols by the Sea returns to our foreshore in 2023.










Council unanimously voted to reinstate the event in addition to the 3 family Christmas nights at Bexley, Wollli Creek and Botany.















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








Delivery Program Strategy 2022-26	Code	Operational Plan Action 2023-24	Measure & Target	Status	Comment	Directorate
1.1.1 Create spaces, places and interactions that are safe, accessible, and engaging (Deliver)	1.1.1.2a	Delivery of City Projects Program on time and on budget.	Measure: Botany Aquatic Centre redevelopment tender awarded Target: June 2024 Actual: June 2024 Notes: Development Application lodged and being reviewed		The City Projects Program for 2023-24 was completed with an overall expenditure of 98%. Major projects such as Barton Park were completed ahead of schedule.	General Manager's Unit
	1.1.1.2b		Measure: Barton Park Target: April 2024 Actual: April 2024			General Manager's Unit
	1.1.1.2c		Measure: Sandringham Seawall & Share path - under construction Target: June 2024 Actual: December 2023			General Manager's Unit
	1.1.1.3	Develop and maintain key partnerships to improve community safety	Measure: # Police meetings attended Target: Report 6 monthly Actual: 6 Measure: # DFV Partnerships attended Target: Report 6 monthly Actual: 6		Community Safety Officers regularly meet with NSW Police, Maritime Police and other Government Agencies to improve safety within our community.	City Life
	1.1.1.4	Implement the 'Keeping Children Safe' initiatives Community Safety Strategy 2022-26	Measure: Implement the Child Safety Standards Target: June 2024		The Child Safe Policy, Commitment Statement and Code of Conduct have been endorsed by Council, The Child Safe Action Plan is drafted and on track.	City Life
	1.1.1.5	Respond to community complaints about unauthorised development, uses or unsafe structures	Measure: % responded to within agreed timeframes Target: 97% Actual: Targets are met with the exception of legal proceedings taking place		Officers promptly respond to complaints, addressing issues related to unauthorised developments, land uses, and unsafe structures. Upon receiving a complaint, the customer is acknowledged, and an investigation is initiated in accordance with Council's Enforcement Policy.	City Life
	1.1.1.6	Roll out opportunities for smart cameras and License Plate Recognition technology to combat illegal parking, anti-social behaviour and increase community safety	Measure: Sandringham expansion Target: February 2024 Actual: August 2024 Notes: Delays encountered due to supply chain issues		Successful expansion of Council's Smart CCTV network along Riverside Drive from Clareville Avenue to Brantwood Street. Cameras act as a deterrent for illegal and antisocial behaviour, while also assisting enforcement of the 'No Stopping' areas. 25 cameras across 8 poles have been installed and are expected to be operational by August 2024.	General Manager's Unit

Delivery Program Strategy 2022-26	Code	Operational Plan Action 2023-24	Measure & Target	Status	Comment	Directorate
	1.1.1.7	Complete the Rockdale Centre Masterplan	Measure: Concept options are prepared for discussion with Councillors Target: June 2024		The Urban Design Report is complete awaiting reporting to Council.	City Futures
	1.1.1.8	Her Way Project - improved safety for women and girls around transport hubs	Measure: Project implemented Target: June 2024 Actual: Delivery against milestones 1-4 completed		Her Way Program has been largely completed. Post intervention walk shops completed. Events scheduled. Project wrap up underway.	City Futures
	1.1.1.9	Install permanent beach matting at an appropriate location to improve beach access for people with mobility impairment	Measure: Matting Installed Target: June 2024		Delivery of this action was deferred to 2024-25 and includes a budget allocation for the accessibility audit.	City Life
1.1.2 Improve availability of parking for residents (Deliver, Advocate)	1.1.2.2	Enforce NSW Road Rules School Parking Patrol Program for 44 schools within the LGA	Measure: # school patrols per annum Target: 500 Actual: 987		Council's Safer School Program set a target to ensure that all 44 schools received a minimum of 11 patrols annually. This year, Council surpassed that goal, providing each school with 21 patrols, significantly enhancing pedestrian safety and improving parking conditions.	City Life
	1.1.2.3	Redevelopment of the Boulevard Car Park project	Measure: Detailed design and scope developed Target: June 2024		Plans and cost estimate are complete.	City Futures
1.1.3 Promote the provision of affordable housing for those who need it (Partner, Advocate)	1.1.3.1	Prepare the implementation plan for the Bayside Local Housing Strategy	Measure: Report on Progress Target: 6 monthly Actual: Completed		Implementation Plan completed and endorsed by Council	City Futures
	1.1.3.2	Prepare Affordable Housing Strategy	Measure: Evidence base updated, options paper prepared for Council direction Target: June 2024		Affordable Housing Options Paper prepared for Council endorsement. Affordable Rental Housing Strategy underway	City Futures
	1.1.3.3	Progress analysis of 3 housing provision investigation areas - Botany Road, West Kogarah and Bexley North	Measure: Analysis undertaken, and first interaction held with Councillors Target: Report on Progress		Analysis for Botany Road Investigation Area commenced. West Kogarah and Bexley North Investigation Areas deferred to 2024-25 due to State Government housing initiatives being introduced.	City Futures
1.1.4 Provide safe accessible open space with a range of active and passive recreation opportunities to match Bayside's growing community	1.1.4.1	Ensure all active and passive parks are well maintained and fit for purpose	Measure: All parks maintained on a weekly to monthly schedule, depending on usage Target: ≥ 95% Actual: 95%		Maintenance Programs have been delivered to 339+ parks and reserves to provide fit for purpose open spaces for the community.  Between July and September, Council undertook essential turf maintenance relating to fertilising and weed control to ensure our open spaces look their best for spring and summer recreational activities.	City Presentation




Delivery Program Strategy 2022-26	Code	Operational Plan Action 2023-24	Measure & Target	Status	Comment	Directorate
	1.1.4.4a	Undertake annual Playspace Renewal & Shade Improvement Program	Measure: Playspace Renewals Target: Report 6 monthly Actual: June 2024		The annual playspace renewal program was completed on time and within budget.	General Manager's Unit
	1.1.4.4b	Undertake annual Playspace Renewal & Shade Improvement Program	Measure: Shade Structures Target: Report 6 monthly Actual: December 2023		Two additional shade structures were installed as part of the capital works program.	General Manager's Unit
	1.1.4.5	Undertake seasonal sports field renovation works program	Measure: Program completed as per schedule Target: ≥ 95% Actual: 100		All programmed sports field (24.6ha) renovation works were completed. Spring: Soil Test, Scarify, Aeration, Topdressing soil (2,000ton), Fertilising (3,450kg) Turf Replacement (1,000m <sup>2</sup> ) Summer: Fertilising (3,450kg) Autumn: Over sow Ryegrass, Fertilising (3,450kg)	City Presentation
	1.1.4.6	Undertake an audit and mapping of current and future approved / funded sport and recreation assets to inform a future recreation needs study plan	Measure: Audit complete Target: June 2024 Actual: June 2024		An audit of Sport & Recreation facilities and assets was completed in 2023-24. Maps were created for several asset groups including sport fields, dog parks, tennis courts, cricket nets and facilities and basketball courts.	City Life
1.1.5 Welcome visitors and tourists to Bayside (Partner)	1.1.5.1a	Develop a Night-time Economy plan to support the visitor economy and promote Bayside as a destination	Measure: Plan created and implemented Target: June 2024		Deferred to 2024-25	City Life
	1.1.5.1b	Develop a Night-time Economy plan to support the visitor economy and promote Bayside as a destination	Measure: Map via data, the visitor economy Target: 6 monthly		SpendMapp reports have been prepared and shared with the business sector.	City Life








## Community Outcome -1.2: Bayside's places are dynamic and connected

Delivery Program Strategy 2022-26	Code	Operational Plan Action 2023-24	Measure & Target	Status	Comment	Directorate
1.2.1 Create green and welcoming streetscapes (Deliver)	1.2.1.1	Maintain all garden areas on council assets within LGA	Measure: Regular maintenance(weather permitting) Target: 8 times a year Actual: 9 times completed.		9 regular maintenance services were completed in 2023-24. Additional plantings and upgrades have been made throughout Bayside with in excess of 10,000 plantings.	City Presentation
1.2.2 Ensure public buildings are well maintained as important community hubs with the opportunity for shared and multiple use of facilities (Deliver, Advocate)	1.2.2.1	Promote and increase usage of community facilities (town halls, community halls, centres, and meeting rooms)	Measure: Utilisation of facilities - #hours booked (Baseline year) Target: Report 6 monthly		Peak times continue to have high demand and use. Off peak bookings increased almost 6%.  100% of booking requests via the EOI for regular bookings at our Community Venues were accommodated.  Regular inspections of the facilities were completed and deep cleans, landscaping and furniture updated as required.  Council's online venue booking system 'Bookable' improved with the introduction of BPAY, updated terms and conditions and introduction of a booking enquiry function for potential hirers.	City Life
	1.2.2.2	Implement the transition plan to directly manage the Angelo Anestis Aquatic Centre back to Council	Measure: Transition complete Target: June 2024		The transition to directly manage the Angelo Anestis Aquatic Centre (AAAC) was successful. AAAC has focussed its first full operating year on building the team, reviewing and finalising procedures, marketing and promotions and growing memberships and programs.  There were 343,400 visits during 2023-24. Health Club members have grown from 690 in July 2023 to 1,089 in June 2024.  Council launched its Learn to Swim program at the end of July 2023. Enrolments grew from 334 with a wait list of 500 in July 2023 to 1,517 and the wait list reduced to 114 in June 2024.	City Life
1.2.3 Facilitate greater connectivity through active transport (Deliver, Partner, Advocate)	1.2.3.1	Advocate for better cycling connections and investigate ways to incorporate active transport into existing decision making	Measure: Partner with local active transport groups to encourage participation Target: Report 6 monthly  Measure: Incorporate Active Transport issues into the existing Traffic Committee Target: Report 6 monthly		Bike Plan adopted by Council. Council actively seeks opportunities to improve cycling connections by applying for grants and making submissions to relevant studies.	City Futures






