



**Bayside  
Council**  
Serving Our Community

# State of our City Report 2022-2024



## **Acknowledgement of Country**

Bayside Council acknowledges the Traditional Custodians, the Gadigal and Bidjigal people of the Eora Nation.

The people of the Eora Nation, their spirits and ancestors will always remain with our waterways and the land, our Mother Earth.



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# Introduction

## About this Report

This State of our City Report focuses on how effective Council has been in delivering social, environmental, economic and civic leadership objectives over the term of the previous Council.

Prepared by each outgoing Council, noted by the incoming Council, it sets the scene for the new Council by highlighting future challenges and opportunities whilst also celebrating achievements.

Under the Integrated Planning & Reporting Framework (details under How we Deliver for our Community) this report is required by the Office of Local Government (OLG) to be presented to the second ordinary meeting of a new Council.

This report is made up of 4 sections:

- ▶ **Introduction** where we introduce the purpose of the report and set the scene for where we are today.
- ▶ **What was Achieved** where we detail the achievements made against the priorities of the previous Council and community.
- ▶ **Key Challenges for the New Council** highlighting potential issues in our future that we need to consider when setting our plans and outcomes.
- ▶ **Opportunities for the New Council** where we discuss possibilities on the horizon that the new Council may want to take advantage of.

Details of all achievements and outcomes delivered and can be found in Council’s Annual Reports which are available on our [website](#).



## Mayors' Message

It is with great pride that we present this State of our City Report detailing Council's achievements across various areas including customer experience, environmental resilience, community engagement, and economic prosperity.

It also highlights strategies to ensure future growth, transformation and sound financial management, which remain at the top of our agenda.

Forecasting to 2036, our population is expected to exceed 212,000, as more people chose to make Bayside their home.

This will present both opportunities and challenges for Council and our community.

The areas around our transport hubs will continue to be an important element in our planning as we work to ensure any new precincts form part of an inclusive, connected Bayside.

Council is committed to making sure residents continue to enjoy access to open space and new local parks. Upgraded reserves and amenities buildings have been delivered across Bayside with more planned for the future.

Council has increased its digital channels and improved customer service solutions to create a better experience for people contacting Council.

We have focused on environmental sustainability by adopting several strategies, improving our tree canopy, implementing renewable energy contracts, and launching waste management programs.

We have focused on initiatives to improve community engagement and safety including the launch of the Safer Cities: Her Way program and the installation of new CCTV cameras. Council also secured \$87.7 million in grant funding over the last Council term that has supported various community projects such as road safety improvements and sporting facility upgrades.

Our significant capital works program has included the redevelopment of parks, playgrounds, and sporting facilities, enhancing the quality of public spaces.

Barton Park has been transformed into a regional sporting and recreational hub to cater for our growing population. The project, made possible with support from the NSW Government, includes a state of the art facility with a 450 seat grandstand.

We created Bayside's first Petanque Court, our first wild play playground and, with the St George Historical Society reopened the historic Lydham Hall. Council also successfully took over the management of the Angelo Anestis Aquatic Centre.

Through our arts and culture strategy we have supported public art, fostered community cultural events and created the biggest First Nations mural in Bayside.

Our efforts to boost the local economy and support local business has led to improved management and seen the return of the Local Bayside Business Awards to recognise outstanding contributions.

We can all be proud of the progress we have made this term. By putting the Bayside community first, we are building a better Bayside.



**Councillor Christina Curry**  
Mayor January 2022 to  
September 2023



**Councillor Bill Saravinovski**  
Mayor September 2023 to  
September 2024

## Guiding Principles

Local government is the third level of government in Australia. It is an elected system of government directly accountable to the local community. Each Council is an independent, statutory body responsible for administering the area over which it has jurisdiction.

The power of local government is controlled by Legislation such as the Local Government Act. Councils are concerned with matters close to our homes, such as building regulations and development, local roads and footpaths, parks and playing fields, libraries, environmental issues, waste disposal, and many community services. These tasks would be difficult for a state government to manage because they are local issues. Councils can deliver services adapted to the needs of the community they serve.

Leadership is provided by the Council, being the elected representatives, or Councillors, who work together to provide strategic direction and good governance for the benefit of the community.

Councils are responsible for making significant decisions that have a far-reaching impact on their community. Whether it is carrying out statutory responsibilities or providing services, the community expects that Council will operate effectively, efficiently and fairly. Having a robust governance framework in place significantly contributes to meeting the community's expectations.

## Community Engagement



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

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

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

## Social Justice Principles

Bayside is dedicated to fostering social cohesion and a sense of belonging for all residents. We believe that everyone should have the opportunity to fully participate in society without discrimination.

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

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

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

## Resilient Cities Principles

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

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

Acute shocks are sudden events that threaten a city and include heatwaves, floods, disease outbreaks and cyber attacks. Chronic stresses weaken the fabric of a city on a day-to-day basis and include rising inequity, housing unaffordability, family violence and inadequate public transport.

There are 4 dimensions:

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

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



As a member of Resilient Sydney, Bayside Council is exchanging ideas about the most effective ways to build resilience. To view the City Resilience Framework go to [Sydney Resilience Strategy](#)

# Who we are

## Bayside Area & People

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

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

Bayside has almost 183,000 residents and is expecting this to increase by 30,000 by 2036. People of all ages enjoy life in Bayside, many speak a language other than English at home and almost half were born overseas. There are many great schools, boutique businesses, active laneways and precincts and a very vibrant mix of cultures.

First Nations people have lived on the shores of Botany Bay (Kamay) for tens of thousands of years and today we also have residents who have come from all over the world. All of these different cultures enrich our area with their traditions, celebrations and stories.

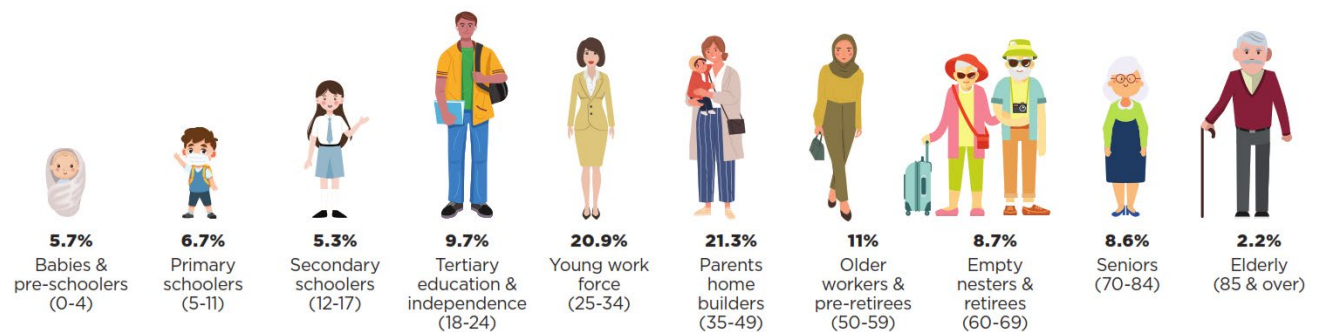
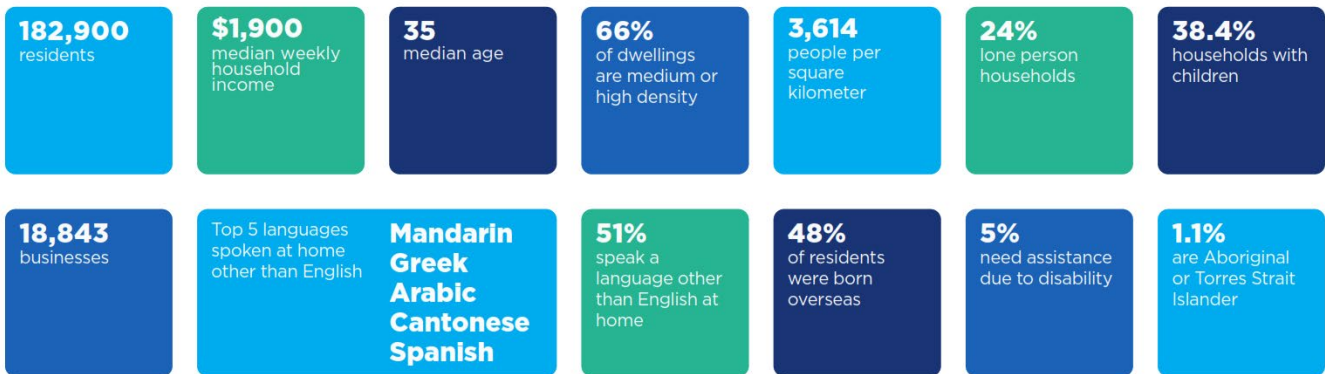
Our significant wetlands provide important corridors for native flora and fauna, as well as places for our community to engage with natural surroundings.

Bayside is well served with public transport with two main train lines and several busy bus routes.

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

The below statistics show some of the diversity of the Bayside community:

### Our Demographics





## Bayside Council

### Councillors - 2021-2024

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

The NSW Local Government Election was deferred twice due to COVID-19 at the beginning of this term. First from 12 September 2020 to 11 September 2021, then to 4 December 2021 therefore this was only a 3 year term.

Our first Council meeting for the new term was held on Friday 5 January 2022 where Councillor Curry was elected Mayor and Councillor Morrissey as Deputy Mayor. In September 2023 Councillor Saravinovski was elected as Mayor and Councillor Awada as Deputy Mayor.

Ward 1			
Ward 2			
Ward 3			
Ward 4			
Ward 5			
	<p>Christina Curry Labor</p>	<p>Scott Morrissey Labor</p>	<p>Jennifer Muscat Independent</p>
	<p>Jo Jansyn Labor</p>	<p>Ann Fardell Labor</p>	<p>Michael Nagi Independent</p>
	<p>Bill Saravinovski Labor</p>	<p>Andrew Tsounis Independent</p>	<p>Greta Werner Greens</p>
	<p>Joe Awada Labor</p>	<p>Liz Barlow Independent</p>	<p>Mark Hanna Independent</p>
	<p>Ed McDougall Labor</p>	<p>Heidi Lee Douglas Independent</p>	<p>Paul Sedrak Independent</p>

## Bayside the Organisation

In March 2022 the General Manager, as required under the Local Government Act, reviewed the structure of the organisation and made some significant changes to meet the expectations of the new Council and the priorities set in the Community Strategic Plan and the Delivery Program.

The restructure responded to the immediate and emerging needs of our community and the ever changing legislative environment. It realigned several business units reflecting the community’s feedback about current and emerging priorities and allowed the organisation to be better placed to respond to the broader strategic objectives of the new Council.

In the new structure, greater emphasis was placed on:

- ▶ Customer Experience
- ▶ Exemplary maintenance of public spaces
- ▶ Environment and Resilience
- ▶ Compliance and Community Safety
- ▶ Services to young people
- ▶ The Office of the Mayor | The Office of the General Manager

Customer Experience became a standalone business unit focused on improving our customers experience when dealing with Council and enhancing digital functionality, enabling residents to transact business with Council 24/7. Data Governance was also a priority of this unit.

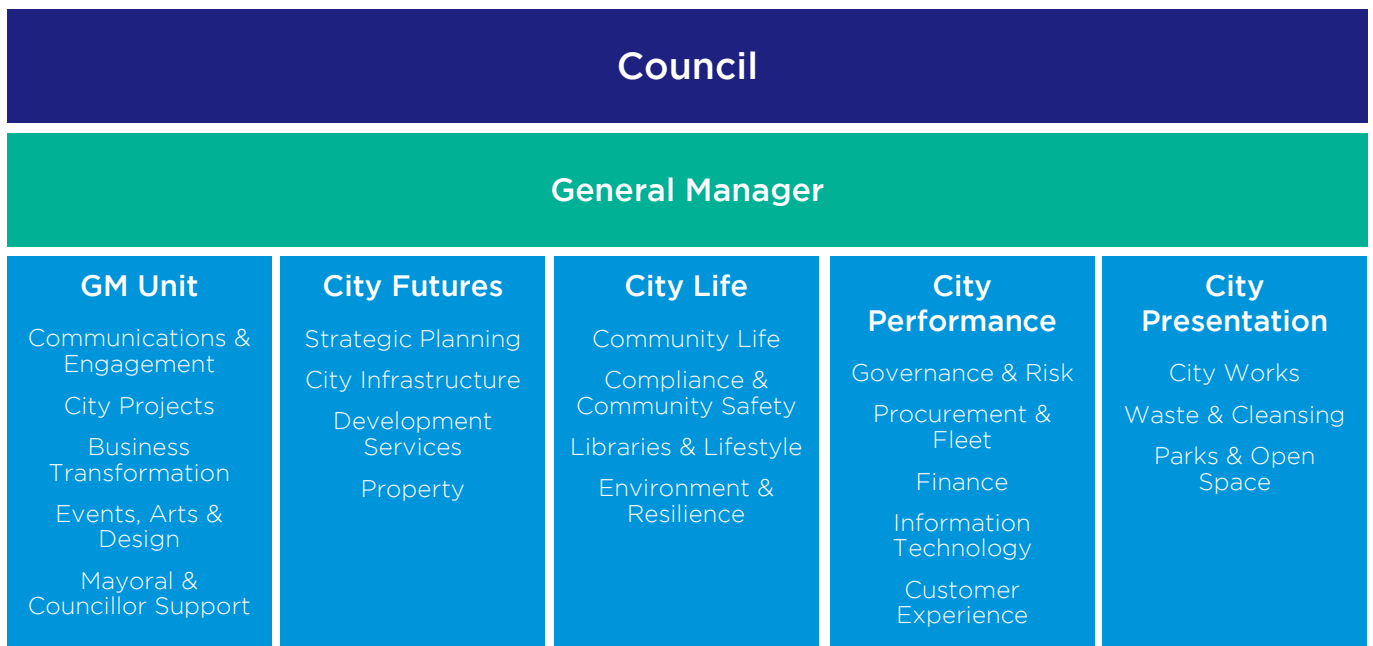
Place Liaison, a new function, was created to assist, monitor and identify maintenance hot spots and areas that require a higher service standard. They are effectively the ‘eyes and ears’ on the ground, identifying opportunities for small improvements to or to upgrade the look and feel of an area.