Delivery Program Strategy 2022-26	Code	Operational Plan Action 2023-24	Measure & Target	Status	Comment	Directorate
	1.2.3.2	Implement the annual Footpath Program	Measure: Report on progress Target: 6 monthly		Council's annual footpath program has been delivered as planned for 2023-24. A total 6,218m <sup>2</sup> of new and renewed capital footpath has been constructed across 26 streets in Bayside.	City Presentation
	1.2.3.3	Millpond Active Transport Link investigation	Measure: Project implemented Target: Project satisfies grant milestones		Preliminary Feasibility Report completed.	City Futures
	1.2.3.4	T8 rail corridor Active Transport link investigation	Measure: Project implemented Target: Project satisfies grant milestones Actual: On track		Draft Feasibility Report completed and submitted to TfNSW for their input.	City Futures
1.2.4 Support and deliver cultural and arts facilities, programs, events, and opportunities (Deliver, Partner, Advocate)	1.2.4.1	Promote and deliver Bayside Council Annual Events Program which adds value to our community and City, activates public spaces and invigorates town centres	Measure: # events Target: Report 6 monthly Actual: All events on the 2023-24 program were completed Measure: # participants Target: Report 6 monthly Actual: All events well attended Measure: Participant satisfaction Target: Report 6 monthly Actual: High		The approved events program for 2023-2024 was completed, with all events being held.  The Barton Park official opening was impacted by the weather, but despite the program on the day being scaled back it was very well attended and received positive feedback.	General Manager's Unit
	1.2.4.2a	Deliver funded priority actions in the Arts & Culture Strategy	Measure: Arts & Culture Policy adopted Target: August 2023 Actual: February 2024		Art & Culture throughout Bayside has had a boost in attention and a refined focus. The Arts & Culture Strategy was adopted in February 2024 and the annual arts program was endorsed by Council. Public art projects have brought colour and vibrancy to town centres and creativity across Bayside.	General Manager's Unit
	1.2.4.2b	Deliver funded priority actions in the Arts & Culture Strategy	Measure: Review Public Arts Policy Target: August 2023		Public Arts Policy project delayed for completion June 2025	General Manager's Unit
	1.2.4.2c	Deliver funded priority actions in the Arts & Culture Strategy	Measure: Rockdale Community Cultural Centre design & implementation Target: June 2024		Art elements within the building to be developed in conjunction with finalising the detailed design for the Centre.  A Program of exhibitions to commence withing 4 months of the opening of the Centre.	General Manager's Unit

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

Delivery Program Strategy 2022-26	Code	Operational Plan Action 2023-24	Measure & Target	Status	Comment	Directorate
1.3.1 Activate local areas and town centres with facilities valued by the community (Deliver, Partner)	1.3.1.1	Deliver a range of library programs and initiatives that supports our community	Measure: # attendees Target: Report 6 monthly Measure: # programs delivered Target: Report 6 monthly Measure: # library members Target: Report 6 monthly Actual: 29,969 active members Measure: # capacity vs attendance Target: 80% Actual: 70%.		The library ran a total of 1,141 programs with 18,656 attendees. Early literacy, adult and multicultural programs were particularly well attended.  Our school holiday programs for children aged 5-12 continues to book out the day they are advertised with our winter program being the best attended.  Science, LEGO Robotics and craft / DIY activities remain popular and there are long waitlists for breakdancing and chess. Early literacy sessions have high attendance at Sans Souci, Mascot and Arncliffe libraries.  For adults, Tai Chi club at Eastgardens library has attracted a regular following and Tech Savvy Seniors, Book Clubs, Knitting Clubs and Film Clubs have had some of the highest attendance figures	City Life
	1.3.1.2	Promote and maximise the use of library spaces and facilities (including public PC's, study spaces and meetings rooms)	Measure: # Facilities bookings Target: Report 6 monthly Measure: # of hrs of PC bookings Target: Report 6 monthly Actual: 8,044 hours booked Measure: # Physical visits to libraries Target: Report 6 monthly Actual: 253,208 Measure: Bookable Hrs vs Hrs booked Target: Baseline year		Facilities bookings for the year were 8,215. Library visits have gradually increased with a 3.5% bump in 2nd half of the year. Study room continue to be popular. Public PCs are still well used, although many customers now use their own devices. New desking and changed location of the PCs was implemented to meet customer needs.	City Life
1.3.2 Create and maintain vibrant, visually appealing, and welcoming places with their own village atmosphere and sense of identity (Deliver, Partner, Advocate)	1.3.2.1	Deliver an efficient street sweeping program across the Bayside Local Government area	Measure: All streets mechanically swept twice per month (weather permitting) Target: 95% Actual: 100% Measure: Report on tonnage collected Target: 6 monthly Actual: 976 Measure: Report on % street waste recycled Target: 6 monthly		Council's Guarantee of Service for street sweeping has been met with every street in Bayside swept twice a month (weather permitting); resulting in 976 tonnes of litter being removed.  Currently 100% of street sweeping waste goes to recycling facilities and their average repurposing is approx 90%.	City Presentation

Delivery Program Strategy 2022-26	Code	Operational Plan Action 2023-24	Measure & Target	Status	Comment	Directorate
	1.3.2.2	Manage removal of Graffiti on Council owned assets	Measure: % of incidents responded to within agreed standard of service Target: 95% Actual: 100%		Graffiti in Council controlled areas is removed as soon as it is reported. Council also collaborates with other agencies to ensure the swift removal of graffiti from other affected properties and assets.	City Life
	1.3.2.3	Progress planning for the upgrade for Le Beach Hut Dolls Point	Measure: Ministerial approval received Target: June 2024 Actual: June 2024		A Planning Proposal has been prepared and is under review for the upgrade of the Le Beach Hut cafe.	General Manager's Unit
	1.3.2.4	Promote and oversee the use of footways for outdoor dining and retailing	Measure: # of footway licences Target: Report on totals		Council actively encourages all businesses to utilise footways to help create and promote a vibrant, lively atmosphere. New and renewed licence agreements continued to be issued with a total of 156 businesses currently utilising footway trading Bayside	City Life
	1.3.2.5	Provide an effective and responsive cleaning program of town centres	Measure: Cleaning to be completed at least weekly Target: 95% Actual: 100%		Council provides a daily cleaning program of town and neighbourhood shopping centre areas as well as the scheduled pavement high pressure cleaning program. All programmed and reactive services were provided in 2023-24.	City Presentation
1.3.3 Promote innovative and well-designed local developments which incorporate open space and put people first (Deliver, Partner, Advocate)	1.3.3.1	Manage the Design Review Panel for Development Applications and Planning proposals in accordance with legislative requirements	Measure: Wait time to application assessment due to outstanding applications Target: No delays Actual: On Track		16 Design Review Panel meetings were held in 2023-24. 4 of these meetings were additional meetings to minimise unnecessary delays to DA timeframes. Meetings were conducted face to face with Council, the Panel and the Applicants in attendance.	City Futures
	1.3.3.3	Prepare submissions and reporting to Council on state significant developments	Measure: Council meetings are available for referral Target: At the next available Council meeting Actual: Completed		Submissions prepared and reported to Council for State Significant Development Applications	City Futures
	1.3.3.4	Provide an effective Development Assessment service	Measure: Median assessment time for applications Target: not exceed 95 days Actual: 118		Several challenges faced over the past 12 months some were outside Council's influence. Proactive measures are in place for improved performance in 2025.	City Futures

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

Delivery Program Strategy 2022-26	Code	Operational Plan Action 2023-24	Measure & Target	Status	Comment	Directorate
1.4.1 Promote adequate, accessible, reliable public transport for ease of travel to work and leisure (Advocate)	1.4.1.1	Advocate for improvements in transport	Measure: Opportunities to make submissions and advocate are identified Target: submissions made within time allowed and report to next available Council meeting for endorsement		Council has made submissions to Transport for NSW (TfNSW) in relation to the NSW Bus Industry Task Force and On Street Transit White Paper	City Futures
1.4.2 Promote Bayside as a 30-minute City where residents do not have to travel for more than 30 minutes to work (Advocate)	1.4.2.1	Advocate and partner with local, state, and national organisations to facilitate and achieve shared objectives that directly benefit our community	Measure: # Initiatives or campaigns we participate in Target: Report on opportunities Actual: 4 opportunities		Council continues to collaborate with TfNSW regarding landscape and traffic outcomes from the completion of the M6 Stage 1 project. Council is also involved in the pre-planning for a number of major Sydney Water asset projects that impact Council infrastructure and have the potential to impact our community.	City Futures
1.4.3 Support an effective and efficient local road network through investment in maintenance and reduced traffic issues in Bayside (Deliver, Partner, Advocate)	1.4.3.1	Administer Bayside Council's Traffic Committee	Measure: Report on progress Target: 6 monthly Actual: 84 reports heard at 6 committee meetings		191 reports prepared and tabled at 11 Bayside Local Traffic Committee meetings that were held at Rockdale	City Futures
	1.4.3.3	Improve road safety and pathways by responding to issues raised with the Traffic Committee	Measure: Report on progress Target: 6 monthly		Decisions made by Council on the advice of Traffic Committee have been implemented or scheduled for work, including changes to parking and traffic related signage, pedestrian safety improvements, and local traffic management measures	City Futures
	1.4.3.4	Maintain Council's civil assets being roads, drainage, kerb and gutter and footpaths	Measure: Customer requests actioned to agreed asset condition rating Target: ≥ 95% Actual: 100%		Council's roads, stormwater drains and footpaths were maintained to agreed service levels. During 2023-24 Council completed 3,169 customer requests resulting in 858 footpath, 891 road / pothole and 363 kerb & gutter repairs.	City Presentation



# Theme Two

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

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



### Highlights from the Year



#### Award Winning Early Education Program

Bayside Council's Early Education Gaarma Language and Culture Program received a Highly Commended Award at the 2024 NSW Local Government Excellence Awards on Thursday 6 June 2024.

#### Harmony Week

Council celebrated Harmony Week 2024 with a series of workshops paying tribute to the diverse cultures and communities that give Bayside its unique identity.

Special story time sessions in our libraries gave children an opportunity to hear their favourite stories in different languages, and adults learned the crafts of beading and brooch making.



#### Seniors Festival

Bayside seniors came together for NSW Seniors Festival to enjoy several excellent events, activities and offers as part of Council's celebration.

Our first Walking Football event at Hensley Athletic Field was a huge success with over 30 participants enjoying the sport with the support of Football NSW. Attendees also benefited from a free heart health check on the day.

A Beatles themed Seniors Sing-A-Long was held at Botany Town Hall as part of the celebrations, with performances from the local Sing Your Heart Out and Lakes Singers Choirs.

Council also offered free aqua aerobics lessons, free golf, free pool entry, and discounted plants through the Bayside Garden Centre.

#### Bayside News

AUGUST 2023

Budget Update | Community Spotlight | Bayside at Work  
Caring for the Environment | What's On

#### Scarborough Park Open

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

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

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

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



#### Botany Pool Update

A major milestone for Botany Aquatic Centre was reached with the lodgement of the Development Application (DA) for the entire project to the NSW Planning Portal.

The DA will be assessed by an external planning consultant and the Independent Planning Panel will undertake the determination. Council cannot predict the time frame for this independent process, so the decision was made to keep the pool open for another season for all to enjoy.

The pool will remain open for the 2024/25 summer season, and construction will commence in winter 2025.



#### Handrails Installed at Memorial Parks

Bayside Council has installed handrails at several memorial parks in the LGA to improve accessibility.

These handrails have been installed at Booralee, Genotaph's, Mascot and Arncliffe.



#### Home Sweet Home

Mascot Library is currently hosting an exhibition, *Home Sweet Home: Botany and Mascot 1920-1960* showcasing how much our homes and domestic life changed during these decades.

The exhibition officially opened on Saturday 28 October and will run until February 2024.



#### Local History Competition

The Ron Rathbone Local History Competition is back, encouraging local historians to explore the diverse history of Bayside. Entries close on Thursday 18 July 2024.

Scan the below QR code to find out more about the competition.











#### National Reconciliation Week

Bayside Council marked National Sorry Day and Reconciliation Week with a guided tour through the native Bush Tucker Forest in Sir Joseph Banks Park on Monday 27 May.




Afterwards everyone enjoyed a yarn and a sausage sizzle provided by Goanna Hut.

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





Delivery Program Strategy 2022-26	Code	Operational Plan Action 2023-24	Measure & Target	Status	Comment	Directorate
2.1.1 Reflect and celebrate cultural diversity in Bayside's activities (Deliver, Partner)	2.1.1.1	Support and celebrate our culturally diverse community by being an active participant in the Local Government Migrant Network	Measure: # Meetings attended Target: Report 6 monthly Actual: 18		All meetings of the Network were attended. An Anti-Racism Forum was held with Randwick Council and was sold out. Brain Health sessions have been held each month since February 2024 in different languages to meet community demand. They were well attended by the Chinese and Greek community.	City Life
2.1.2 Support cultural and arts events that reflect and involve community (Deliver, Partner)	2.1.2.1	Continue to support the annual Summer Foreshores Program (1 November - Easter long weekend)	Measure: Foreshore Program Target: May 2024		The Summer Foreshore Program made a significant impact, with additional police, water police, rangers, parking officers, and 'Beach Buddies' actively supporting the community throughout the summer. This initiative, through its comprehensive approach, effectively prioritised both environmental conservation and the overall safety of the community. To further promote environmental awareness, a webpage has been created that includes online competitions for children and information, fostering a collective commitment to environmental preservation and community safety	City Life
	2.1.2.2	Partner with community organisations to deliver a wide range of key community events & activities	Measure: Deliver the following events: <ul style="list-style-type: none"> <li>▪ Seniors Week</li> <li>▪ Youth Week</li> <li>▪ Reconciliation Week</li> <li>▪ NAIDOC Week</li> <li>▪ Disability Awareness Week</li> <li>▪ UN 16 Days of Activism Against Gender-based violence</li> </ul> Target: Report 6 monthly		Council held new events as follows: <ul style="list-style-type: none"> <li>▪ Wuri Rise on Australia Day to reflect on the meaning of this day for Aboriginal people</li> <li>▪ Kamay Cultural Mullet Haul in May to support La Perouse Local Aboriginal Land Council being re-awarded with its traditional fishing licences in Kamay (Botany Bay)</li> <li>▪ Participation in Pride Month to celebrate achievements of the Bayside's LGBTQ community.</li> </ul>	City Life
2.1.3 Treat community members with dignity and respect (Deliver, Partner, Advocate)	2.1.3.1	Implement the Disability Inclusion Action Plan 2022-26	Measure: Council staff to undertake Disability Awareness Training & Domestic Violence Training Target: June 2024		A Disability Inclusion Action Plan video was approved for development and will be finished in the first half of 2024-25. This video will be shown to all staff at induction.	City Life





Delivery Program Strategy 2022-26	Code	Operational Plan Action 2023-24	Measure & Target	Status	Comment	Directorate
2.1.4 Value, respect and celebrate Bayside's shared heritage and history (Deliver, Partner, Advocate)	2.1.4.1	Implement Year 2 priorities in Bayside's Local History Collection Management & Access Improvement Plan 2023	Measure: Report on progress Target: 6 monthly		Management of and access to our Local History collection improved with new archives, maps and records being accessible and 232 new items added. Investigation is underway for a software solution to catalogue material to make it more accessible to the community.	City Life
	2.1.4.2	Implement the Reconciliation Action Plan 2022-26 - Stage 2 - INNOVATE	Measure: Report on progress Target: 6 monthly		Approval from Reconciliation Australia to progress to Innovate RAP. Working Group consultation has been undertaken, along with a workshop with Bayside Managers and Directors to gain input into the plan.	City Life
	2.1.4.3a	Install Heritage Interpretation signage	Measure: Audit of existing signage Target: December 2023		Audit of Heritage Interpretation signage completed by the Local History Team and with City Infrastructure for next steps.	City Life
	2.1.4.3b	Install Heritage Interpretation signage	Measure: Develop standards for signage Target: June 2024		Development of a Style Guide for Interpretation signage delayed and will be reviewed in 2024-25.	City Life

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


Delivery Program Strategy 2022-26	Code	Operational Plan Action 2023-24	Measure & Target	Status	Comment	Directorate
2.2.1 Harness technological changes and ensure benefits are shared across Bayside (Deliver, Advocate)	2.2.1.1	Action the initiatives contained in the 3-year IT Strategy	Measure: Report on progress Target: 6 monthly Actual: Progressing as expected		A number of initiatives from the IT Strategy have been implemented including digitising business processes, uplifting cyber security maturity and modernising legacy technologies.	City Performance
2.2.2 Promote smart use of technologies to make life better (Advocate, Deliver)	2.2.2.1	Implement online services and smart forms for the community	Measure: Online services and smart forms delivered for 36 identified services Target: June 2024		Close to 30 online transactions were deployed enhancing Council's online presence. This is the largest digital transformation of Council's Customer Experience since amalgamation.	General Manager's Unit
2.2.3 Provide accessible information and services online and through social media (Deliver)	2.2.3.1	Ensure Council communicates with community in physical and electronic ways to maximise reach	Measure: # newsletters - physical distributed to targeted locations Target: 3 Measure: # Bayside enewsletters Target: 26 per annum Measure: Social Media followers Target: 5% increase Actual: 18K followers		4 hardcopy newsletters distributed to all letterboxes in Bayside. 26 digital newsletters produced and emailed to 50,000 customers in 2023-24. Instagram reach increased to 175,700 and Facebook reach increased to 546,600.	General Manager's Unit






## Community Outcome -2.3: The community feels valued and supported

Delivery Program Strategy 2022-26	Code	Operational Plan Action 2023-24	Measure & Target	Status	Comment	Directorate
2.3.1 Engage and communicate with all community members (Deliver)	2.3.1.2	Develop and launch a new Have Your Say Bayside website to enhance and increase engagement with the decisions of Council	Measure: Website launched Target: July 2023 Measure: Website functionality evaluated Target: December 2023		New Have your Say platform successfully launched increase user friendliness by introducing more interactive tools and more modern engagement features. Have your Say hosted 62 campaigns	General Manager's Unit
2.3.2 Promote access to active recreation, health care and education services to support a healthy community (Deliver, Partner, Advocate)	2.3.2.1	Conduct Food handling workshops with food shops across Bayside	Measure: # completed Target: minimum 4 Actual: 4		4 food handling seminars were held, educating our businesses to ensure we support a healthy community.	City Life
	2.3.2.2	Deliver Sport and Recreation services to the Community through Council's facilities	Measure: Golf Course # bookings Target: Report 6 monthly Measure: Aquatic Centres # visits Target: Report 6 monthly Measure: # Sport & Recreation Bookable bookings Target: Report 6 monthly		Council partnered with Golf Australia on the Get Into Golf Women's Program and with NSW Golf for the Sydney Catholic School, School Holiday Sport Program. The Angelo Anestis Aquatic Centre had 343,400 visitors. 32 school carnivals & 37 water polo bookings. Botany Aquatic Centre (seasonal operation) had 30,345 visitors inc 26 school carnivals. BAC hosted movie nights, Australia Day, Youth Week and swim club events. Across Bayside there were 19 filming, 1,383 beachfront (inc volleyball), 496 parks and reserves, 2,584 tennis court, 6 events, 2,871 halls and community centres and 6 community bus bookings.	City Life
2.3.3 Provide services and facilities which ensure all community members feel a sense of belonging, including children, families, young people, and seniors (Deliver, Advocate)	2.3.3.1	Implement Year 1 of the 3 year Action Plan from the Bayside Library Strategy 2023	Measure: Report on progress Target: 6 monthly		Year 1 actions implemented include: <ul style="list-style-type: none"> <li>new after school STEM activities, trial of Sensory Story Time, and wellbeing pop ups like Dementia Awareness.</li> <li>New furniture at Rockdale and refreshed library spaces at Eastgardens and Mascot.</li> <li>Program reviews and new activities introduced - Chess Club, Young Writers workshop and Arts and crafts activities.</li> <li>Local History harmonisation progressed including digitisation of maps and migrating collections into new formats.</li> <li>Sunday operating hours at Rockdale and Eastgardens were extended an hour - 12 noon to 4 pm. Mascot Library has opened on Saturdays 9 am to 12 noon</li> </ul>	City Life