A new Environment and Resilience Unit was created to unite the Environment team and Resilience and Sustainable Waste Management functions. This change enabled greater capacity and focus to deal with environmental challenges and plan for community resilience in the face of chronic stresses and crises whilst acknowledging that there is growing community, political and legislative demand for local government to contribute to environmental and climate mitigation measures.

The creation of the Libraries and Young People unit acknowledged the importance of providing services to this demographic and resourcing the programs offered.

The newly named Compliance and Community Safety unit was refocused to address the increasing community demand to improve safety and to take advantage of available digital technologies.

Lastly, to support the increased focus on building connections, a strong social media presence and community confidence in Council, Offices of the Mayor and the General Manager were established to enable quicker responses to requests from our elected officials and the community.



## How we deliver for our Community

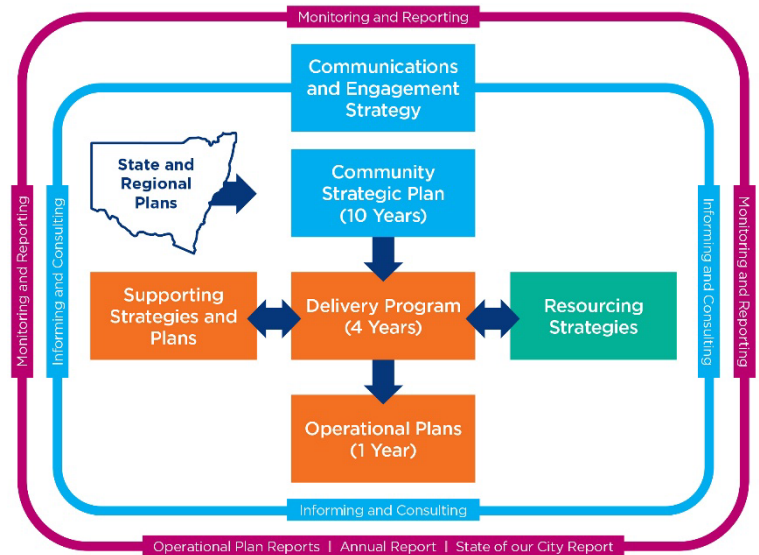
### Integrated Planning & Reporting (IP&R)

IP&R is a framework developed by the NSW 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 and to ensure these align to the community's needs and vision for Bayside. It is where we **Identify, Plan, Fund & Report** on services and outcomes for our community.

Council also plays an important role 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 and programs. It demonstrates our commitment to genuine and inclusive engagement and keeping our community informed.
- **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 10 year Resourcing Strategies. These 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 these 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; Disability Inclusion Action Plan; 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 Progress Reports, an Annual Report and every 4 years a State of our City Report.

This report is the State of our City Report 2022-24.

## Measuring Success – Community Satisfaction Surveys

Council undertakes a bi-annual survey to assess the community’s perceptions about Council’s services and facilities. The intent of the survey is to provide insights into the factors that drive satisfaction within the community and show Council the effectiveness of its service delivery in meeting community expectations. Council received feedback on a wide range of Council related issues and services, including customer experience, planning and development, maintenance of roads and footpaths, parks and open space and community services and facilities.

Below is some detail on what we found ...

### Where are we now?

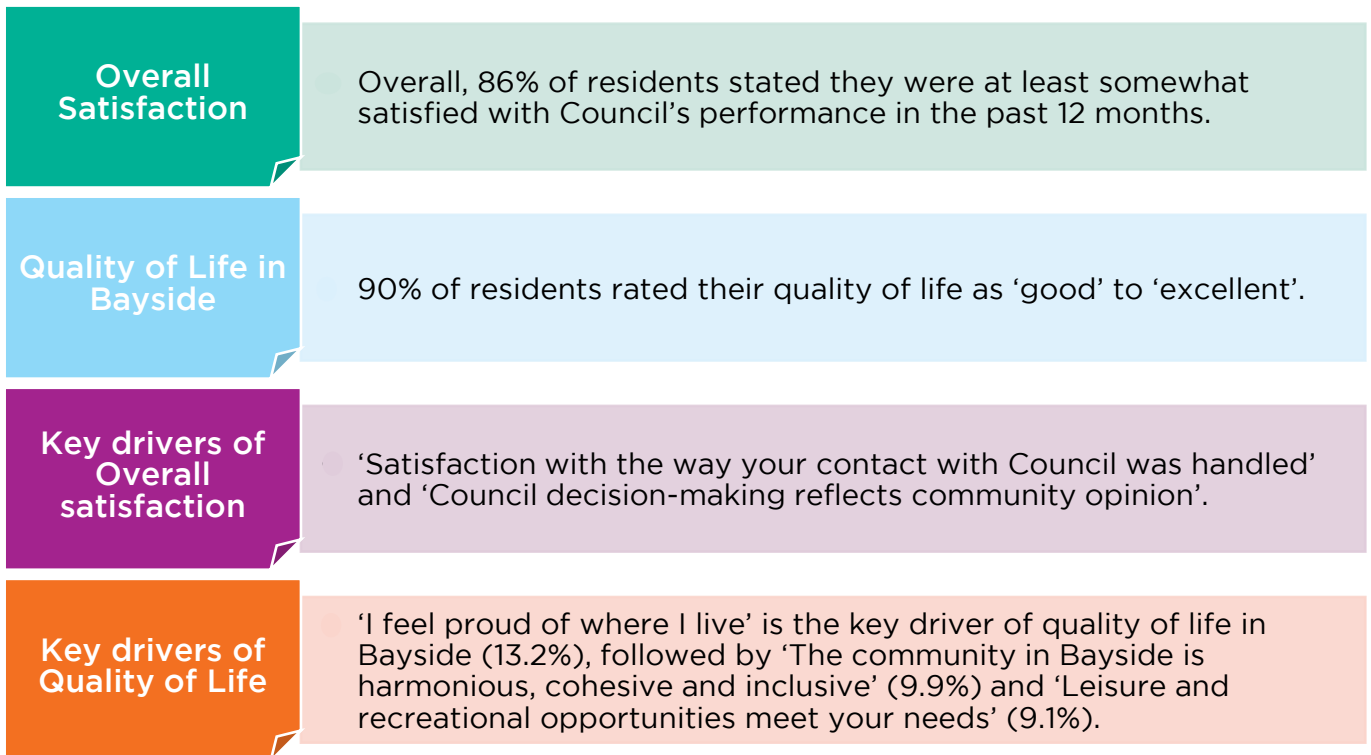
Despite many external stressors over the last term, such as the impacts of COVID-19, bushfires, floods and rising costs, residents’ perceived quality of life and the overall satisfaction with Council’s performance have remained generally stable. Satisfaction has also significantly increased for many of the services areas.

Overall, residents tend to have a good sense of community, with 79% of residents feeling proud living in Bayside (this is also a key driver of quality of life), 76% stating they can call on neighbours and local relatives if they need help. The analysis clearly indicates that civic leadership, and the management of growth (development/connectivity) are key drivers of satisfaction. Improvements in these areas will strengthen community positivity towards the performance of Council.

Additionally, according to two open ended questions asking future priorities, traffic management and adequate engagement with Council were also focused on by residents, as well as provision of facilities and services (eg schools, age care).

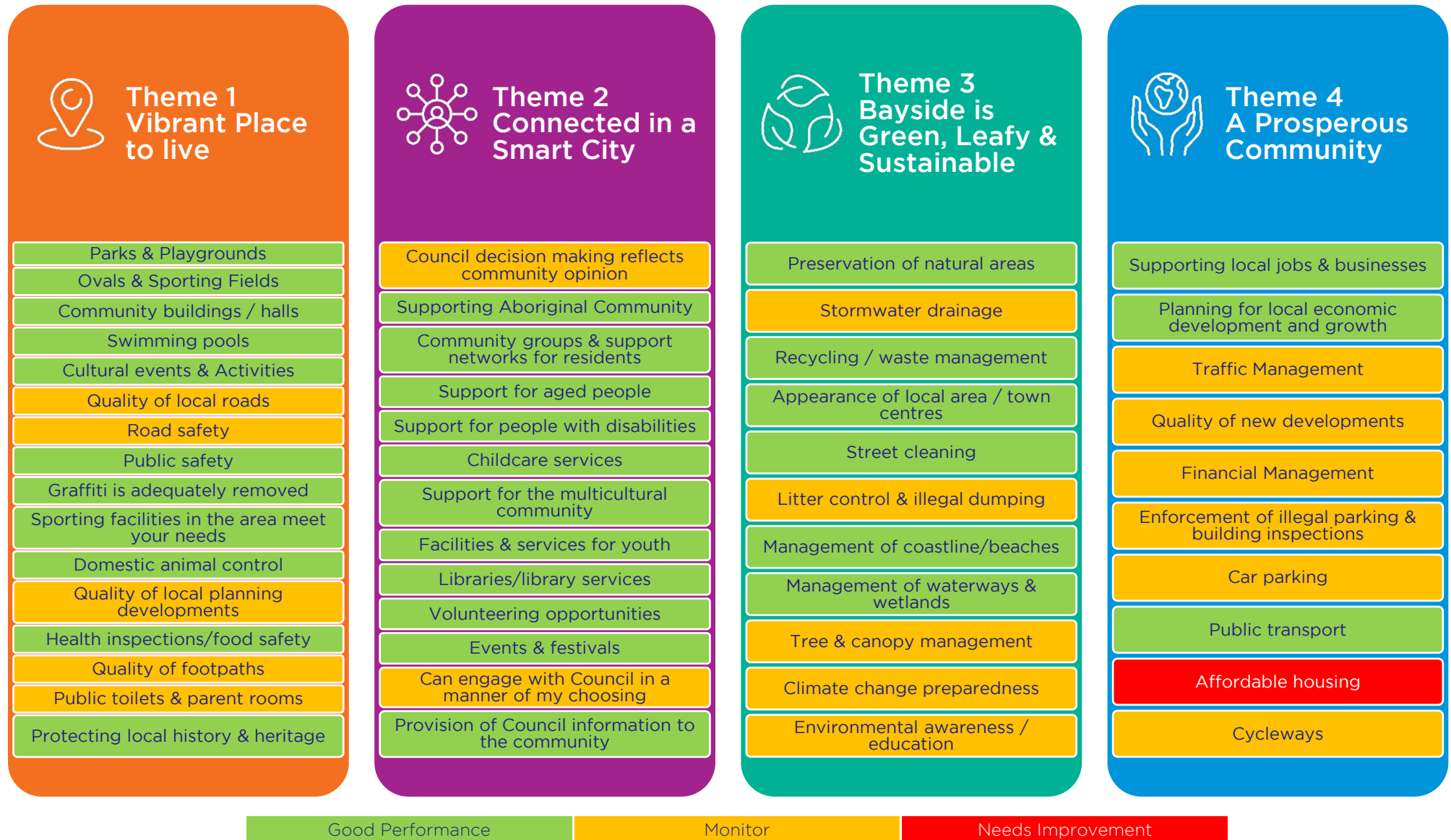
From a customer experience perspective it is clear that every resident’s interaction with Council is an opportunity to shape community perception around the performance of Council.

### Key Measures



## Satisfaction Scorecard

31 of the 50 services / facilities received a 'good performance' score with 80% or more of residents at least somewhat satisfied with Council's overall performance in that area. Only 1 area (Affordable housing) had a satisfaction score of 60% or less.

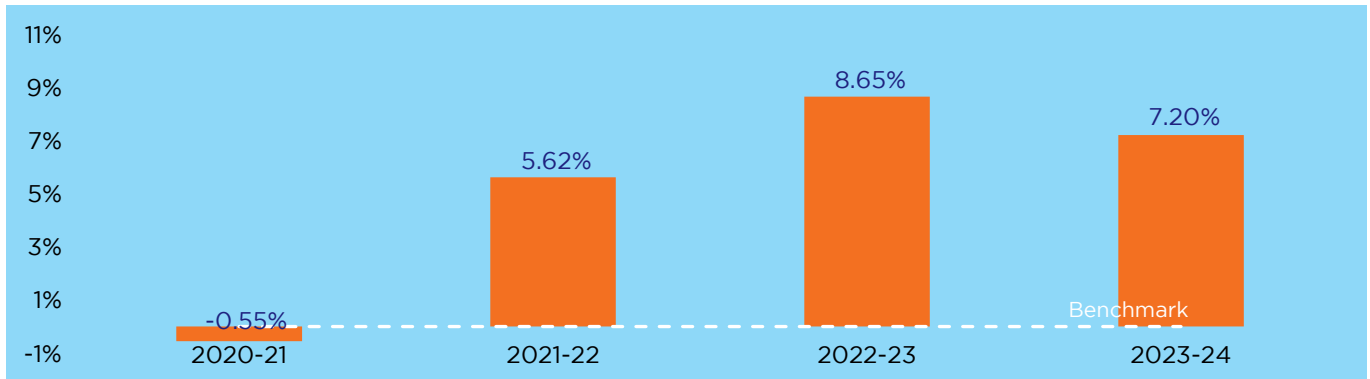


## Performance Ratios

### Operating Performance

The operating performance ratio assesses Council’s ability to contain operating expenditures within operating revenues (excluding capital grants and contributions). Notably, aside from 2020-21, Council has consistently exceeded the OLG benchmark.