Delivery Program Strategy 2022-26	Code	Operational Plan Action 2023-24	Measure & Target	Status	Comment	Directorate
	2.3.3.2	Support local youth through provision of youth drop-in and school holiday activities	Measure: Youth outreach activities across Bayside Target: Report 6 monthly Measure: Holiday Programs delivered across Bayside Target: 4 holiday periods Measure: Youth events delivered Target: 3 (incl Youth Week)		Outreach services across parks and open spaces provided. The Term Program at Arncliffe Youth Centre was popular with young people engaged in sports, arts and life skill programs. 4 School Holiday programs were delivered over the year and all activities / excursions were booked out and very well attended. The team hosted / attended events including the Spring Fair, NAIDOC and Youth Week engaging with young people through activities such as basketball, card games, arts and content creating.	City Life
2.3.4 Value and acknowledge our pets, and welcome them across Bayside (Deliver, Advocate)	2.3.4.1	Enforce the Companion Animals Act 1988	Measure: Time to respond to requests Target: 100% within 72 hours Actual: 100% within 72 hours		All reports to animals' welfare are responded to within 72 hours. Training for staff was conducted in Q4 to improve safety and enhance safety and capability.	City Life
2.3.5 Work with our partners to ensure flexible support / care arrangements for seniors, children, people with disability and vulnerable members of our community are available across Bayside (Partner, Advocate)	2.3.5.1	Implement the Age-Friendly Communities Strategy 2022-2026	Measure: An annual calendar of events for older people is produced and implemented Target: June 2024		Calendar is complete and will be distributed at Council events	City Life
	2.3.5.2	Investigate a feasibility of a Still Gardening Program for isolated seniors	Measure: Report provided to City Services Committee Target: December 2023		This report has been delayed due to challenges obtaining information from other aged care services. The report will be presented to Council in the second half of 2024.	City Life

## Community Outcome -2.4: The community is united and proud to live in Bayside

Delivery Program Strategy 2022-26	Code	Operational Plan Action 2023-24	Measure & Target	Status	Comment	Directorate
2.4.1 Develop and support community connections and networks which enhance resilience (Partner, Advocate)	2.4.1.1	Continue to participate in the South-East Sydney Local Health District (SESLHD) Multicultural Health Forums	Measure: # meetings held Target: Report 6 monthly Actual: 12, meetings held monthly		All meetings of the network were attended. Achievements include: <ul style="list-style-type: none"> <li>▪ Delivery of monthly Healthy Brain workshops in diverse languages</li> <li>▪ Initiated a Popup Child &amp; Family Health to promote wellbeing</li> <li>▪ Met with SESLHD Health Promotion team to share ideas / opportunities.</li> </ul>	City Life

Delivery Program Strategy 2022-26	Code	Operational Plan Action 2023-24	Measure & Target	Status	Comment	Directorate
2.4.2 Develop and support emerging community leadership (Partner)	2.4.2.1	Continue to support and explore initiatives that encourage emerging leaders' participation in decision making	Measure: Deliver <ul style="list-style-type: none"> <li>Mayoral Student Program</li> <li>Bounce at Arncliffe Youth Centre</li> <li>Duke of Edinburgh</li> <li>Youth Advisory Group</li> </ul> Target: Report 6 monthly		Council hosted 2 students completing Duke of Edinburgh and 3 work experience students from local high schools during 2023-24. They assisted in shelving, shelf tidying, processing returns and other small collection work such as weeding. Youth Advisory Group has met 5 times. They provided feedback on youth programs, youth week and upcoming major projects.	City Life
2.4.3 Ensure Council's decisions reflects community objectives and desires (Deliver)	2.4.3.1	Ensure communications are culturally relevant, sensitive, and appropriate to the audience and targeted to diverse communities	Measure: Engagement participant profiles reflect community demographics Target: Engagement Reports		Engagement participant profiles and campaigns are tailored, targeted and inclusive, designed to reflect community demographics.	General Manager's Unit
2.4.4 Engage effectively with community and provide information in a timely manner (Deliver)	2.4.4.1	Ensure Council's Events Calendar is published and promoted on Council's website and via other channels (eg eNewsletter, social media, library noticeboards) and provide a mechanism for promotion of community sponsored events	Measure: Community 'What's On' Page launched Target: December 2023 Measure: Council's events updated and promoted Target: Report 6 monthly		Council actively promotes its events via its website and all communication channels	General Manager's Unit
2.4.5 Foster a sense of community pride in and satisfaction with Bayside (Deliver, Partner, Advocate)	2.4.5.1	Deliver and promote regular citizenship ceremonies that welcomes people to Bayside	Measure: # ceremonies Target: Report 6 monthly Actual: 5 held from May to June Notes: Council has successfully reduced the wait time for Bayside Conferees to a couple of months Measure: Participation Target: Report 6 monthly Actual: 600 new citizens		8 Citizenship Ceremonies were held, each swore in 70 to 120 candidates. Council has worked successfully with the Department of Home Affairs to reduce the ceremony wait time for conferees. Bayside conferees are being invited to a ceremony within a couple of months of receiving notification of their successful application. The average is 6+ months.	General Manager's Unit
2.4.6 Support community to play their part and imagine the future together (Partner, Advocate)	2.4.6.1	Encourage attendance at Council and Committee Meetings and encourage volunteerism	Measure: Report on activities to raise awareness of opportunities to participate in decision Target: 6 monthly reporting		Participants at the LGBTQ Inclusion Forum in September 2023 were invited to speak at City Services Committee when the LGBTQ Action Plan was tabled.	City Life

# Theme Three

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

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



### Highlights from the Year

#### National Waste Award winner

Bayside Council has won the prestigious 2023 National Award for Local Government in the category of Waste Management, beating 537 councils Australia-wide. Our Domestic Violence Action Plan also received an honourable mention.



#### EV Charging Station at Wollli Creek

Bayside Council is officially powered up for electric vehicles, with the first EV street charger installed in Wollli Creek in November.

Federal Minister for Climate Change and Energy Chris Bowen officially unveiled the 22 kW charger in the busy suburb alongside Bayside Councillors, signifying the start of an endeavour to improve accessibility of electric vehicles.

The Wollli Creek charger is the first of seven chargers that will be installed for use by EV owners who live in apartments, townhouses or units that do not have access on-site.



L-R: Phil Barton, Intellihub; Deputy Mayor Joe Awada; Federal Minister for Climate Change and Energy, The Hon Chris Bowen MP; Darren Miller, Australian Renewable Energy Agency.

#### Trees for Mum

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

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



#### Sans Souci Tree Saved

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

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



#### World Environment Day

Council celebrated World Environment Day on 5 June with numerous events ranging from community workshops, wetland tours and habitat restoration initiatives with residents of all ages contributing to our local environment.



#### Clean Up Australia Day

Clean Up Australia Day has been embraced by residents who have helped remove tonnes of waste from our foreshore areas, bushland and parks over the years.

Twelve community groups helped collect 1.4 tonnes of rubbish in Bayside on the day.



Bayside staff also organised the clean up of Cook Park at Kyeemagh, collecting more than 40 large bags of rubbish including a broken tent and a shopping trolley.

Thank you to everyone who participated in Clean Up Australia Day this year.



#### Three Big Strategies

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

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

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



#### McBurney Park, Mascot

Local children gave the new pocket park in McBurney Avenue Mascot a resounding thumbs up when it was opened recently.

Residents contributed to the design of the park that was built by Council, and features a small bik and scooter loop track, Netball hoop, a climbing structure, new seating, landscaping and trees for shade.








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

Delivery Program Strategy 2022-26	Code	Operational Plan Action 2023-24	Measure & Target	Status	Comment	Directorate
3.1.1 Build community capacity and resilience to prepare for, cope with, adapt to and recover from economic, social, and environmental impacts (Deliver, Partner, Advocate)	3.1.1.1	Finalise Bayside West Floodplain Risk Management Study	Measure: Study complete Target: September 2023 Actual: March 2024		Final acquittal report submitted, and project finalised.	City Futures
3.1.2 Engage with community to provide an appropriate response to threats and adverse events (Deliver, Partner)	3.1.2.1	Chair and support Bayside Local Emergency Management Committee and provide assistance to Emergency agencies	Measure: Scheduling and attendance at LEMC meetings Target: 4 meetings Measure: Attendance at REMC meetings Target: 100%		Quarterly LEMC meetings held with emergency services, government agencies and key stakeholders. Bayside Local Emergency Management Officer attended all Regional Emergency Management Committee meetings.	City Presentation
	3.1.2.2	Deliver the grant funded 'AI Early Warning Flood Detection System'	Measure: Install Smart CCTV & AI to detect floods Target: 3 locations Measure: Trial Early Warning Sydney Target: June 2024		Installation of CCTV, smart sensors and warning signs were installed at three locations (Bestic Street Banksia, Arncliffe Street Wolli Creek, and Hale Street Botany) in June 2024.	City Life
3.1.3 Promote education about climate change so that the community understands the potential impacts (Deliver, Partner, Advocate)	3.1.3.1	Provide flood level advice to the community	Measure: Turnaround time to provide advice Target: 28 days Actual: 7-14 days		Advice is now generally provided in 7-14 days.	City Futures
3.1.4 Support and promote local climate and resilience leadership and initiatives (Partner, Advocate)	3.1.4.1	Implement priority projects in the Bayside Resilience Plan as part of the Environmental Strategy	Measure: Review and update Sustainable Waste Management Strategy Target: December 2023 Actual: June 2024 Measure: Community engagement to raise awareness and prepare for shocks and stresses Target: June 2024 Measure: Bayside Urban Forest Strategy Target: June 2024		The Sustainable Waste Management Strategy and Urban Forest Strategy and Environment and Resilience Strategy were adopted by Council. Action plans have been developed.	City Life










## Community Outcome -3.2: Bayside's use of renewable energy is increasing




Delivery Program Strategy 2022-26	Code	Operational Plan Action 2023-24	Measure & Target	Status	Comment	Directorate
3.2.1 Promote and facilitate emerging transport technologies for greener transportation and to meet the community's changing needs (Partner, Advocate)	3.2.1.1	Continue the introduction of electric vehicles to Council's fleet	Measure: Deploy EV Vehicles and review performance Target: Report 6 monthly Actual: Deployed 7		Council has included Electric Vehicles into its Fleet and moving towards more Hybrid vehicles where the vehicle is fit for purpose.	City Performance
3.2.2 Promote the use of renewable energy through community education (Deliver, Partner, Advocate)	3.2.2.1	Implement the community sustainability program via events and workshops	Measure: # Workshops and events held Target: Report 6 monthly		<p>Events target was overachieved with 49 community environmental events / workshops held.</p> <ul style="list-style-type: none"> <li>▪ 20 native beehives distributed.</li> <li>▪ 3 Conservation Volunteers Australia (CVA) habitat restoration - Sir Joseph Banks Park &amp; Hawthorne Reserve.</li> <li>▪ National Tree Day volunteer planting - Coolibah Reserve.</li> <li>▪ ARUP corporate bushcare volunteer day at Stotts Reserve.</li> <li>▪ Next Rail volunteer litter clean up - Sir Joseph Banks Park.</li> <li>▪ Aussie Backyard Bird Count birdwatching event with the Rockdale Flock.</li> <li>▪ CVA drey making workshop and night walk - Sir Joseph Banks Park.</li> <li>▪ Landcare corporate volunteer planting - Kyeemagh Boat Ramp Reserve &amp; Sir Joseph Banks Park.</li> <li>▪ Trees for Dad &amp; Mum community planting days.</li> <li>▪ Environment Workshop 'Walk &amp; Talk Photo Tips' for Bayside Photography competition 'environmental category'.</li> <li>▪ Adopt A Tree Stalls - Spring Fair.</li> <li>▪ Migratory shorebirds talk and observation with Birdlife Australia.</li> <li>▪ Sydney Landcare corporate bushcare day - Sir Joseph Banks Park.</li> <li>▪ CVA corporate bushcare day - Sir Joseph Banks Park.</li> <li>▪ CVA corporate litter pick up - Plane Spotting Beach.</li> </ul>	City Life



Delivery Program Strategy 2022-26	Code	Operational Plan Action 2023-24	Measure & Target	Status	Comment	Directorate
					<ul style="list-style-type: none"> <li>▪ Bayside &amp; Cooks River Alliance Wurridjal Festival Wetland Tour &amp; Festival Bushcare.</li> <li>▪ World Environment Day: Bee Magic &amp; Earth in Virtual Reality Workshops; Guided Wetland Tour &amp; Planting day - Sir Joseph Banks Park.</li> <li>▪ Bicycle maintenance &amp; repairs workshop</li> </ul>	
3.2.3 Prioritise renewable energy use by Council where possible to reduce greenhouse gas emissions, and report publicly on benefits (Deliver, Advocate)	3.2.3.1	Develop Environmentally Sustainable Development Policy and targets for Council facilities	Measure: Policy developed, and implementation started Target: June 2024		Draft Policy has been prepared, but not adopted.	City Life
	3.2.3.2	Maximise the opportunities for the installation of water and energy efficiency initiatives in community and administrative buildings (eg water tanks, solar panels, low embodied energy materials and lifecycle costs)	Measure: Report on progress Target: 6 monthly Actual: June 2024		All projects are reviewed for inclusion of water and energy efficient solutions. City Projects works with the Environment and Resilience team to look at new opportunities and initiatives for improvements.	General Manager's Unit
	3.2.3.3	Implement actions in the NetZero Pathway & Climate Change Mitigation and Adaptation Plan	Measure: Report on progress Target: 6 monthly Actual: Installation of public electric vehicle charging stations.		A total of 7 pole-mounted EV charging stations under the ARENA pilot project were installed by June 2024.  Additionally a community battery and EV charging station was installed at Bexley North as part of the ARENA Community Battery Program.	City Life

### Community Outcome -3.3: Bayside's waterways and green corridors are regenerated and preserved





Delivery Program Strategy 2022-26	Code	Operational Plan Action 2023-24	Measure & Target	Status	Comment	Directorate
3.3.1 Capture and re-use rainwater at Council facilities where feasible (Deliver)	3.3.1.1	Incorporate rainwater harvesting, storage and reuse in the design and construction of Council facilities when they are being built or renewed where this is practical and cost effective	Measure: Report on progress Target: 6 monthly Actual: 6 monthly		Projects at Barton Park, Kingsgrove Ave Reserve Amenities and Cahill Park have incorporated the use of rainwater harvesting, storage and reuse to service the landscaped and irrigation systems.	City Futures
3.3.2 Enhance and extend green grid corridors (Deliver, Partner, Advocate)	3.3.2.1	Work with Sydney Water for completion of the naturalisation of Muddy Creek	Measure: Participate as required by Sydney Water Target: Report 6 monthly		Progressing as per Sydney Water schedule and in conjunction with M6 works the Muddy Creek naturalisation project is scheduled to be completed September 2024.	City Futures





Delivery Program Strategy 2022-26	Code	Operational Plan Action 2023-24	Measure & Target	Status	Comment	Directorate
3.3.3 Increase Bayside's tree canopy (Deliver)	3.3.3.1	Develop an Urban Forest Plan as part of the Environmental Strategy	Measure: Plan developed Target: June 2023		The Urban Forest Strategy was adopted by Council.	City Life
	3.3.3.2	Improve the tree canopy across the LGA by undertaking tree planting in the public domain & open space Plan as part of the Environmental Strategy	Measure: Completion of the annual Street Planting Project as allocated by Strategic Planning Target: Over 400 trees planted		630 street and park trees were planted as part of the Greening Our City grant. Trees were planted in street verges and in parks. For Schools National Tree Day several plant vouchers given to local schools.	City Life
	3.3.3.3	Manage and maintain all trees within the LGA	Measure: Tree plantings vs tree removals Target: Net positive Notes: Bayside's canopy is slowly growing with education and awareness reaching the organisation and community		Council has removed 1,570 trees but has planted an additional 3,615 trees. Netting 130% additional trees planted over the targeted 2:1 ratio.  Council's Tree protection awareness is always improving with education and awareness information on Council's website and flyers being issued to residents addressing various tree education concerns.	City Presentation
	3.3.3.4	Deliver the grant funded 'Greening Our City' project	Measure: Plant 400 additional trees & pilot on Woody Meadow Target: June 2024		Under the Greening Our City grant, 630 street and park trees were planted, 3 planting beds of woody meadows, totalling 375 sqm, have been constructed and planted out with native shrubs and groundcover. For Schools National Tree Day plant vouchers were given to schools.  On track for final reporting by 30 April 2025	City Life
3.3.4 Involve community in the preservation of natural areas (Deliver, Partner)	3.3.4.1	Continue to support opportunities for volunteers to preserve our natural areas	Measure: Bushcare Volunteer program Target: Report 6 monthly  Measure: Cooks River Alliance membership Target: Report 6 monthly  Measure: Georges Riverkeeper membership Target: Report 6 monthly  Measure: Mother's Day Planting Target: Report 6 monthly  Measure: Cooks River Clean Up Target: Report 6 monthly		<u>Bushcare Volunteer program</u>  1,500 hours of volunteer work completed, an average of 30 volunteers each month. Hours include work done by volunteers with Conservation Volunteers Australia, Landcare and Green futures events.  Bayside Bushcare branded hats and shirts were distributed to bushcare volunteers, and a Bayside Bushcare Christmas BBQ was held in December.  WHS Induction and Safety Briefing completed and 2 bushcare training sessions held, Plant identification, and Seed Collection.  <u>Cooks River Alliance membership</u>  Meetings attended and contributions made to programs / projects that improve	City Life

Delivery Program Strategy 2022-26	Code	Operational Plan Action 2023-24	Measure & Target	Status	Comment	Directorate
					<p>the river health including Cooks River Alliance Aboriginal Community Partnership Strategy, Cooks River Catchment CMP Coastal Hazards Workshops, Catchment Litter Prevention Steering Group, Cooks River Master Plan.</p> <p><u>Georges Riverkeeper membership</u></p> <p>Meetings attended and contributions made to programs / projects that improve the river health including meeting with Sutherland Council &amp; Georges River Council to discuss shorebird protection.</p> <p>Bayside promoted and participated in Get The Site Right blitz in Oct 2023.</p> <p>Georges Riverkeeper's 'Zero Litter' project was named Finalist in 2023 Keep Australia Beautiful Awards.</p> <p><u>Mother's Day Planting</u></p> <p>Many community tree planting events were also held including 'Trees for Mum' Mother's Day Planting, a total of 60 native trees were planted at Mutch Park Skate park and Evatt Park to contribute to urban forest.</p> <p>The 'Cooks River Clean Up' did not take place as the Cooks River Alliance decided to not hold event.</p>	
3.3.5 Respect, manage and protect the natural environment and biodiversity (Deliver, Partner)	3.3.5.3	Ensure the beachfront is clean, safe and fit for purpose	Measure: 3 times a week (weather permitting) Target: 95% Actual: 100%		120 tons of waste & debris was removed along the beachfront in 2023-24. Lady Robinsons beach is mechanically cleaned by Council's Beach Surf Rake; the beach cleaner starts at Brighton Le Sands 5 days a week during winter and up to 7 days during summer (weather permitting)	City Presentation
	3.3.5.5	Implement Botany Bay Foreshore Beach Flood Plain Risk Management Study & Plan	Measure: Project complete Target: December 2023		Stage 2 of the Feasibility Study was completed. The outcomes were reported to the Floodplain Risk Management Committee and 1 option at each location will progress to the next stage.	City Futures
	3.3.5.6	Implement the Stormwater & Flood Management Strategy	Measure: Complete the Feasibility Study and Concept Design of Drainage Network Upgrade in the Mascot Catchment Target: December 2024 Actual: December 2023		Feasibility and concept design has been completed.	City Futures

Delivery Program Strategy 2022-26	Code	Operational Plan Action 2023-24	Measure & Target	Status	Comment	Directorate
	3.3.5.7	Protect and restore the health of waterways and wetlands through planned Gross Pollutant Traps (GPTs) inspection and cleaning program	Measure: Tonnes of Debris captured and removed from Council's GPTs Target: Report 6 monthly Actual: 270 tonnes		All GPTs were maintained during the period resulting in a total 270 tonnes of litter, sediment and vegetation being captured and prevented from entering Council's waterways.	City Presentation
	3.3.5.8	Undertake Stormwater Drainage Rehab and Renewal Program	Measure: Report on progress Target: 6 monthly Actual: 6 monthly		Stormwater Drainage Rehab / Renewal works were completed at King Street & Sutherland Street Mascot; pipe replacement & relining of the stormwater pipe at Sutherland Street Mascot; drainage repairs at Firth Street Arncliffe. Cleaning of Goomun Creek, Sandringham and stormwater renewal at Wolli Creek Road, Banksia and Booralee Park Botany.	City Futures