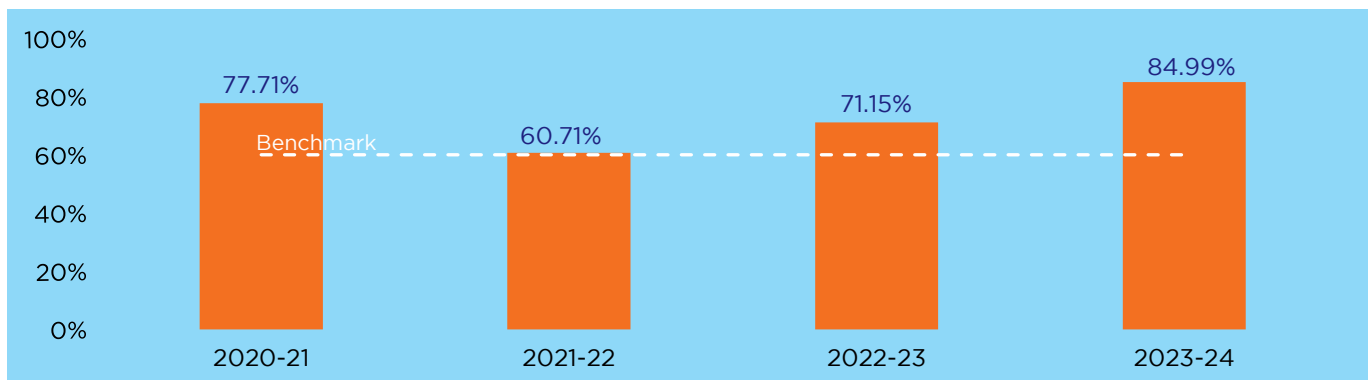
OLG Benchmark | *Greater than or equal to break even*



### Own Source Revenue

The own source revenue ratio assesses Council’s fiscal flexibility and the extent of its reliance on external funding sources, such as grants and contributions. Council has consistently exceeded the OLG benchmark over the past 4 years. A higher percentage in this ratio indicates that Council relies less on external funding to support its operations.

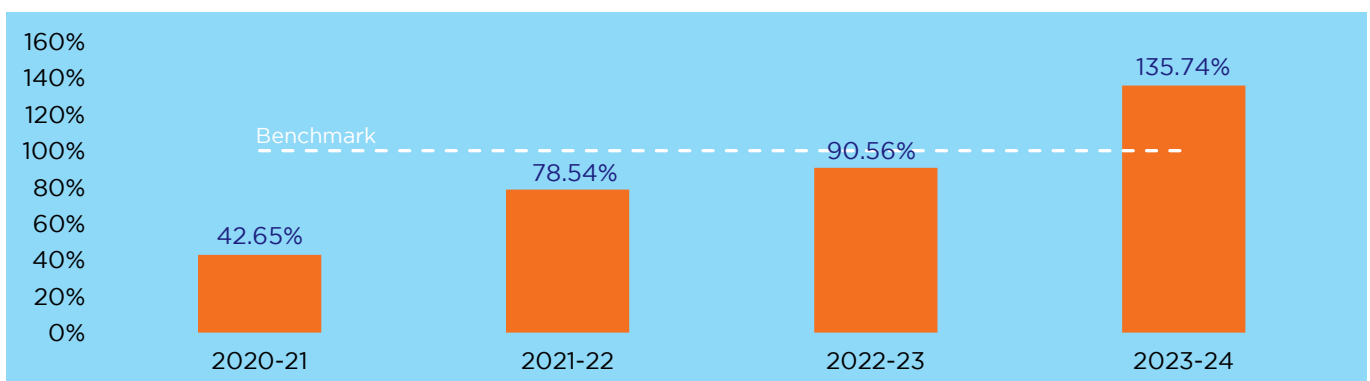
OLG Benchmark | *Greater than 60%*



### Infrastructure Renewal

The infrastructure renewal ratio evaluates Council’s effectiveness in renewing assets relative to their rate of depreciation. The local government benchmark requires Councils to invest \$1 in asset renewal for every \$1 of depreciation. As part of its improvement plan, Council has implemented budget strategies over the years to help reach the OLG benchmark, which it successfully achieved in 2023-24.

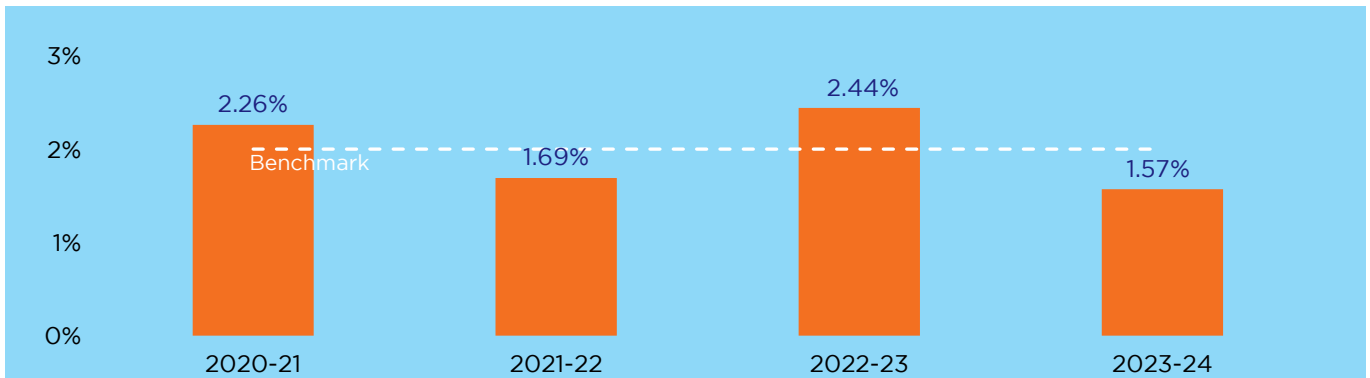
OLG Benchmark | *Greater than 100%*



### Infrastructure Backlog

This ratio reflects the percentage of infrastructure assets requiring repair or replacement that remain unaddressed. A high backlog ratio suggests underinvestment in infrastructure, which can lead to a decline in asset condition over time. Council has met the OLG benchmark in 2 of the past 4 years.

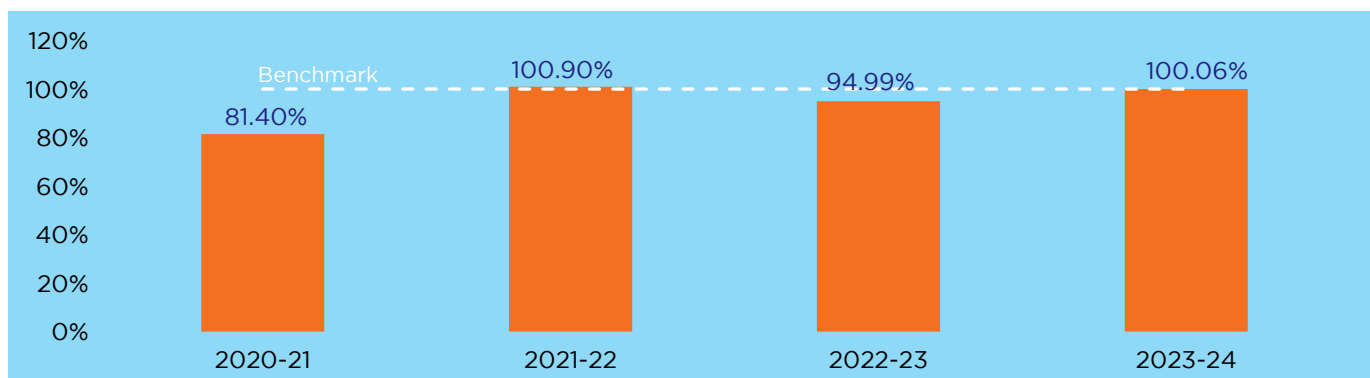
OLG Benchmark | *Less than 2%*



### Asset Maintenance

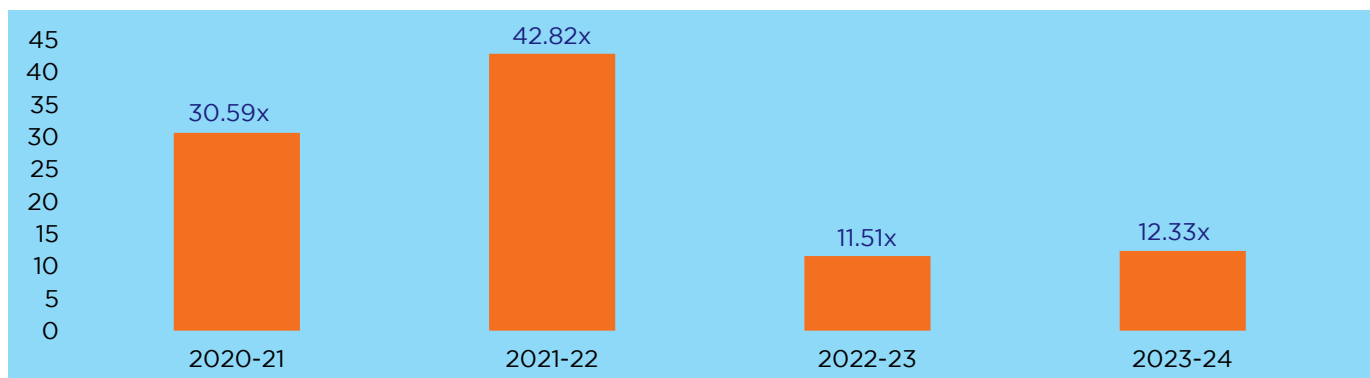
The asset maintenance ratio measures Council's actual spending on asset maintenance against the amount required to keep assets at an acceptable service level. For example, if a building's acceptable service level is 3 but its current condition is level 4, Council would need to invest sufficiently to restore it to level 3. The OLG benchmark is set at over 100%, indicating that any lower figure suggests underinvestment in asset maintenance. Council has exceeded this benchmark in 2 of the past 4 years and only slightly underspent in the years it did not meet the target.

OLG Benchmark | *Greater than 100%*



### Debt Service Cover

This ratio measures the operating result before capital, excluding interest and depreciation, over loan repayments and measures if Council is making enough money to pay its debts.



## Challenges Faced

### Living with COVID-19

At the end of the 2017-2021 term, the ongoing impacts of COVID-19 on our community and our organisation's ability to deliver services and outcomes was unknown. However, 3 years later and we find that despite the dramatic impact during the pandemic, our community and Council has shown great resilience, and business has returned to normal.

### Achieving long term financial sustainability

Addressing the financial sustainability deficit was assisted by operational efficiencies and increases in grant funding over the last 3 years. These have made significant impacts to reduce Council's infrastructure gap from \$158 million to \$76 million.

The use of grants to fund infrastructure renewals and maintenance means that Council can use its own funding for renewal or maintenance projects and in doing so has reduced the growth in the infrastructure expenditure backlog. 'Infrastructure backlog' in this context refers to the unmet demand for renewing or replacing existing infrastructure such as roads, buildings, and other public assets.

Council was also successful in implementing the Infrastructure Maintenance Reserve. This was established so that any operating efficiencies identified through the annual and quarterly budget review processes could be quarantined, in accordance with Council's resolution. Council has identified close to \$11.8 million by 30 June 2024 in efficiency savings and transferred these to the reserve which has enabled us to carry out necessary asset maintenance across Bayside.

These initiatives have positively contributed to the reduction of the infrastructure gap since the implementation of the improvement plan. Council needs to continue on this trajectory to be able to continue to reduce the funding gap over the life of the plan, however, the quantum of future capital grants is always uncertain and cannot be relied upon as a guaranteed funding source in the development of the long-term plan.

### Cost associated with high population growth and the impact of low minimum rate

Bayside ranks 3rd in new dwelling growth and has double the Sydney average for high-density housing. High-density housing increases the demand for community assets such as parks, open spaces, libraries, sports fields, public pools, and other communal spaces.

Our current average ordinary rate per capita is \$488, which is a 2% increase over the last 3.5 years. Our operating costs are \$1,152 per capita, representing an 8% increase, based on a population of 182,987.

The rating system for high-density dwellings is inequitable due to the use of unimproved land value, which results in all dwellings paying a minimum rate as opposed to separate houses.

In this Council term, we addressed this by gaining approval from IPART to increase the minimum rates from \$626 to \$873 over 4 years as part of the rates harmonisation.

This will now have a positive impact on the Bayside rate cap as we will receive \$250 per dwelling higher rate and improve the equity in what each high-density unit pays compared to separate houses.

### Urban development

Bayside continues to be a high population growth area, which brings a number of challenges. While Council has its own adopted housing strategy, the State Government is increasingly identifying and implementing opportunities for increased housing density around existing centres.

Council is continuing to undertake its own investigation of potential areas for new housing, and also planning for new and uplifted community infrastructure. The various open space masterplans and delivery of projects such as Barton Park over the last term are examples of how Council is meeting these challenges.

There is also an ongoing advocacy role for Council in regard to community infrastructure that is does not provide, such as public transport, main roads and regional recreation assets.