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

Delivery Program Strategy 2022-26	Code	Operational Plan Action 2023-24	Measure & Target	Status	Comment	Directorate
3.4.1 Address illegal dumping proactively (Deliver, Advocate)	3.4.1.1	Ascertain hotspots through mapping and analysing reported incidents of illegal dumping	Measure: Report on Progress Target: 6 monthly Actual: 1,687 Measure: # incidents per year Target: All reported incidents investigated		Reports of illegal dumping of rubbish are promptly actioned and enforced where evidence is available.	City Life
	3.4.1.3	Remove abandoned vehicles reported to Council in accordance with the abandoned vehicle policy	Measure: Removal within 28 days Target: 100%		Abandoned vehicles (boats, caravans, trailers and vehicles) are processed and removed in accordance with the Public Spaces (Unattended Properties) Act 2021 in the legislated time frames.	City Life
	3.4.1.4	Remove and dispose of illegally dumped materials throughout the LGA	Measure: Response within Standard Levels of Agreed Service Target: 95% Actual: 100%		When the investigation of the dumped material was finalised, the material was removed and disposed of. All removals were in line with the 95% service standard.	City Presentation
3.4.2 Educate community on sustainable waste management and recycling practices (Deliver, Partner)	3.4.2.2	Implement initiatives that assist in reducing waste going to landfill	Measure: Annual est. landfill diversion rate Target: 45% Actual: 45.1%		Up to 40% of Councils garbage in red-lid bins (food scraps, garden waste) is turned into a compost and applied to a mine site for soil rehabilitation. Approximately 90% of the material in our recycling bins is processed to be used in new products and around 98% of the	City Presentation

Delivery Program Strategy 2022-26	Code	Operational Plan Action 2023-24	Measure & Target	Status	Comment	Directorate
					<p>material in our green-waste or green-lid bins is repurposed.</p> <p>The facility that processes Council's clean up material (bulky waste) has a facility wide recovery of roughly 75%.</p> <p>Council also provides up to 22 annual community recycling drop off events where around 160 tonnes of materials are sent to specialist recyclers for processing.</p> <p>Council's sustainable procurement initiatives includes entering into processing contracts that assist in higher diversion rates, such as the recycled mattress contract where up to 11,500 mattresses are recycled.</p>	
	3.4.2.3	Program, offer and conduct waste education campaigns	Measure: # community events Target: Report 6 monthly Measure: #schools per year Target: Report 6 monthly		In 2023-24 all primary schools offered waste education sessions, 9 primary schools with 1,524 students participating participated. In addition, Council delivered 58 waste related community information sessions, events and workshops, engaging 4,667 community members. This included the 22 Beach Buddies education sessions.	City Life
	3.4.2.4	Actively seek funding through the NSW Environment Protection Authority's Waste Less, Recycle More Waste and Resource Recovery Initiative	Measure: Funds received Target: All funds spent or rolled over for future spending Actual: 95,000 new funding received		Council applied for and was awarded a Litter Prevention Grant with NSW EPA for the value of \$95,000 in January 2024. Council is developing a Litter & Illegal Dumping Prevention Strategy and Action Plan using these funds.	City Life
	3.4.2.5	Update the annual program of resources to inform residents about Councils Domestic Waste and Clean Up programs (via electronic and print media)	Measure: # of Waste App downloads Target: > 23,000 Actual: 36,982 downloads Measure: # of Waste Calendars mailed Target: 65,000 Actual: >65,000 calendars mailed		<p>The Waste Services App was downloaded 36,982 times, which is an increase of 21% from July 2023.</p> <p>There were 86,017 views of Council's waste and recycling calendar / A-Z guide and 32,649 views of Council's Waste &amp; Recycling website page.</p> <p>Council designed, printed and distributed the 2024 Clean Up, Waste and Recycling Calendars to over 65,000 households from October to December 2023</p>	City Life
	3.4.2.6	Work with 'Grow it Local' to promote locally grown food to avoid food waste going into landfills, while promoting	Measure: Report on Progress Target: 6 monthly Actual: 443 registered users and 49 registered patches		Council has 49 registered patches and 443 registered users. 262 of these users joined after Council promotion of the partnership. Registrations include 172 composters and 104 worm farmers.	City Life

Delivery Program Strategy 2022-26	Code	Operational Plan Action 2023-24	Measure & Target	Status	Comment	Directorate
		sustainable living behaviours in the community			Seed Service campaigns occur twice a year, with 100 new registered users eligible each campaign. This campaign was fully utilised in October 2023. The Autumn Seed Service (March 2024) received 48 registrations.  In 2023-24, the Grow It Local partnership has continued to develop, with a bespoke Composting and Worm Farm Workshop held at the Lever Street Community Garden in March 2024, with special guest appearance by Grow it Local Co-Founder's Daryl Nichols and Paul West.	
3.4.3 Promote a circular economy by encouraging and/or implementing avoidance, reuse, rehomeing, repair, recycling, recovery solutions before landfilling (Deliver, Partner, Advocate)	3.4.3.1	Implement Council's Waste Avoidance Resource Recovery Strategy (WARRS) 2030 & Action Plan	Measure: Strategy updated Target: June 2024 Actual: Strategy adopted	●	In 2023-24, Council was involved in 55 programs to achieve the key strategic actions in the Strategy. A Sustainable Waste Management Strategy has been endorsed and an education and action plan developed. These are living documents that change in response to new innovations and community needs.	City Life
	3.4.3.2	Provide an effective public place litter bin program	Measure: Tonnage per year Target: Report 6 monthly Actual: 800.6	●	Council conducts town centre and public place litter bin collections daily. Council manages over 950 fixed and mobile public place litter bins, ranging from 60L to 660L. Each community bin promotes public awareness signage.  Council also manages smart technology beach bins along Cook Park and the beachfront. This material was diverted from our waterways and/or the sand or the adjacent parkland.  A total of 1,516.6 tonnes of litter was collected and disposed of from the public litter bins in 2023-24.	City Presentation
	3.4.3.3	Undertake annual recycling drop off events	Measure: # events per year Target: 22	●	Council delivered all the scheduled community drop off events for 2023-24.	City Presentation
	3.4.3.4	Undertake the management of essential waste and recycling services	Measure: Services delivered regularly to households Target: 62,000 Actual: 68,500	●	Council continues to provide essential waste and recycling services to all households, over 68,500. This included managing services and collections such as: garbage, organics, recycling kerbside bins, bulk bins, kerbside and on-site clean up, public place bins, and community recycling drop off events.	City Presentation

# Theme Four

## In 2032 Bayside will be a prosperous community

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



### Highlights from the Year



## Bayside Local Business Awards

Born to Bake Greek in Eastlakes was named Business of the Year at the inaugural 2023 Bayside Local Business Awards gala evening at the Novotel Sydney Brighton Beach on 17 October.



## Road resheeting

As part of a joint regional trial, a section of Willison Road in Carlton was resurfaced with an asphalt mix which includes rubber from end-of-life car and truck tyres.

## Roads and potholes

Council has 673km of footpaths and 370km of roads to look after. Our current road resurfacing program is designed to help improve Bayside's suburban streets.

- ▶ Council decided it's preferred method for managing its facilities is internally therefore determined not to proceed with the establishment of a Bayside controlled entity for the purpose of operating the Arncliffe Youth Centre.

## Housing Proposal

You may have heard talk about the NSW Government's plans to increase the supply of new homes. Bayside Council supports additional housing to accommodate our growing community, and has a strong record of exceeding its housing targets. It is just as important that new housing is delivered in a way that creates a good quality of life for new residents and builds great communities.





Council has made two submissions to the NSW Department of Planning, Housing and Infrastructure on the Transport Orientated Development (TOD) which is around Kogarah, Rockdale, Banksia and Turrella railway stations and the Low/Mid Rise Housing proposal that effects other centres in Bayside. These submissions address Council's concerns and recommendations.

Scan the QR Code to read the submission.


















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








Delivery Program Strategy 2022-26	Code	Operational Plan Action 2023-24	Measure & Target	Status	Comment	Directorate
4.1.1 Encourage and support improved employment outcomes for First Nations peoples (Deliver, Partner, Advocate)	4.1.1.1	Encourage the establishment of First Nations enterprises in Bayside	Measure: Participation of indigenous stall holders at our events Target: Report 6 monthly		Additional new First Nations owned / operated suppliers have been added to Council's suppliers. Council stallholder opportunities are regularly shared with these businesses to increase their exposure and to support.	City Life
4.1.2 Monitor socio-economic outcomes and work with partners to identify actions Council can support (Partner)	4.1.2.2	Provide free or low-cost activities for residents in suburbs with the highest proportion of low income households	Measure: # activities held Target: Report 6 monthly Measure: # participants Target: Report 6 monthly		Free or low cost events held: <ul style="list-style-type: none"> <li>▪ Lakes Singers Choir for seniors - Mondays at Alf Kay Community Centre</li> <li>▪ Seniors Dance That Walk classes - Fridays at Alf Kay Community Centre</li> <li>▪ Wuri Rise on Australia Day</li> <li>▪ Anti Racism Forum in April</li> <li>▪ Healthy Mind, Healthy You sessions monthly in different languages</li> <li>▪ Walking Football come and try in March</li> <li>▪ Sing-a-Long for March Seniors Festival</li> <li>▪ Remember When...? bus tour for residents with dementia and their carers</li> <li>▪ Kamay Cultural Mullet Haul - April</li> <li>▪ Navigating the Health Care System for newly arrived migrants - May</li> <li>▪ Reconciliation Week - Sir Joseph Banks Park - May</li> <li>▪ Monthly Child &amp; Family Health Popups</li> <li>▪ Pride Month events throughout June</li> </ul>	City Life
4.1.3 Support innovative and new and emerging businesses to locate in Bayside (Partner, Advocate)	4.1.3.1	Deliver funded priorities in the 'Building Better Bayside Business' plan	Measure: Collaborative business events delivered Target: Report 6 monthly Measure: Bayside Business eNewsletter Target: Report 6 monthly Actual: Sent monthly Measure: Environmental Sustainability Best Practice Program Target: Report 6 monthly		Bayside Business Awards held in Small Business Month and were a success. Council will participate again this year based on the positive and encouraging feedback received last year. Bimonthly breakfast meetings are held in partnership with SECNA to support Bayside social enterprises.	City Life
4.1.4 Support local apprenticeships and cadetships, as a major employer (Deliver, Advocate)	4.1.4.1	Review opportunities for apprentices, trainees and graduates as articulated in the Workforce Strategy Action Plan	Measure: # of graduates and apprentices employed by Council Target: Maintain or increase Actual: Maintained		Council is committed to increase the graduates / apprentices in our workforce. A career info night was held in 2023. Other opportunities are being explored ie attendance at TAFE information days or liaising directly with schools and TAFEs.	General Manager's Unit









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







Delivery Program Strategy 2022-26	Code	Operational Plan Action 2023-24	Measure & Target	Status	Comment	Directorate
4.2.1 Support major employers to partner with local small business (Advocate)	4.2.1.1	Adopt & implement Local Area Fund Strategy	Measure: Plan adopted Target: June 2024 Actual: Draft Strategy prepared		Work underway, a draft plan will be completed late 2024.	City Futures
4.2.2 Take advantage of Bayside's position as an international hub for transport and logistics related business (Advocate)	4.2.2.1	Advocate for Bayside to remain an important hub for international transport and logistics	Measure: Advocate during Greater Cities Commission of Metropolitan & District plans Target: Report 6 monthly Actual: Completed		Greater Cities Commission has been disbanded. Continued advocacy with Department of Planning, Housing and Infrastructure will continue.	City Futures
4.2.3 Industrial lands and employment lands and partner with major employers to support local jobs (Deliver, Partner)	4.2.3.1	Provide submissions and feedback to the Greater Sydney Commission	Measure: Submissions made during stakeholder engagement Target: Report 6 monthly Actual: Completed		Submissions have been prepared to the then Greater Sydney Commission	City Futures
4.2.4 Encourage participation from creative industries and entrepreneurial businesses (Advocate)	4.2.4.1a	Deliver initiatives to support local businesses and improve resilience	Measure: Annual Vacancy audit conducted Target: Report 6 monthly		Audit conducted	City Life
	4.2.4.1b	Deliver initiatives to support local businesses and improve resilience	Measure: Report on future impact of the Western Aerotropolis on existing Port, Airport and Tourism activity in South Eastern Sydney Target: June 2024			City Life
4.2.5 Ensure local Plans and regulations have kept pace with the sharing economy (Deliver)	4.2.5.1	Incorporate the sharing economy objectives and investigate opportunities and investigate opportunities to incorporate sharing economy objectives in Bayside (including Car Share)	Measure: Ensure the sharing economy is facilitated in the DCP where feasible Target: DCP Prepared		Car Share Policy adopted by Council	City Futures

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

Delivery Program Strategy 2022-26	Code	Operational Plan Action 2023-24	Measure & Target	Status	Comment	Directorate
4.3.1 Ensure Council decision making is transparent, and data driven (Deliver)	4.3.1.1	All key policies are reviewed in accordance with legislative requirements	Measure: Legislative requirements are met Target: December 2024 Actual: Target achieved  Measure: Review of other key policies Target: June 2024 Actual: Ongoing		Policies are being reviewed in accordance with Legislative requirements.	City Performance
	4.3.1.2	Complete nominated internal audits in the internal audit program	Measure: Report on progress Target: 6 monthly		There were 15 audits in 2023-24 - 1 was deferred to 2024-25, 11 completed and reported to the Audit, Risk & Improvement Committee (ARIC), 2 commenced but not finalised. In addition, an agreed audit was undertaken in two parts, one has been reported to ARIC and the other will be in early 2024-25.	General Manager's Unit
	4.3.1.3	Ensure the Archival & Disposal Record Strategy is compliant with current legislation	Measure: Report on progress Target: June 2024 Actual: Strategy will be further reviewed in Q4		Our record archival and disposal processes are being assessed in line with State Records requirements.	City Performance
	4.3.1.4	Maintain the Enterprise Risk Management framework and provide advice and support	Measure: Quarterly reporting to ARIC on the framework Target: June 2024 Actual: Reporting occurred in each quarter to June 2024		Enterprise Risk Management framework in place and reviewed. Support and advice provided to stakeholders. Risk reviews undertaken quarterly and reported to ARIC.	City Performance
	4.3.1.6	Manage & coordinate the delivery of all IP&R documents and reports	Measure: Annual Report Target: November 2023  Measure: Operational Plan 2024-25 Target: June 2024		Statutory Reports delivered to the community by the legislated deadlines.	City Performance
	4.3.1.7	Plan and prepare to transition to the new Audit Risk and Improvement Framework as specified in the new Office of Local Government Risk and Internal Audit Guidelines June 2022	Measure: Action Plan developed commenced Target: Within 3 months of Risk and Internal Audit Guidelines being published Actual: Review and planning commenced		The legislative changes for the operations of the Audit, Risk and Improvement Committee were effective from 1 July 2024. Council has implemented the key requirements to ensure compliance by the effective date.	General Manager's Unit
	4.3.1.8	Review, update and commence implementation of the Information & Data Management Governance Strategy	Measure: Review, update and implementation commenced Target: June 2024 Actual: Strategy will be further reviewed in Q4		The Information & Data Management Governance Strategy is being developed. We are updating our processes and collaborating across business units to create a unified vision.	City Performance

Delivery Program Strategy 2022-26	Code	Operational Plan Action 2023-24	Measure & Target	Status	Comment	Directorate
	4.3.1.9	Undertake Councillor Professional Development Program	Measure: Program delivered Target: June 2024 Actual: Ongoing		Council continued to provide Councillor Professional Development Program through the year by a mixture of internal and external providers.	General Manager's Unit
4.3.2 Foster a customer centric culture (Deliver)	4.3.2.1	Deliver Customer Centric IT support - hardware, software, and systems	Measure: Digital maturity of bayside Target: Baseline year Actual: Progressing		There has been a recognised uplift in technology support to Council's workforce enabling increased productivity. A number of modern technologies have been rolled out that have improved the user experience. A notable example is the improvements to Wi-Fi across Council premises.	City Performance
	4.3.2.2a	Deliver the Business Improvement Delivery Program for 2023-24	Measure: Waste Service Request management efficiency Target: Decreasing time to respond		Waste Service Requests efficiency project delivered	General Manager's Unit
	4.3.2.2b	Deliver the Business Improvement Delivery Program for 2023-24	Measure: Project Management Framework launch & uptake Target: Majority users satisfied		Project Management framework launched, workshop for all Directors and Managers held in June 2024, staff training implemented and ongoing for new and promoted staff. Uptake of framework to be assess by Internal Audit.	General Manager's Unit
	4.3.2.2c	Deliver the Business Improvement Delivery Program for 2023-24	Measure: Launch of fully integrated HR platform Target: March 2024 Actual: July 2024		This project is in User Acceptance Testing and should be completed in July 2024	General Manager's Unit
	4.3.2.3	Address identified areas of improvement, and enhance and protect areas of strength in our workforce	Measure: Report on the implementation of initiatives from the 2022-23 staff focus group Target: September 2023 Measure: Conduct biennial survey Target: December 2023 Actual: June 2024 Measure: Develop 2024-25 action plan to address areas of improvement Target: June 2024 Actual: December 2024		Workshop held with Directors & Managers re the 2022-23 staff focus groups. Agreed actions were developed and conveyed to staff at the GM Roadshow.  The most recent survey was conducted and is with University of SA for evaluation. The results are expected to be available in October 2024 and the 2024-25 action plan to address areas of improvement will be developed after that.	General Manager's Unit
	4.3.2.4	Ensure information requests are responded to in compliance with legislative requirements	Measure: Compliance Target: 100% Actual: 100%		Processing of access to information applications is ongoing and completed as necessary.	City Performance








Delivery Program Strategy 2022-26	Code	Operational Plan Action 2023-24	Measure & Target	Status	Comment	Directorate
	4.3.2.5	Implement recommendations from the Fraud & Corruption Framework within scheduled timeframes	Measure: Scheduled timeframes met Target: 100%		Fraud & Corruption - Audit Actions to be progressed in 2024-25.	City Performance
	4.3.2.7	Customer Experience Commitment - Finalise the Customer Experience Strategy 2023-2026	Measure: Report adopted Target: December 2023 Actual: November 2023		The Customer Experience Strategy, Policy and Charter were endorsed by Council in February 2024.	City Performance
	4.3.2.8	Improved response to public enquiries & requests relating to traffic and parking issues	Measure: # of enquiries responded to within Service Standard Target: 95% Actual: 97.2%		1,404 customer enquiries responded to - 97.2% within service standard	City Futures
	4.3.2.9a	Conduct an Operational level Service Review Program	Measure: Asset Management Service Review Target: December 2023		The Asset Management Service review was completed. Business Transformation is working with City Infrastructure to map out the next steps.	General Manager's Unit
	4.3.2.9b	Conduct an Operational level Service Review Program	Measure: Document Management Service Review Target: June 2024		Document Management Service review completed - City Performance have been engaged to work through the next steps.	General Manager's Unit
	4.3.2.9c	Conduct an Operational level Service Review Program	Measure: Service Catalogue Development Target: July 2024		The Service Catalogue Development and Harmonisation Review are to be undertaken in 2024-25.	General Manager's Unit
	4.3.2.10	Customer Experience Responsiveness - Provide responsive customer experience via multiple customer request channels	Measure: # calls addressed at first point of contact Target: > 70% Actual: 87.0%   34,337 calls Measure: # digital requests received Target: Increase Actual: 13.50% Measure: Correspondence received & addressed within agreed levels of service Target: > 70% Actual: 70%		Several new digital opportunities were launched during 2023-24 resulting in an average of over 200% increase in digital engagements across a variety of channels. Inbound calls that are addressed at the first point of contact are steadily increasing.	City Performance
	4.3.2.11	Customer Experience Improvement - Embed Customer Experience as a priority across the organisation	Measure: Report on progress of projects in key areas to embed Customer Experience: <ul style="list-style-type: none"> <li>▪ People</li> <li>▪ Technology</li> <li>▪ Data, Information &amp; Processes</li> <li>▪ Governance &amp; Performance</li> </ul> Target: Report 6 monthly		Projects listed in the Customer Experience Strategy have all been scoped and many have now commenced including business unit engagements across the organisation.	City Performance