### Sustainability

Council adopted its Environment and Resilience Strategy 2024-2032 which identified priority actions to support Council in delivering on environmental sustainability, and resilience against chronic and



sudden shocks, and improving the health and quality of the natural environment for the benefit of the community.

Like other Sydney Metropolitan Councils, Bayside faces great challenges due to climate change. To reduce the impacts, we have:

- ▶ Developed the Urban Forest Strategy to increase our tree canopy while reducing urban heat island impacts.
- ▶ Reviewed floodplain risk management studies, and
- ▶ Implemented an artificial intelligence flood detection and early warning system to help us minimise the impact of floods. The project has been awarded a 2024 NSW Keep Australian Beautiful's Sustainable Cities Awards in the Climate Change Mitigation and Adaptation category.

## Antisocial Behaviour - Hooning

Hooning, particularly in Brighton Le Sands, has been a key focus for Council as we work to enhance the safety and liveability of our community. In 2022-23, Council initiated a trial involving 6 weekend closures of Bay Street between Moate Avenue and The Grand Parade to assess the impact on hooning activity. These trials were conducted during both peak summer months, when the area experiences high visitation, and in winter, when visitor numbers are lower.

The results were promising with a noticeable reduction in hooning incidents. Local residents reported a significant decrease in noise and disruptions, leading to an overall improvement in their quality of life. While local businesses appreciated the reduction in hooning, they expressed concerns about the road closures. However, the trial demonstrated that targeted measures could lead to positive outcomes.

We also observed that some hooning activity shifted to other parts of Bayside, notably Sans Souci. This underscores the importance of a comprehensive, multi-pronged approach to address hooning across the broader area, rather than in isolated hotspots.

Over the past year we successfully lobbied the State Government to install mobile speed cameras along The Grand Parade. Additionally, we expanded our smart CCTV network to include Riverside Drive in Sandringham and Sans Souci in response to community concerns, which has already led to a reduction in hooning in these areas.

Our Bayside Hooning Map continues to provide invaluable data, shared with Police to help identify and monitor hotspots. Moving forward, we are collaborating with the Environmental Protection Authority to install noise activated cameras along Bay Street, a proven technology used internationally to further curb hooning activity and enhance safety.

Council remains committed to exploring new opportunities to reduce hooning and improve community safety, including continued advocacy for an increased Police presence. While Council can play a crucial supporting role, we recognise that hooning, speeding, and dangerous driving are illegal, and enforcement ultimately falls within the jurisdiction of the NSW Police. Together, we aim to create a safer and more peaceful environment for all residents and visitors.

## Foreshore Erosion

Management of the Botany Bay (Kamay) foreshore has been an ongoing issue for the community, especially with the acceleration of erosion caused by expansion of the Airport, Port and the impact of climate change. During the term, the Lady Robinson Beach Foreshore Management Plan has been finalised, which proposes an innovative new approach that works more with known coastal processes in a sustainable way, rather than working against them by using management measures such as recurring beach nourishment.

The highest priority precincts will now move through feasibility into detailed design and delivery. There will be continued community engagement throughout the process and Council will seek assistance to fund the work through grants.

# What was Achieved

## 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.

These community assets help support the many services and facilities provided to the public such as parks and open space, playgrounds, footpaths, 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.

Below is the list of the bold moves for the term of the previous Council and the objectives and outcomes for each are presented on the following pages.

### 2022-23

- 1 Environment & Resilience
- 2 Barton Park
- 3 Boulevard Car Park Redevelopment
- 4 Botany Aquatic Centre Upgrade
- 5 Le Beach Hut
- 6 Town Park (4 Guess Avenue Wolli Creek)
- 7 Bayside Leisure Enterprises
- 8 Sir Joseph Banks Park Regional Playspace
- 9 Rockdale Community Cultural Centre
- 10 Rockdale Town Centre

### 2023-24

- 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 Moves

### Environment & Resilience

#### Objectives

As the world focuses on the environmental issues facing us all, the priorities of environmental sustainability, climate change, natural disasters, and the need for greater resilience weigh heavily.

During the development of the Delivery Program, our community told us that issues surrounding environmental management, climate change and developing community resilience were their top priority.

Responding to these concerns, Bayside has adopted a long-term approach to managing our special waterways, biodiversity and wetlands and our connected green spaces and corridors. We will be greening our streets and neighbourhoods and increasing our tree canopy.

At the same time we will be looking to innovate, adapting to new technologies like electric vehicles and alternative forms of energy and we will be working with and educating the community to reduce waste, recycle and take more responsibility for this little piece of our planet.

We have set ambitious targets and are committed to achieve them.

#### Outcomes

##### 2022-23

New Business Unit established July 2022, new Manager commenced, and staff recruitment underway. Key achievements include the switch to 100% renewable energy contract, the planting of 2,000 trees in the public domain and open space (5 times the annual target).

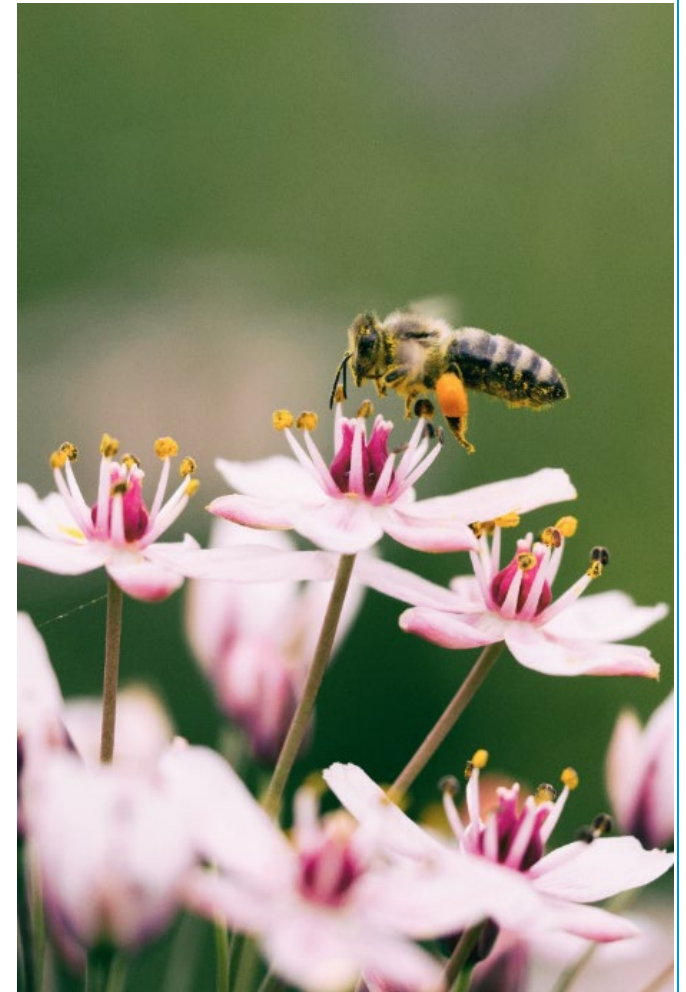
##### 2023-24

Three significant strategies 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 16 years.

We held 58 environment focused educational activities, reaching more than 6,100 residents. We planted 630 new trees in streets and parks to enhance the tree canopy, mitigating urban heat effects. And added 3 Woody Meadow plots covering 375 m<sup>2</sup> 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 and a community battery and pole-mounted EV charging station in Bexley North.



**Barton Park**

Objectives

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

2022-23

Construction is well underway and is scheduled to be completed in April 2024

2023-24

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.



**Boulevard Car Park Redevelopment**

Objectives

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

Outcomes

2022-23

The project is currently in feasibility assessment phase, A draft report will be presented to Executive in March 2023

2023-24

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 Moves**

**Botany Aquatic Centre Upgrade / Redevelopment**

Objectives

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



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

Outcomes

2022-23

Originally planned in two stages, Stage 1 has been deferred to be delivered with Stage 2 due to complex site issues

2023-24

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

**Le Beach Hut**

Objectives

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

- ▶ 200 m<sup>2</sup> café/restaurant with associated kitchen, storage amenities.
- ▶ Outdoor dining.
- ▶ Public amenities with an accessible toilet and a unisex family toilet.



Outcomes

2022-23

The Development Application and Planning Proposal have progressed and will go through an approvals process. Following this the project will be tendered for construction.

Tendering for ongoing management and operation of the asset to commence once planning approvals are finalised.

2023-24

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

**Town Park (4 Guess Avenue Wollri Creek) → Dharaggang Park**

Objectives

The acquisition of the site at 4 Guess Avenue from the 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 & play
- ▶ Multi-purpose active space with sports surfacing, including basketball hoops
- ▶ Variety of shaded playspaces and provision of a picnic shelter
- ▶ Range of seating throughout park
- ▶ New tree and mass plantings for shade & habitat
- ▶ Lighting throughout park

Outcomes

2022-23

September 2023 target completion date as defined in Property NSW Deed. Construction is underway. Practical completion as per the Property NSW Deed is 17 August 2023.

2023-24

This project was completed in December 2023 and with Ministerial approval, the name was officially changed to Dharaggang Park on 23 August 2024.



**Bayside Leisure Enterprises**

Objectives

Council is seeking the establishment of a Council-owned Company as the most appropriate management model to meet community expectations and to optimise the economic performance of the facility.

The Arncliffe Youth Centre is a new sports, recreation and community focused Youth Centre incorporated into the “Bloom” mixed use residential and commercial complex, located at 9 Townsend Place, Arncliffe (just off the Princes Highway)

The facility is the first of its kind in Bayside and brought about by a community and Councillor driven initiative many years in the making. The centre will focus on supporting, developing, and empowering young people across Bayside.

Outcomes

2022-23

Model submitted and awaiting approval from the Office of Local Government

2023-24

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.

**Bold Moves****Sir Joseph Banks Park Regional Playspace**Objectives

To create a regional destination that welcomes and excites children, provide them with opportunities for natural play, understanding and bonding with nature and engage all five senses (touch, sight, smell, taste, listening)



- ▶ Provide opportunities for children to learn the natural & cultural significance of the park
- ▶ Utilise the landform to maximise play experience.
- ▶ Makes children and their parents comfortable and encourage them to stay and play.
- ▶ Promote Sir Joseph Banks Park as a regional facility and the proposed.

Outcomes2022-23

The official opening for the playground was held on Saturday 18 March 2023. This project was funded by the NSW Government in association with Bayside Council and Sydney Airport.

**Rockdale Community Cultural Centre**

Objectives

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

The adjoining Chapel will be demolished to extend the park 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

2022-23

Engagement with community is currently in progress and will close in February 2023.

2023-24

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.



ARTIST IMPRESSION - VIEW FROM BRYANT STREET

**Rockdale Town Centre**

Objectives

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

Outcomes

2022-23

Key challenges and opportunities have been identified and a number of spatial planning scenarios modelled. An initial workshop has been held with the Executive team to gather feedback on various options and opportunities. The next step will be engagement with Councillors in early 2023 to focus the direction for further modelling, leading toward the preparation of a draft masterplan

2023-24

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



**Bold Moves****Angelo Anestis Aquatic Centre**Objectives

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.

Outcomes**2023-24**

The transition to directly manage the Angelo Anestis Aquatic Centre 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.

**Customer Experience**

Objectives

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

- ▶ Increased ease when dealing with Council.
- ▶ Increased digital channels for customers enabling greater options for self- service when desired.
- ▶ Changes in customer service solutions to support changing community expectations.
- ▶ Delivering a knowledgeable service with a personalised, easy, and simple transition between channels that are consistent in tone, content, navigation, capability, and functionality.
- ▶ An increased desire and capability to observe and capture the voice of the customer at key touchpoints.
- ▶ An uplift in the skills of our people to contemporary service interaction standards – reflecting the changing needs particularly related to empathy and enquiry resolution.
- ▶ All areas of the organisation becoming more engaged and aware of the customer’s needs.
- ▶ Whole-of-Council ownership for improving customer service.

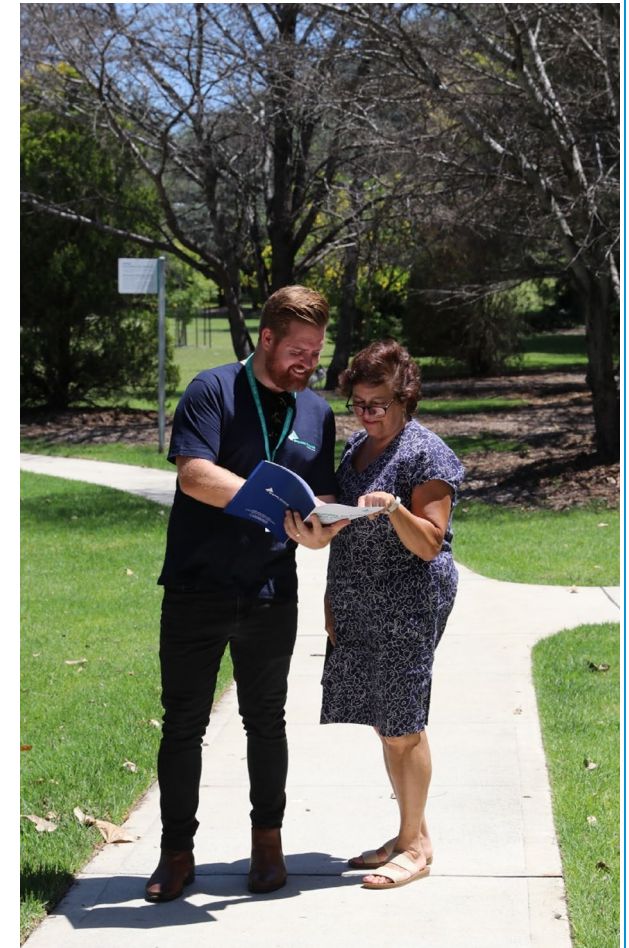
Outcomes

2023-24

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.

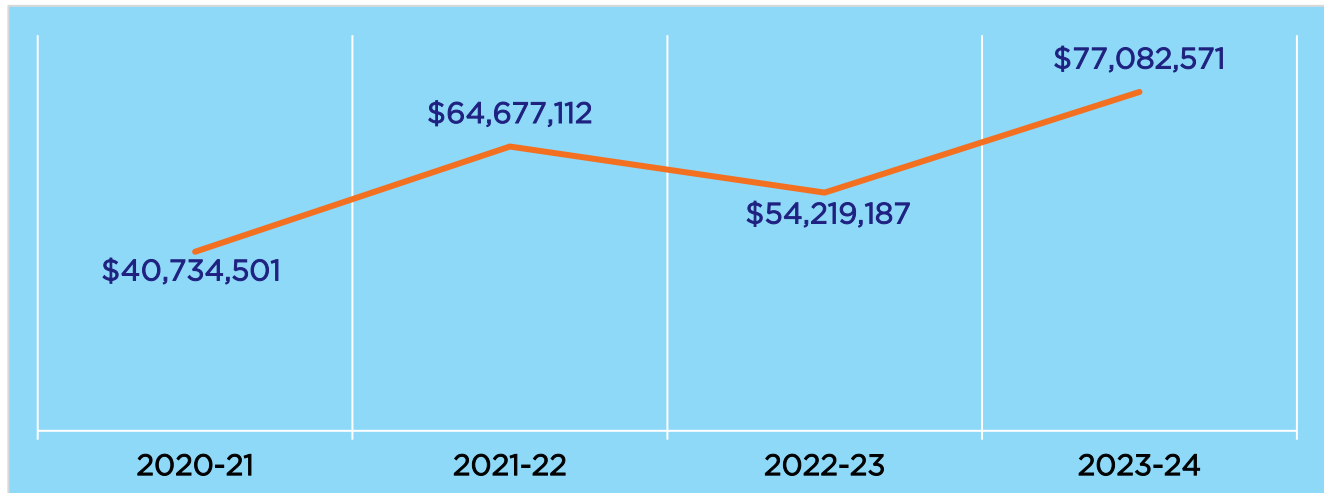
Projects listed in the Customer Experience Strategy have all been scoped and many have now commenced including business unit engagements across the organisation. A quality assurance program is under development to capture and report on call satisfaction.



## Highlights

### Capital Works Delivered

The below chart is the Value of Capital Works delivered. Significant land acquisitions along with dedicated assets handed over to Council during the year made for an exceptional period, when balanced with our usual capital works project delivery.



Council has effectively managed the delivery of capital infrastructure projects over the four years to ensure the provision of consistent, quality, fit-for-purpose and sustainable facilities that support the services and activities that benefit our community, below are just a few.

Full details on all projects are available in Council's Annual Reports which are on our [website](#).

- ▶ Sir Joseph Banks Park
- ▶ Barton Park Redevelopment
- ▶ Bexley Tennis Courts
- ▶ Dharaggang Park Wollie Creek
- ▶ Depena Reserve Playground
- ▶ Community Pétanque Courts
- ▶ Town Centre Upgrades, Bexley; Roseberry
- ▶ Extensive park & play space revitalisation see 'Playground Transformations' in this report
- ▶ All weather playing fields
- ▶ Lydham Hall
- ▶ Infrastructure works including Bonar street drainage; Sandringham Seawall



## Arts & Culture



Council is focused on supporting our emerging and long-established creative communities. Artists are increasingly calling Bayside home, and we are investigating ways to support and encourage creative expression and enterprise.

In 2023, Council adopted the first Arts and Culture Strategy, 'Connected in a Creative City'. This key document outlines actions to support the growth and development of the creative sector throughout Bayside.

Council is increasingly looking for opportunities for new public artworks throughout Bayside. Murals are a proven way to increase pride-of-place in a suburb as well as deter antisocial graffiti.

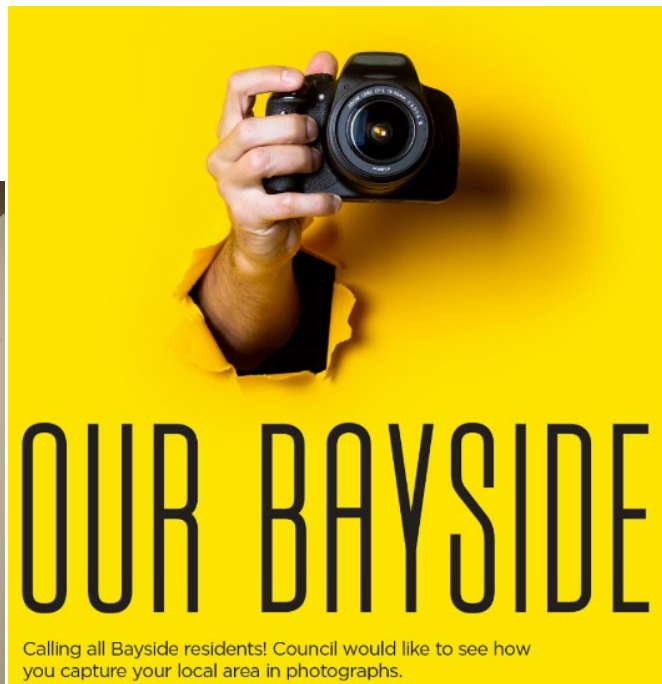


Key murals that have been completed are:

- ▶ Bus stop mural 'Creative Carlton' by artist Lotte Alexis at Carlton Town Centre
- ▶ Possum Magic inspired mural by Artist David Cragg at Bexley North Library and
- ▶ The large-scale 'Reflections' by Maddison Gibbs and Jason Wing at Dharaggang Park, Wollri Creek.



The popular Bayside Photography Competition attracts hundreds of entrants, with public exhibition displays of finalist artworks being shown at Brighton Le Sands boardwalk and George Hanna Memorial Museum Mascot.



2023 saw the first performance in Bayside Council's new Chapel Nights program where St Magdalene's Chapel in Wollie Creek hosted a Chinese and Middle Eastern Orchestra over one weekend in May.

Each year Council invites the local community and residents to participate in designing its Christmas Street Flags and the Mayor's annual Christmas card. Both competitions attract entries from all ages and from all abilities. The winners of the flag competition get to see their artwork displayed across Bayside.



## Customer Experience

Refocusing on Customer experience was a key priority for the new Council in 2022. The General Manager was asked to build a more customer focused organisation and started this with the organisational restructure. This goal has also been identified as one of 10 Bold Moves in the 2022-23 & 2023-24 Operational Plans.

Development of the Strategy and accompanying documents took time as it was important that we got it right and Council adopted the Customer Experience Strategy, Policy and Charter In February 2024.

The Customer Experience Strategy 2023-2027 sets out the strategic direction to ensure that we provide the services and standards our customers need and expect now and into the future. It aligns with our organisation values and assists in further defining 'Quality Service' standards. The document sets a clear vision and direction for the organisation to consistently deliver quality customer service that our community want, need and expect now and into the future.

Our Customer Experience vision, principles and key focus areas were formed by what our customers told us, an operational review, data analysis and an assessment of our maturity against benchmark standards and industry best practice.

### Our Vision

We deliver quality customer service every time you interact with us.

### 'Be Better for Bayside' Cultural Change Program

Implementation of the Customer Experience Strategy's vision is based on Bayside's Cultural Change Program - Be Better for Bayside, with the motto: *It's up to me! To Become Better, Do Better, Be Better.*

The cultural change program has been developed to include both traditional customer experience improvements, as well as employee engagement initiatives.

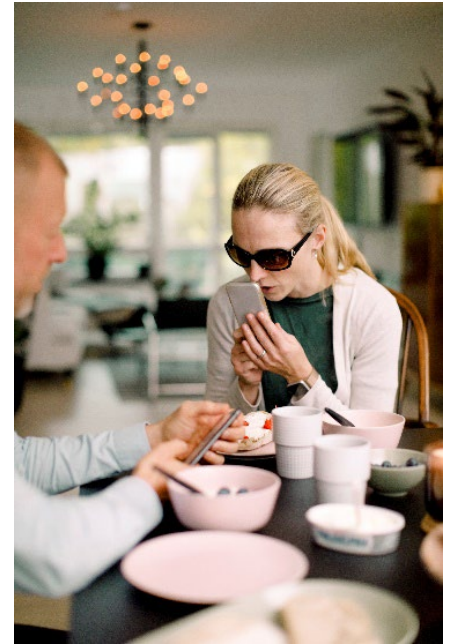
Manager and Coordinator engagements have been held across all business units to identify opportunities to Be Better for Bayside within the 4 key focus areas of people and culture; technology; data, information and processes; and governance and performance. These action items will be implemented and monitored across the organisation and embed the whole-of-Council ownership for customer experience.

### Outcomes so far



- ▶ Customer Journey Improvement - Tree requests were mapped from the customer viewpoint and opportunities for improved efficiencies and customer experience identified and implemented.
- ♦ Through better request qualification at the first point of contact, Council was able to identify cases that met the criteria for inspections resulting in improved resource allocation.
- ♦ Additional customer contact points were introduced at various stages of the request to keep the customer informed and aware of next steps including the notice left at the home by officers (left) after each inspection, giving the customer immediate feedback.
- ▶ More Availability - Extension of the call centre hours from closing at 4.30 pm to 5.30 pm each day. This helped align with customers' expectations and demands.

- ▶ Customer Knowledge Base – A new database was developed and launched. There are currently over 140 information articles and over 135 published news articles available to staff, across a variety of topics. Improved sharing of knowledge within Council through this knowledge management system ensures customers receive consistent and accurate information at the first point of contact. The information held in the knowledge management system continues to grow with added information articles and news stories regularly published.
- ▶ New SMS Service - SMSing customers was implemented to help educate our customers and encourage digital engagement. When customers contact Council by phone, we are able to send reference numbers and links to relevant information and digital applications in real time.
- ▶ Work has commenced on improving the user experience when reporting issues to Council online by simplifying and modernising the process along with improved, automated communication opportunities throughout the lifecycle of service requests to keep the customer informed. The project aims to streamline customer interactions, reduce friction, and deliver a seamless, intuitive user experience.
- ▶ Comprehensive stocktakes of all wards were undertaken and will contribute to the basis of a Place Management model for Bayside that ensures the Look and Feel of Bayside is meeting our customer needs and expectations. The ward stocktakes effectively represent the ‘eyes and ears’ on the ground, identifying opportunities for improvements of an area.



## Summary of the feedback re Interaction with Council

### Contact with Council

- ▶ 48% of respondents have contacted Council in the last 2 years
- ▶ On average, residents contacted Council 3.5 times in the past 2 years.
- ▶ Telephone was the preferred contact method in the past 2 years (49%), more residents are inclined to use email to contact us in the future (77%).

### Satisfaction with Contact

- ▶ Of those that made contact, 69% were at least somewhat satisfied with the way their contact was handled.
- ▶ For contact by phone or in person, the staff member being able to explain clearly what to do next is a key driver of contact satisfaction.
- ▶ For residents who used online methods, ‘I understood what I need to do next’ is also a key driver.

### Efficiency of Interactions

- ▶ 43% of residents had their issues or enquiries resolved in the first interaction with Council.
- ▶ It took, on average, 3.1 times for residents to contact Council for a resolution. 17% stated their enquiry or issue had not been resolved.

## Communications & Engagement - Greater Reach in Our Community

Council's social media presence has seen significant growth over the past term. Expanding our social media audience effectively increases brand awareness and strengthens relationships with the community.

Council's highly successful social media video campaign for the opening of the new look Barton Park was viewed by over 280,000 people on Instagram alone. The continued impressive reach and results of social media posts has helped residents to find information and services available to them through Council.

We conducted a survey to gather community input on how we can enhance our communications. Based on the feedback received, we implemented improvements in both our traditional and digital communication methods.



### Bayside Council

19K followers • 0 following

Welcome to Bayside Council's Facebook page.