Delivery Program Strategy 2022-26	Code	Operational Plan Action 2023-24	Measure & Target	Status	Comment	Directorate
	4.3.2.12	Customer Experience Satisfaction - Develop and implement a program to regularly capture and report on customer experience satisfaction	Measure: Mechanisms developed and implemented Target: Report 6 monthly Actual: June 2024		A quality assurance program is under development to capture and report on call satisfaction.	City Performance
	4.3.2.14	Commission and conduct the Community Satisfaction Research Study	Measure: Survey complete and report presented Target: June 2024		Community Satisfaction Survey was completed in September 2023, with final presentation to Councillors at a strategic workshop in February 2024	City Life
4.3.3 Invest in a skilled and dynamic workforce to meet future challenges, meet accountability and compliance requirements, and deliver Council's quadruple bottom line: social, environmental, economic, and civic leadership (Deliver)	4.3.3.2	Develop and implement a Training Plan based on the skill and capability needs for the Council as well as emerging requirements for future needs	Measure: Learning needs analysis conducted Target: June 2024 Actual: Completed  Measure: Deliver training on core applications across Council Target: Report 6 monthly Actual: Completed		Completed and Implemented via the Corporate Training Plan, Leadership Development Program and Emerging Leaders program.	General Manager's Unit
	4.3.3.4	Develop and undertake an annual program of WH&S inspections. Corrective actions to be identified, recorded and corrections implemented	Measure: Report on progress Target: 6 monthly Actual: Completed		The Workplace Inspection Program is being actively managed with regular inspections conducted according to the schedule.	General Manager's Unit
	4.3.3.5	Embed a safety culture across the organisation using the new DAMSTRA as the foundation. Undertake education and safety cultural awareness programs to drive an increase to safety	Measure: Report on progress Target: 6 monthly Actual: Completed		The WHS software DAMSTRA and the self-reporting incident portal SafetyBay are embedded in Council processes. The workforce is comfortable with self-reporting injuries, illnesses, and incidents. The DAMSTRA software is actively used by WHS and frontline leaders.	General Manager's Unit
	4.3.3.6	Reduce Lost Time Injuries (LTI) and facilitate recovery at work as per Safe Work guidelines and best practice. Tailor individual rehabilitation plans and strategies to effectively manage each injury/workers compensation case	Measure: Benchmark LTI to comparable Councils as provided by SafeWork NSW Target: 6 monthly Actual: Completed		Council has significantly reduced LTI and improved recovery times, aligning with Safe Work guidelines.  The integration of Angelo Anestis Aquatic Centre increased our head count by 8.5%.  Key achievements include a reduction in new claims from 33 to 18, LTI occurrences from 21 to 13, average paid claims from \$13,301 to \$4,811, and hours lost from 4,835 to 743.  These improvements reflect our effective claims management and workers rehabilitation processes.	General Manager's Unit

Delivery Program Strategy 2022-26	Code	Operational Plan Action 2023-24	Measure & Target	Status	Comment	Directorate
4.3.4 Manage Council assets to meet community expectations within available resources (Deliver)	4.3.4.1	Optimise the value and use of Council assets	Measure: Complete the year 2 priority actions of the Land & Property Strategy 2022-2025 Target: Report on progress	●	Remaining items have been prioritised for completion by December 2024.	City Futures
	4.3.4.2	Develop a new Depot Accommodation Strategy to incorporate sites at Mascot, Bexley, Botany and Banksmeadow	Measure: Strategy drafted Target: June 2024	●	Project has been deferred to 2024-25	City Futures
	4.3.4.3	Develop the Fire Safety Awareness & Action Program	Measure: Program developed Target: June 2024	●	This item is on hold as there is legislation reform.	City Life
	4.3.4.4	Ensure Council's properties and facilities are fit for purpose and meet statutory requirements	Measure: Compliance with legislative requirements Target: 100% Actual: 100%	●	Annual maintenance and compliance testing completed across all properties and facilities to ensure statutory requirements and reporting are met.	City Presentation
	4.3.4.5	Ensure Council's fleet is modern and operating effectively	Measure: Fleet utilisation Target: 80% Actual: 80%  Measure: Modern and fit for purpose - replacement program is maintained based on age and condition Target: Report on replacement totals	●	Annual Fleet Replacement Program met for 2023-24.	City Performance
	4.3.4.6	Ensure Council's stock levels are optimised and is managed and accounted for	Measure: Slow moving stock removed from stores Target: Annual Stocktake June - report in Q1	●	Stock Take completed and no issue with slow moving stock at Bexley & Botany Depot Stores	City Performance
	4.3.4.7	Implement the Bayside Asset Management Strategy	Measure: Report on progress Target: 6 monthly	●	Key elements in the strategy have been delivered	City Futures
	4.3.4.8	Report on the leasing performance of the Bayside Real Estate Portfolio - new leases, renewals, and income	Measure: Updates delivered to Strategic Assets Management Committee Target: Monthly	●	Reporting to the Committee completed regularly.	City Futures
	4.3.4.9	Undertake annual Kerb and Gutter Renewal Program	Measure: Report on totals Target: 6 monthly Actual: Complete	●	Periodic kerb and gutter maintenance is actioned within an annually allocated budget. Approximately 453 lineal metres of kerb and gutter replacement in 2023-24 has been completed. Council's major capital works also conduct renewals and upgrades of this infrastructure.	City Presentation
	4.3.4.10	Undertake annual Road Pavement Renewal Program	Measure: Report on totals Target: 6 monthly Actual: Complete	●	Council's annual road resheeting program was completed for 2023-24 between October-February. Total expenditure of \$3.8 million, resheeting 26 streets.	City Presentation

Delivery Program Strategy 2022-26	Code	Operational Plan Action 2023-24	Measure & Target	Status	Comment	Directorate
	4.3.4.11	Undertake asset condition audits for Council owned infrastructure	Measure: Condition assessments undertaken Target: Completed in accordance with rolling schedule	●	Open Space assets condition audit completed April 2024. Transport assets condition audit completed June 2024. Stormwater internal review and audit completed May 2024.	City Futures
	4.3.4.12	Undertake restoration of Council assets impacted by public authority works eg gas, power etc as required	Measure: Restoration of affected assets Target: 100% Actual: 100%	●	Council embarked on an extensive restoration program resulting in 1,766m <sup>2</sup> of footpath being replaced, 416m <sup>2</sup> of new asphalt roads and associated income.	City Presentation
4.3.5 Manage Council finances for the long-term benefit of the community and to prioritise infrastructure funding commitments (Deliver)	4.3.5.1	Annual Budget and Quarterly Budget Review Statements (QBRS) completed within statutory timeframes	Measure: Budget and QBRS completed Target: 100% Actual: 100%	●	All QBRS have been successfully adopted by Council with the third quarter presented to the Corporate Performance Committee on 1 May 2024 and Council adopting this at its 22 May 2024 meeting.	City Performance
	4.3.5.3	Develop and implement a financial improvement strategy to address Council's long-term sustainability issues as forecasted in the LTFP	Measure: Strategy developed and adopted by Council Target: June 2024 Actual: 14 December 2023	●	The LTFP and supporting Council reports continue to promote Council's long-term financial sustainability strategy. This can be achieved through various means, and Council has implemented some resulting in an improvement in the asset funding shortfalls over the last 2 years.	City Performance
	4.3.5.4	Ensure all spend is in line with Council's Procurement Policy and Procedures by performing an annual spend analysis to inform a program of market testing	Measure: Report on progress Target: 6 monthly Actual: September 2023	●	Annual Spend Report completed to ensure Council spend is under contract and in line with legislation and policies.	City Performance
	4.3.5.7	Issue Annual Rate Levy allowing for transaction to the harmonised rate over 4-years approved by IPART	Measure: Levy issued Target: August 2024	●	The rate levy has been completed and notifications issued to rate payers. Rates harmonisation for Bayside Council is now complete.	City Performance
	4.3.5.8	Prepare annual financial statements in accordance with accounting standards to ensure an unqualified audit opinion	Measure: Statement prepared Target: October 2023 Actual: October 2023	●	The 2022-23 financial statements were prepared in accordance with accounting standards and Council received an unqualified audit opinion.	City Performance
	4.3.5.9	Prudent management of Council's investment portfolio in accordance with relevant legislation in order to maximise returns as reported to Council in the monthly statutory financial reports	Measure: Reports presented to Council Target: Monthly Actual: Monthly	●	Council places investments in line with Council's investment policy and reported the performance of the investment portfolio to Council on a monthly basis via the statutory financial reports.	City Performance



Delivery Program Strategy 2022-26	Code	Operational Plan Action 2023-24	Measure & Target	Status	Comment	Directorate
	4.3.5.10	Review and test Council's Business Continuity Plans	Measure: Test once per year Target: June 2024 Actual: June 2024		Business Continuity Coordination and Response Plans were reviewed as part of the maturity assessment of Council's Business Continuity Management Framework. The Response Plan was tested against a critical business function and the findings presented to the Audit, Risk & Improvement Committee.	City Performance
	4.3.5.11	Review and update the Long-Term Financial Plan annually as part of the Resourcing Strategy	Measure: LTFP adopted Target: June 2024 Actual: June 2024		The Long-Term Financial Plan (LTFP) was reviewed and update. Following extensive consultation and presentation to the Corporate Performance Committee the LTFP was adopted at the 26 June 2024 Council meeting.	City Performance
4.3.6 Plan for growth and development so the benefits of prosperity are shared (Deliver)	4.3.6.2	Offer effective / competitive Complying Development (CDC) and Construction Certificate (CC) Services	Measure: Report on progress Target: 6 monthly		This is an ongoing service provided by the Development Certification team.	City Futures
	4.3.6.3	Unlock s.7.11 funds by creating a new s7.12 Development Contributions Plan to consolidate Rockdale and Botany Bay Plans in accordance with DPE reforms	Measure: Plan complete Target: December 2024		Consultants have been engaged and options report completed.	City Futures
	4.3.6.4	Prepare submissions and reporting to Council on environmental planning instruments and policy	Measure: Draft submissions submitted prior to deadline and reported for endorsement Target: At the next available Council meeting		Submissions reported to Council for adoption	City Futures
	4.3.6.5	Process and administer Planning Agreements	Measure: Benefits are delivered in accordance with their agreements Target: Report 6 monthly Actual: 6 monthly reports		Planning Agreements have been administered in accordance with legislative requirements	City Futures
	4.3.6.6	Develop a plan to expend SEPP64 funds	Measure: Plan prepared for endorsement by TfNSW Target: December 2023 Actual: July 2023		A plan has been adopted to prioritise expenditure on improvements to traffic safety for drivers, pedestrians and cyclists. This includes works such as improving bicycle rider safety, installation of pedestrian refuges, bus shelters / seats, signage, speed calming devices, new and upgraded footpaths, and other safety devices.	City Futures