[Follow](#) [Learn more](#)

[Posts](#) [About](#) [Photos](#) [More](#)

#### Details

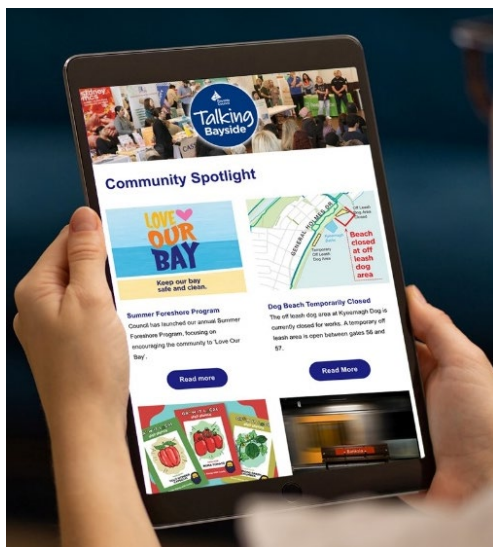
[Page](#) · Government organisation

[BaysideNSW](#) and 6 other links

★ 34% recommend (63 reviews)

See Bayside Council's About Info

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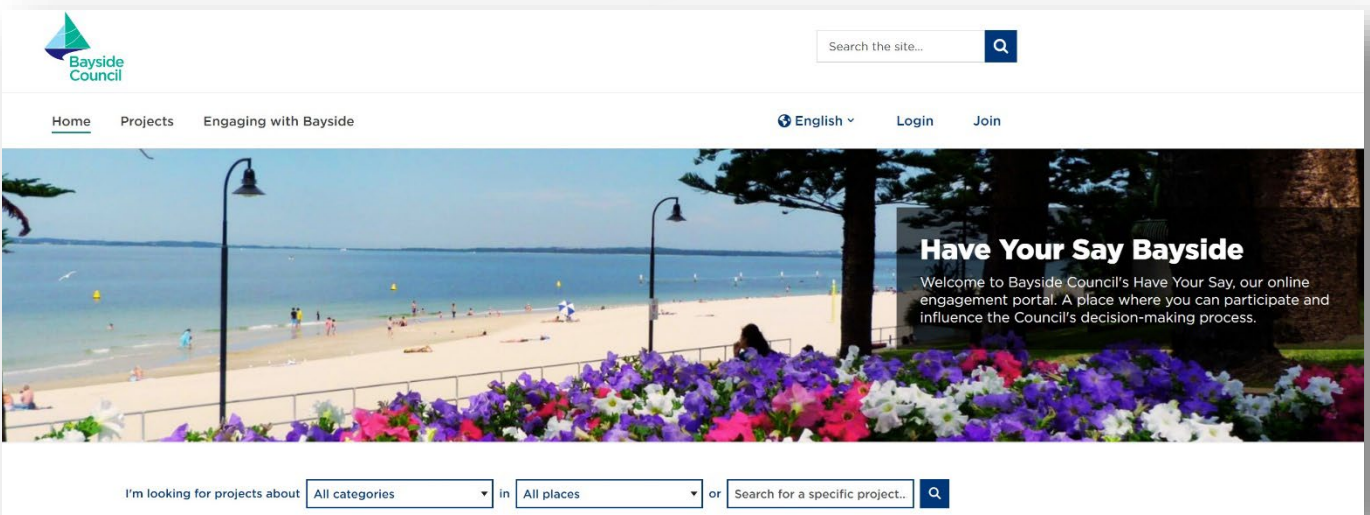


In summary we achieved:

- ▶ 26 digital newsletters produced annually and emailed to approximately 50,000 customers.
- ▶ Instagram reach increased to 175,700.
- ▶ Facebook reach increased to 546,600.
- ▶ Hardcopy newsletters distributed to all Bayside letterboxes 4 times a year.



A new Have your Say platform was successfully launched increase user friendliness by introducing more interactive tools and more modern engagement features.





## Events Delivered

Council held many events and celebrations during the term, here are just a few ...

- ▶ Forums and talks including Anti Racism Forum
- ▶ Anzac Day Services
- ▶ Arts & Culture Festival
- ▶ Australia Day
- ▶ Bayside Community Christmas
- ▶ Carols by the Sea
- ▶ Chapel Nights in Wolli Creek
- ▶ Photography, Christmas Flag & Card Competitions
- ▶ Citizen, Young Citizen and Sportsperson of the Year
- ▶ Citizenship Ceremonies
- ▶ Action / Awareness weeks inc Dementia Action Week; Disability Awareness Week; Domestic Violence Remembrance Day; International Women's Day; Youth Week; World Environment Day; Mardi Gras; Refugee Week; Remembrance Day; Reconciliation Week; Migrant Information Day; Book Week & NAIDOC Week
- ▶ Community tree plantings including Father's & Mother's Day
- ▶ FIFA Women's World Cup 2023 - Live Sites
- ▶ Flag Raising Ceremonies
- ▶ Food & Wine Festivals
- ▶ Halloween Movie Nights
- ▶ Lunar New Year
- ▶ Parks & Play Space Openings
- ▶ Pride Month
- ▶ Small Business Month
- ▶ Ramadan Street Festival
- ▶ Seniors Week, High Teas, Sing-a-long, Christmas Function
- ▶ Spring Fair
- ▶ Sydney Writers Festival
- ▶ Wuri (Sun) Rise for Resilience



## Grants & Funding Received

Throughout the last term Council successfully obtained some \$87.7 million in major grants and funding which enabled us to deliver significant projects and benefits for our community. Council is not immune to experiencing financial pressures, which makes these grant achievements even more significant, as this additional funding allowed Council to deliver much needed community assets, which are truly valued by our community.

This grant funding has contributed to a range of individual projects, including road safety improvements, sports facilities upgrades, new community festivals, playgrounds and bridges that Council would otherwise not have been able to deliver to the community.

### Totals Received

▶ 2021-22 - \$27,485,000      ▶ 2022-23 - \$39,010,000      ▶ 2023-24 - \$21,349,000

### Major Projects Funded

#### Barton Park

\$18 million worth of grants were received from NSW Government to deliver the new sporting and recreation facilities at Barton Park.

Featured as a 10 Bold Move, the project included natural turf sporting fields, a state-of-the-art sports facility with a 450-seat grandstand, 2 multi-use courts suitable for basketball, futsal and handball, 4 tennis courts, new amenities, improved road access and parking.

This \$51.7 million project was co-funded with Council providing 65% of the funding and the NSW Government funding the remaining 35% through three programs including: NSW Government Accelerated Infrastructure Fund Round 3 - \$10 million; NSW Government Multi-Sport Community Facility Fund - \$5 million; and NSW Government Public Spaces Legacy Program - \$3 million.

The funding enabled this facility to be delivered as one project rather than staged over many years, getting a better and earlier result for our community.

#### Sir Joseph Banks Park

Council received 2 major NSW Government grants for Sir Joseph Banks Park during this term with some \$3 million provided via the Public Spaces Legacy Program and Open Spaces Program.

Instead of a small playground renewal, this funding enabled Council to develop a fantastic new adventure playground which includes spaces for younger and older children as well as spaces for quiet and active play as featured in our 10 Bold Moves.

The playground was designed following extensive community consultation, including onsite workshops with local children who provided feedback and allowed the designers to tailor the playground in a very purposeful and meaningful way. It includes a new pedestrian bridge, play tower with a high inclined log climb, 2 high slides, climbing nets, trampolines, lower slides for younger children, timber balance and agility equipment, rock scrambling and climbing walls, a flying fox, musical play, sandstone art, and sensory play items set amongst landscaped areas.

#### Scarborough Park Facilities

After having sat vacant for some years, Council was able to deliver a much needed upgrade of these facilities with the assistance of the NSW Government's Multi-Sport Community Facility Fund, Scarborough Park was fully redeveloped and opened to the public in mid-2024, the redeveloped facilities now include six new courts, player and spectator shelters, compliant sports fencing as well as sporting infrastructure like goals, netting and posts.

Had Council not received this important grant the courts may have remained closed indefinitely.

#### Bexley Tennis Court

In a similar vein to Scarborough Park, the Bexley Tennis Court was closed to the public and unused for a number of years before being redeveloped into a brand new upgraded facility via a grant provided by the Local Roads and Community Infrastructure program.

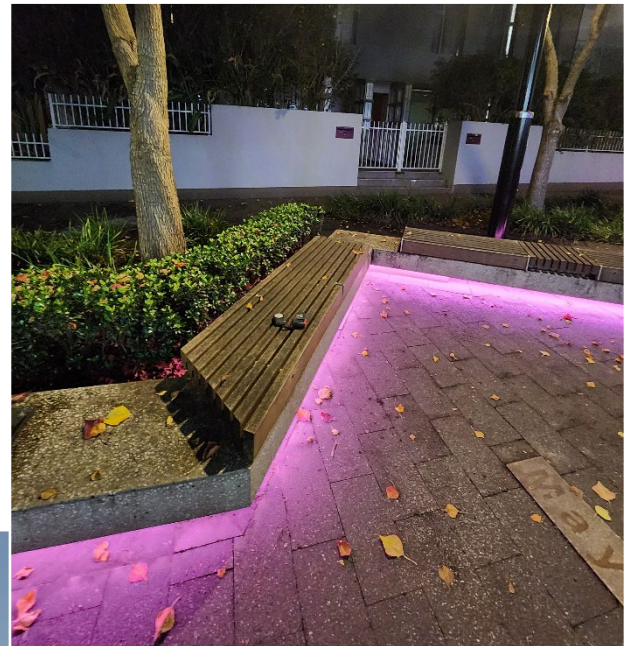
## Safer Cities: Her Way Program

In partnership with Transport for NSW, Council received a \$1 million grant, over 18 months, to pilot interventions aimed at improving public spaces, making them feel safer and more welcoming particularly, for women, girls and gender diverse people.

By including more lighting, wayfinding signs, public art, landscaping, education and awareness campaigns we created safe connections through parks, public places and around transport hubs.

Without the support of the State Government, these important activations would not have taken place. These changes have really improved safety in key areas. They have also created more opportunities for outdoor night time dining.

Her Way delivered a range of activations across Arncliffe, Rockdale and Mascot. Council is grateful for the support of a significant grant from the Transport. for NSW Safer Cities program.



## Community & Environmental Projects Reserve Fund (\$10 million over 10 years)

Bayside Council and Sydney Airport entered into a multi-million-dollar partnership that will fund a number of community and environment based projects over the next 10 years, focussed on delivering initiatives and key projects for the benefit of both the people of Bayside and the broader community.

Through the fund, Sydney Airport's contribution will provide \$5 million towards an adventure water play area that will be an integral part of the new Botany Aquatic Centre. Additionally, Sydney Airport has an ongoing commitment to funding tree planting, and in 2022 allocated \$200,000 to planting in Sir Joseph Banks Reserve, providing an extra 900 trees/shrubs for the Reserve. Funds contributed over the next few years will be directed toward additional facilities in Sir Joseph Banks Reserves, including a BMX bike Pump Track.

## Our Pathway to Net Zero

### Energy

#### Renewable Energy

Council is working towards no longer being reliant on fossil fuels. From 1 July 2023 all electricity used by Council's is sourced from 100% renewable energy sources.

#### Solar Installations

Council increased its solar power generation capacity to 370kW in Council buildings to reduce our environmental footprint and achieve lower utilities costs. We have installed solar panels at the Angelo Anestis Aquatic Centre, Bexley Depot, Rockdale and Mascot Admin buildings, Sans Souci Library, Bexley North Library, Bexley Community Centre, and Jellicoe Park Amenity Building.

Future possibilities include Rockdale Town Hall and Library, child care centres and the new Botany Aquatic Centre.

### Transport

#### Electric Vehicles & Charging Infrastructures

Council has 6 electric vehicles (EV) in its passenger fleet as part of its commitment to renewable energy and lowering emissions. We also increased the hybrid vehicles in our fleet to reduce overall greenhouse gas emissions.

Council is continuing to work closely with developers to help ensure suitable charging stations are included in all new developments.



Council's First EV

In 2023, Council participated in a trial program to install 7 street side electric vehicle chargers in local streets for a 12 month period. This trial helped assess the demand for commercial EV stations in Bayside as well as the implementation of future EV chargers. We also worked with Ausgrid to install the first Community Battery and EV charging station in Bexley North.

Council also developed the Bayside Transport Strategy addressing all forms of transport including active transport (walking and cycling), supporting active and healthy lifestyles.

### Waste and Circular Economy

#### Paving the Way - Recycled Road Works

In 2023, Council installed more than 4,500 square metres of crumb rubber on Willison Road Carlton between Forest Road and Bruce Street. The project enhances the sustainability of road infrastructure by using recycled rubber from end-of-life tyres, reclaimed asphalt and recycled glass.

#### Sustainable Fashion and Textile Recycling



Council successfully ran a series of sustainable fashion workshops in late 2023 to address the impact of fast fashion and textile waste. The workshops were held at the Arncliffe Youth Centre, targeting youths aged 12-25.

We have worked with a variety of groups on our Circular Economy, promoting the re-use of resources that would potentially end up as landfill including building relationships with local groups such as Re-Love.

## Urban Greening Our City

### Increasing our Tree Canopy

Council has successfully applied for and received funding to increase the urban canopy cover in Bayside, planting some 2,400 trees over the term. These were funded by grants and the Community and Environment Fund, established through the partnership with Sydney Airport.

Council has also bolstered its workforce in the Environment and Resilience Team by appointing an Urban Forest Officer from 2022 to ensure our plantings in parks and on street verges are appropriate, sustainable species and contribute to the overall environmental amenity of Bayside.



## Presentation of Bayside – The Look & Feel

Early in the new term Council prioritised improving the Look and Feel of Bayside, following are photos of Council staff hard at work making that happen.



## Playground Transformations

- ▶ Arthur Park Botany
- ▶ Belmore Street Reserve Arncliffe
- ▶ Bexley Park
- ▶ Bona Park Sans Souci
- ▶ Booralee Park
- ▶ Cahill Park Wolli Creek
- ▶ Chant Reserve Pagewood
- ▶ Cook Park Monterey
- ▶ Dowsett Reserve Kingsgrove
- ▶ Elliot Place Reserve Hillsdale
- ▶ Empress Reserve Wolli Creek
- ▶ Evatt Park Bexley
- ▶ Flack Avenue Reserve Hillsdale
- ▶ Gardiner Park Banksia
- ▶ GB Holt Reserve Carlton
- ▶ Haig Reserve
- ▶ Heslehurst Reserve Brighton Le Sands
- ▶ Kingsgrove Memorial Park
- ▶ Kookaburra Reserve Kingsgrove
- ▶ Kyeemagh Boat Ramp
- ▶ Marinea Reserve Arncliffe
- ▶ Moorefield Reserve Kogarah
- ▶ Morgan Street Reserve Botany
- ▶ Muller Reserve Eastgardens
- ▶ Nilson Avenue Reserve
- ▶ Noel Seiffert Reserve Sans Souci
- ▶ Patricia Carlon Reserve Bexley
- ▶ Peter Depena Reserve Dolls Point
- ▶ Shepherd Reserve Bardwell Valley
- ▶ Studdert Reserve Kyeemagh
- ▶ Taylor Street Reserve Kogarah
- ▶ Todd Reserve Mascot
- ▶ Tonbridge Reserve Ramsgate
- ▶ Victory Reserve Kogarah
- ▶ Valda Street Reserve Arncliffe
- ▶ Wall Reserve Botany
- ▶ Whitbread Park Bexley North



## Other Achievements

### Advocacy Campaigns

Council lent its voice to other campaigns and produced numerous submissions during this period including opposition to 24 hour McDonalds on Botany Road, opposition to the Matraville incinerator, Unfair Development Contribution Reforms, extended Clearway and Road Closures along The Grand Parade, Uluru Statement from the Heart, Save Yarra Bay, South East Sydney Bus Privatisation, ALGA Don't Leave Local Communities Behind, Bus Industry Taskforce, Closure of Rockdale Post Office and the Hooning Task Force.

### Age Friendly



Bayside Council joined the World Health Organization's Age Friendly Cities Framework by adopting its inaugural Age Friendly Communities Strategy. This 4 year plan aims to ensure that our older residents can continue living longer, safer, and healthier in Bayside as they age.

This is a whole community approach to healthy, active ageing, and focuses on five key areas for action:

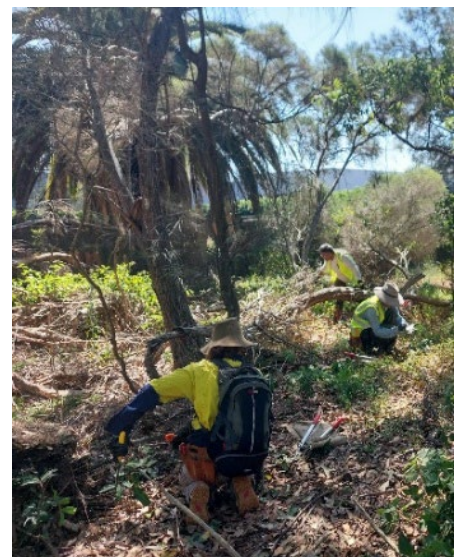
- ▶ Outdoor spaces and buildings
- ▶ Respect, participation and inclusion
- ▶ Getting around
- ▶ Community support and health
- ▶ Engagement, communication and information

### Bushcare

Bayside has a unique landscape that includes bushland and wetlands. To improve native habitat for flora and fauna, Council has annual rolling bush regeneration programs running in all bushland reserves, including Sir Joseph Banks Park, Lady Robinsons Beach, Scarborough Park, Landing Lights Wetland, Marsh Street, Bardwell Valley Stotts Reserve, Bardwell Valley, Frys Reserve, Scott Park and Bado Berong Creek. As well as weed removal in these reserves, several thousand native tube stock are planted each year to supplement natural regeneration.

The bush regeneration program is supplemented by our volunteer bush care program. We are proud to say that we have many valued volunteers who attend working bees alongside Council staff to restore our coastal areas, bushland reserves and wetlands. The work of volunteers includes rehabilitating vegetation, removing weeds, mulching to improve moisture retention and limit weed growth, installing fences and planting species native to the area.

Additional works are conducted by partners such as Conservation Volunteers Australia, who have contributed many hours of volunteer bush regeneration activities in Sir Joseph Banks Park, Scarborough Park and Landing Lights Wetlands.



### CCTV Cameras

Bayside has been at the forefront of establishing CCTV cameras across key areas, including at Sanoni Avenue Sandringham for hooning and illegal dumping hotspots, as well as establishing Council's first Memorandum of Understanding for sharing the data with St George Police Area Command.

### Citizenship

Council welcomed 6,676 new citizens across 84 ceremonies - including 600 through 27 online ceremonies.



## Community Safety Strategy

Council's Community Safety Strategy 2022-2026 aims to create a safer Bayside.

The goal is to maintain and promote Bayside as a safe, vibrant, and welcoming community, minimising crime and improving safety, including perceptions of safety, in our public spaces.

This will enable a well-connected and resilient community. This Strategy will guide our approach to community safety for the next 4 years.

The Strategy has 3 components:

- ▶ To administer Council's Graffiti Removal Program which includes graffiti assessment and removal
- ▶ CCTV - To deploy mobile CCTV cameras in accordance with Council's CCTV Camera Management Protocol, in response to identified illegal dumping hot-spots, reports of antisocial behaviour and requests from Police maintenance and coordination of the cameras
- ▶ Community safety coordination and education.



## Community Grants Program

Council's Community Grants program recognises the important role that local community groups, clubs and organisations play in the provision of community, cultural and leisure programs.

Funded activities typically aim to create a more socially inclusive community that allow participation and involvement by people of all ages and background. Small Grants support the purchase of equipment, special activities, or information resources while Seeding Grants establish innovative programs addressing the social, cultural, artistic, or leisure needs of the community.

A total of \$217,786 was allocated to various projects throughout this period with an additional, one-off amount of \$48,850 allocated in 2021-2022 via the COVID-19 Connect grant program.



Grants provided during this period are as follows:

Financial Year	Small Grants	Seeding Grants
2021-22	\$33,478	\$10,000
2022-23	\$32,067	\$10,000
2023-24	\$57,675	\$74,566
<b>Total</b>	<b>\$123,220</b>	<b>\$94,566</b>

## Design Review Panel

A new Design Review Panel was endorsed in February 2023 with an updated Terms of Reference and Design Excellence Guidelines adopted.

The Design Excellence Panel supports Council's commitment to design excellence by providing independent, expert advice from leading design practitioners on major commercial, mixed use and residential development proposals, strategic planning matters and public domain designs

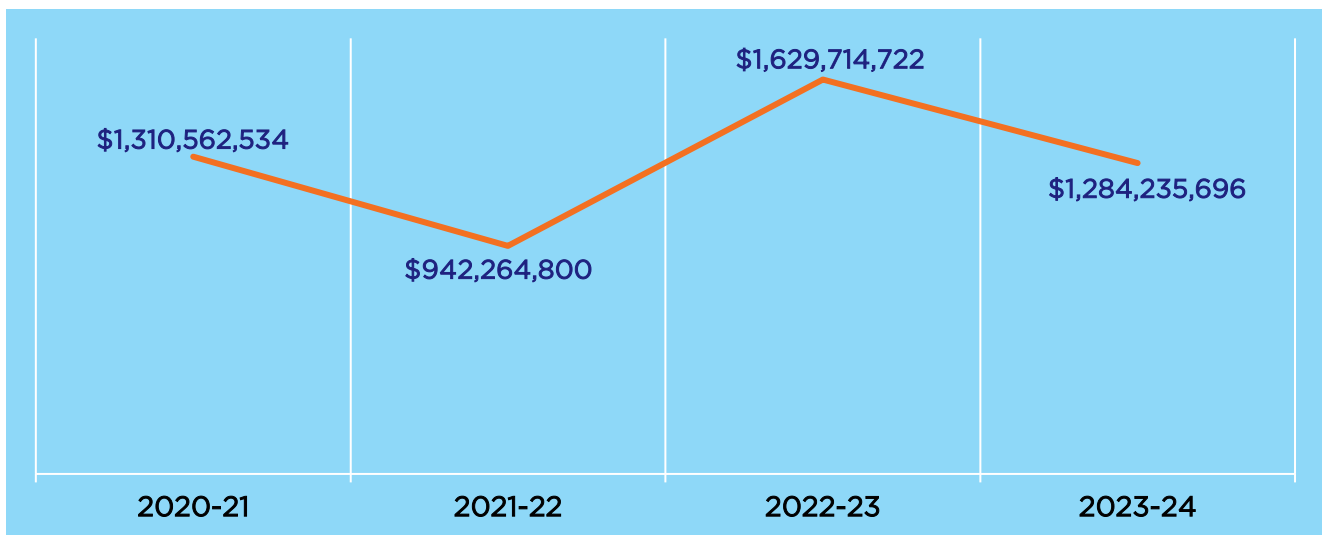
The new Panel commenced from 1 March 2023 with face to face meetings recommencing, resulting in improved communication and resolution.

## Development Priorities

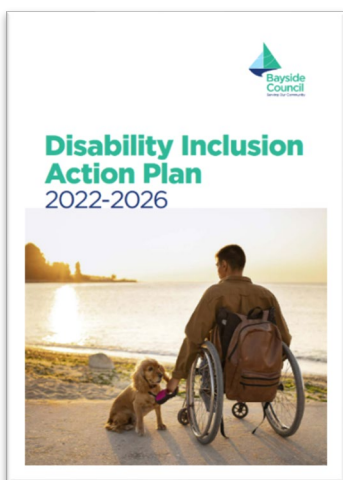
Over recent years the NSW Government has placed a high demand on delivery of additional homes to resolve the housing crisis. To achieve this the government has introduced several initiatives to create significant additional capacity for housing. These initiatives include Transport Oriented Development centres, of which there are 4 in Bayside, and the Low/Mid Rise Housing reforms due to take full effect in late 2024.

Bayside continues to experience high growth in housing, employment, and population, with a recurrent trend of determining development applications with a high value, as set out below:

### Determined High Value DAs



## Disability Inclusion Action Plan 2022 - 2026



A new Disability Inclusion Action Plan 2022-2026 was adopted by Council in May 2022.

The Plan was developed following extensive consultation with people with disability, their families, and carers, along with disability service providers in Bayside.

The Plan's key focus areas are:

- ▶ Liveable Communities
- ▶ Systems and Processes
- ▶ Access to Meaningful Employment
- ▶ Attitudes and Behaviours.

## Domestic Violence Action Plan

In 2022 Council launched our Domestic Violence Action Plan and participated in the inaugural Community Walk against Domestic Violence which took place in November 2022 and continues each year. These efforts were recognised with an honourable mention at the National Awards for Local Government in 2023.

Council established a family and domestic violence memorial in Mutch Park to remember locals lost.

Council continues to support the Bayside Women's Shelter offering a safe home for victims fleeing from domestic and family violence. This includes generous hampers, books and food donations from staff.



## Foreshore Protection

Council's coastline is vulnerable. The preservation and restoration of coastal vegetation protects the built and natural assets of the coast and improves coastal amenity.



The most significant coastal protection project during the term was the Lady Robinsons Beach Foreshore Management Project. This sand nourishment project tackles foreshore erosion and will see 20,500 m<sup>3</sup> of sand trucked from the beach at Kyeemagh to reform a 450 m long beach area at Brighton Le Sands.

A simultaneous project will see a similar amount of sand transferred by road from Dolls Point to reestablish the beach at Ramsgate.

The restoration work will help stabilise the area and protect the foreshore while a long-term beach management plan is developed.

## Gifted Assets

During the term the work on the M6 Stage 1 Motorway intensified. Many significant assets were gifted by Transport for NSW to Council as community benefits ahead of public open space being taken offline for construction. These included:

- ▶ New playing fields and amenities at Brighton Memorial - 43 Crawford Road Brighton Le Sands.
- ▶ Playing fields, a skate park and playground at Gujaga Park and McCarthy Reserve - Bay Street and West Botany Street Rockdale.

## Library Strategy

In 2023 we launched our Library Strategy which includes activities and competitions such as our Annual Local History Awards.

We also preserved local history through community involvement and support of Botany Historical Trust and local history exhibitions.

Our libraries run a range of regular groups for all ages, including Storytime, Craft and Knitting Groups to Dungeons and Dragons for teenagers and English classes to help our culturally and linguistically diversity community. We also hold a diverse community history collection and provide access to historical collections including books, records, newspapers, photos and videos.



## Managing Waste

Approximately 5 million waste related collections are provided annually with 268 garbage truck loads of waste, recycling, garden organics and litter collected each week.

Over the next 12 years, Council is projected to spend over \$500 million on waste and cleansing services across Bayside. Council has also implemented its Waste Avoidance and Resource Recovery (WARR) Strategy 2030 to define the Council's long term vision, priorities and strategic direction. Other achievements include:

- ▶ In 2023, tendered and entered into a 12 year agreement with Veolia Environmental Services for the provision of waste collections.
- ▶ In 2023, entered into a Supply Agreement for 6 + 6 years with Visy Recycling to recycle the contents in our recycling bin.
- ▶ In 2024, harmonised the Garden Organics Bin Service across Bayside.

## Organics Recovery

Since 2017 Bayside's general waste, including food and garden organics, has been processed at an alternative treatment facility where the organic material was extracted and applied to mine rehabilitation purposes. This equates to approximately 18,000 tonnes of food and garden organics diverted from landfill each year.

All NSW Councils have been mandated by the State Government to implement a Food Organic Garden Organic (FOGO) or equivalent system by 2030, to remove the food and garden organic waste from the general waste stream. Council was pleased to commence the rollout of its green waste and garden organic bins in September 2024.

## Parking Management

Management of parking is essential for improving the safety, accessibility, amenity and vitality of centres across Bayside, and to encourage increased use of sustainable transport modes.

We have introduced license plate recognition technology to assist the enforcement of parking rules. The mapping of all 'No Stopping' parking restriction street signs in Bayside enables us to expand the areas of use of the mobile licence plate recognition vehicles.

## Reflect Reconciliation Action Plan

After substantial consultation and engagement with our local Aboriginal community Council adopted its inaugural Reconciliation Action Plan in February 2022. The Plan encompasses 15 high level actions with 4 significant key actions to drive Council's commitment to reconciliation:



- ▶ Reconciliation Working Group - Establish a Reconciliation Action Plan Working Group to work with Council to drive the implementation of the RAP. The Reconciliation Working Group will be operational within the first 6 months of Council endorsing the Reflect RAP. The Reconciliation Working Group may include representatives from Council's First Nations Working Group, First Nations community, Councillors, staff, and other key stakeholders as determined in a Terms of Reference.
- ▶ First Nations Working Group - The establishment of this group has been paramount in our Reflect journey. The endorsement for continuation of the group will assist future RAPs through truth telling, advice, support, and empowerment of First Nations staff.
- ▶ First Nations Cultural Training Module - Create a tailored Bayside Council cultural training module which delivers an understanding of the local Traditional Owners or Custodians of the lands and waters within our local government area, acknowledging the purpose and significance behind cultural protocols.

## Strategic Property Working Group

Council has established a Strategic Property Working Group to maximise our Property portfolio to identify outcomes and opportunities for commercial, development and rationalisation of our property investments.

## Summer Foreshore Program

The Bayside foreshore is a beloved destination and an inner suburban oasis for locals. During the summer, we see a significant increase in visitors to the Botany Bay (Kamay) foreshore, stretching from Kyeemagh to Dolls Point.

Spanning over 8 km, our open and unpatrolled beachfront features five swimming enclosures, extensive parklands, cycleways, and walking tracks. It's also home to major parks like Cook Park and Peter Depena Reserve, as well as the vibrant Brighton Le Sands precinct.

To effectively manage this area, Bayside Council implements an annual Summer Foreshore Program aimed at reducing our environmental footprint, preserving our beautiful marine life and beaches, and ensuring safe, enjoyable spaces for both residents and visitors.

Our Leave Only Footprints program includes the Beach Buddies initiative and involves collaboration across the Council, as well as close partnerships with TfNSW Marine Command and NSW Police. This effort is supported by additional rangers, waste management, and educational initiatives. We also launched a campaign to raise public awareness about our shorebirds, including the Bar-tailed Godwit and the Far Eastern Curlew.



## Ward Boundary Changes

Bayside Council is divided into wards and as such is required to review its ward boundaries leading up to a Local Government Election. The Local Government Act 1993 dictates that we must ensure the difference in elector numbers between wards does not exceed 10% variance. After a review of elector numbers in wards in accordance with Section 211 of the *Local Government Act 1993*, Council was required to readjust its ward boundaries.

In adjusting ward boundaries, Council also tried to align boundaries with man-made or natural features and not unnecessarily split communities of interest where possible.

To meet the requirements of the legislation Council debated and resolved on proposed boundaries, publicly exhibited them for 42 days; considered the submissions and made a final decision. We then notified the relevant authorities so the changes could be made.

The final changes to the ward boundaries meant that:

- ▶ Kingsgrove, Bexley North and northern Bexley moved from Ward 3 to Ward 4; and
- ▶ Kogarah and a small area of Rockdale moved from Ward 4 to Ward 3.

The changes to the ward boundaries came into effect on 14 September 2024.

# Key Challenges for the New Council

## Local

### Foreshore management

With the completion of the Lady Robinson Beach Foreshore Management Plan, there is a new approach in place for management that is more sustainable, forward looking, cost effective and will enhance the amenity of the foreshore. The next steps will be design and delivery of foreshore improvement works in stages in order or priority.

The precincts at the end President Avenue, the Baths at Vanstone Parade, and Ramsgate Baths will move to detailed design. Council will need to find way to fund and deliver this important work, which is a responsibility that should fall onto all levels of government given the significance of the Bay.

### Long Term Financial sustainability

Council must proactively manage the inputs to our available cash financial challenges faced by the Council and the strategies required to achieve long-term financial sustainability.

Bayside needs to balance its budget without using working funds for asset renewal, provide sufficient funds for new and existing assets, and make financially responsible decisions to fund community-required services

Actions include increasing revenue above inflation, reducing service delivery costs, reducing excess asset holdings, funding reserves for future needs, and generating additional funds to meet community needs.

There are immediate challenges for Council which are impacted by

- ▶ Total Life Cycle Costs of large investments impacting Council recurring budget for Example Aquatic Centres, New Community Spaces including Libraries and town centre upgrades.
- ▶ Renewal deficit around synthetic sporting fields that were granted and now are due for renewal.
- ▶ Expansion of open space
- ▶ Strategies to improve liveability including Bike Plan, Arts and Culture, DIAP, RAP all need additional funding.
- ▶ Growing number of Council operated services.

### Resilience

In the next decade, Bayside communities face increasing challenges from both acute shocks and ongoing stresses. Acute shocks include sudden events like floods, storms, heatwaves, and cyber attacks, while ongoing stresses encompass issues such as unaffordable housing, cost of living pressures, and coastal erosion.

Temperature is projected to rise by 2 degrees by 2050, leading to more frequent hot days (35 degrees and above) and increased heat stress. Sea level rise, currently at 3.7 mm per year, will accelerate, causing more frequent and severe coastal flooding, permanent submergence of land, coastal erosion, shoreline recession, loss of coastal ecosystems, impeded drainage, and salinisation of soil and water.

Two of 1 in 100 years flood events in 2020 and 2022, resulted in inundation causing damage to both residential and commercial properties. A recent floodplain management study indicates that the total annual damage cost for the entire western part of Bayside could amount to \$10.6 million, and over 8,000 properties could be affected by floods.

## Regional → Global

### New Housing Targets

The Federal and State Governments have adopted ambitious strategies to tackle the housing supply 'crisis.' These have translated into various initiatives in Sydney to increase housing supply around rail

stations and other established centres. The net result is potentially a doubling of the number of homes currently in Bayside over the next few decades.

The challenges facing Council are to accommodate new housing in a way that is acceptable to the community in terms of its building quality and lifestyle opportunities for new residents. The preparation of a 15 year community infrastructure plan in conjunction with a new Development Contributions Plan provides scope for Council to plan and deliver the facilities and services that our community will need into the future to maintain and enhance our resident's quality of life.

### **Cost associated with high population growth and the impact of low minimum rate**

Population growth for Bayside will result in increasing density as we cannot create more land. There are not sufficient funding sources to meet the community needs for open space and community facilities as the population continues to expand.

Council has set aside sufficient money to fund expansion but will constantly need to keep finding \$2 - 3 million per annum in new initiatives to fund the shortfall in the recurring budget. This does not include large cost impacts for new assets that are substantially upgraded.

**Action:** Monitor and report on the cost impact year on year and look for sources of revenue to match the increases in our cost above rate cap.

### **Social cohesion**

Bayside is a largely tolerant and respectful community; we regularly hold annual events that celebrate our cultural diversity, bringing together people from diverse backgrounds.

While global events are largely beyond our control, we need to be mindful that we are not necessarily immune to the impact from these events. Wars in Eastern Europe and the Middle East have the potential to profoundly impact our community, and it is important that we continue to emphasise our role in promoting harmony and celebrating our diversity.

There are, however, people who still do not feel they belong or that they are valued. Last year Council adopted an LGBTQ Action Plan to promote inclusion of our LGBTQ community. Feedback at an earlier Inclusion Forum identified that LGBTQ people in Bayside felt excluded and unwelcome in their community.

The Action Plan outlines several areas for Council to focus on, including participating in Pride Month each June. These Pride Month activities, first held in June 2024 were invaluable in celebrating the achievements of LGBTQ people in Bayside. Further work is needed to ensure that vulnerable members of our community are not further marginalised and excluded.

### **Cyber Security**

The OLG and NSW Audit Office have signed up the local government sector to increasing their security to prevent Cyber Attacks with a guideline on level of maturity we need to achieve. It is significantly higher than any Council current level and is equivalent to commonwealth standard.

Cyber Security is the second largest risk impacting Councils. It is an evolving challenge as it moves from Technical IT controls to people management as people are the centre piece of any Cyber Security Culture.

There was no funding provided for this activity and the initial estimates are \$1m upfront and \$0.3m per year in recurring costs above the CPI.

The guidelines and requirement will increase over the next 10 years and the cost will only increase.

Council has undertaken independent review of our Cybersecurity and continues to invest towards meeting the level of security required under the OLG guidelines.

# Opportunities for the new Council

## Activating public spaces

Increasing and improving our passive and active open spaces to provide places for our residents to connect is critical for our community's growing needs. This need will only be greater as we continue to meet the housing targets set by the State & Federal Governments.

These areas will enhance the quality of life for our communities especially those living in high density areas. Creating spaces that encourage our community to come out and engage, where they feel safe and inspired is an opportunity that is essential for their wellbeing.

## Connected open spaces

With population growth comes higher demand for the use of open space, especially given that the vast majority of new residents live in apartments. One way to facilitate this is to make open space more accessible by providing better connections to it from areas where density is increasing.

There are several initiatives underway in this area, including the active transport connection from Banksia and Arncliffe to Riverine and Barton Park via Spring Street, the Kamay Greenway to connect open space along the Scarborough Ponds corridor, the Active Transport Corridor from Chuter Avenue to Bestic Street as part of the M6 Stage 1 project, and investigation of an east-west connection through the Mascot Station precinct.

## New Development Contributions Plan unlocking \$\$

Council has a substantial reserve of development contributions that will be unlocked through a new consolidated and innovative Contributions Plan to help fund the community infrastructure needed to support our rapidly growing population. The new plan will address the current issues around Council needing to find matching funding sources to unlock accumulated funds.

The new Contributions plan will provide Council and the community to put in place a 15 year community infrastructure delivery program with a value of up to \$1 billion so that our growing community has the facilities it will need to live a healthy, happy and active life in Bayside.

## Rockdale Spine

The community has witnessed the gradual decline of Rockdale as a retail and commercial centre. Council has significant land holdings in Rockdale, which presents an opportunity for Council to lead the revitalisation of Rockdale. Council will soon consider a masterplan for its land in Rockdale that could include a large new town park, a retail precinct, public car parking, a new arts and culture centre, affordable housing, and a new administration centre.

Once a vision is established in conjunction with the community, Council has the capacity to move forward and determine a staged strategy to move forward and bring Rockdale to life.

## New Major Infrastructure

### Mascot Oval

Lionel Bowen Park, commonly known as Mascot Oval, is of considerable value to the community as well as the Mascot Junior Rugby League Club.

This project has progressed from functional planning to a concept design that includes:

- ▶ a grandstand, changerooms, function space, viewing (filming) platform, canteen, storage, public amenities, meeting room, medical room and referee's room
- ▶ public toilets, gymnasium and Council facilities
- ▶ trafficable walking path around oval and landscape works with integrated seating.

The project will be staged to reduce the impact on sporting clubs. Completion is planned for 2027-28.

### Botany Aquatic Centre

Listed as a 10 bold move, the redevelopment of the Botany Pool is a major project that will create economic and leisure opportunities for the community.



## Depots

Council has not undertaken a comprehensive review of its operational depot requirements to support servicing our community since Bayside was formed. Council also needs to have in mind the expected population growth that Bayside will experience into the future, and the implications this will have on accommodating our operational services.

The depot review and strategy currently underway will identify opportunities to streamline Council's delivery of the many services provided by City Presentation by considering the optimal size and location of depots. The review will also take into account alternate uses for and the value of Council's current land holdings to determine if they can be leveraged to provide a better return on these assets without compromising service delivery.

## Boulevard Car Park

Council will make a decision about the future of the Boulevard car park as a potential site to accommodate additional parking, community facilities and commercial space. This project has potential to support the growth and improvement of Brighton Le Sands

## Reimagine Brighton

Brighton Le Sands is a jewel on the foreshore with potential for more of the community to share the leisure, recreation and proximity opportunities it has to offer.

Council will be presented with options to facilitate renewal in Brighton Le Sands, including additional housing, public transport connection to Rockdale, Boulevard Car Park and more sustainable management and embellishment of the foreshore.

## Botany Road Housing Opportunities

Consistent with Council's Local Strategic Planning Statement and Local Housing Strategy, the precinct along Botany Road from Gardeners Road to Wentworth Avenue is under investigation for opportunities to provide additional housing, commercial activity, and community facilities. This area is in close proximity to the Mascot Station centre and could potentially accommodate home with a high level of amenity and access to infrastructure.

The investigation findings will be report to Council for a decision in the next term about how it would like to progress this opportunity with the community.

## M6 Assets Handover

The M6 Stage 1 motorway project includes a number of significant community assets that will be delivered by the completion of the project. These include a new regional standard park on Marsh Street at Arncliffe (Pemulwuy Park) and playing fields and a new park with a youth hub in Bicentennial Park.

An active transport corridor from Bestic Street in Kyeemagh connecting new and existing open spaces through to Chuter Avenue, Monterey is also proposed. This includes an impressive new bridge over President Avenue and the creation of a missing connection from Bay Street to Bicentennial Park.

## Further details

More information on the projects, initiatives and issues discussed in this report are available on Council's website. Councillors are also welcome to contact the General Manager if a briefing paper on any of these topics is required.



### **Contact Us**

Your comments and suggestions are valuable to Council, particularly to highlight opportunities for improving Council services, plans and reports.

#### **Online**

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

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

#### **Phone**

1300 581 299 or +61 2 9562 1666

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

Monday to Friday 8:30am – 4:30pm

Rockdale Library - 444-446 Princes Highway

Westfield Eastgardens - 152 Bunnerong Road

#### **Post**

Bayside Council

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