

A meeting of the  
**City Performance Committee**  
will be held in the Committee Room, Botany Town Hall  
Corner of Edward Street and Botany Road, Botany  
**on Wednesday 13 November 2024 commences at the conclusion of the  
City Services Committee meeting**

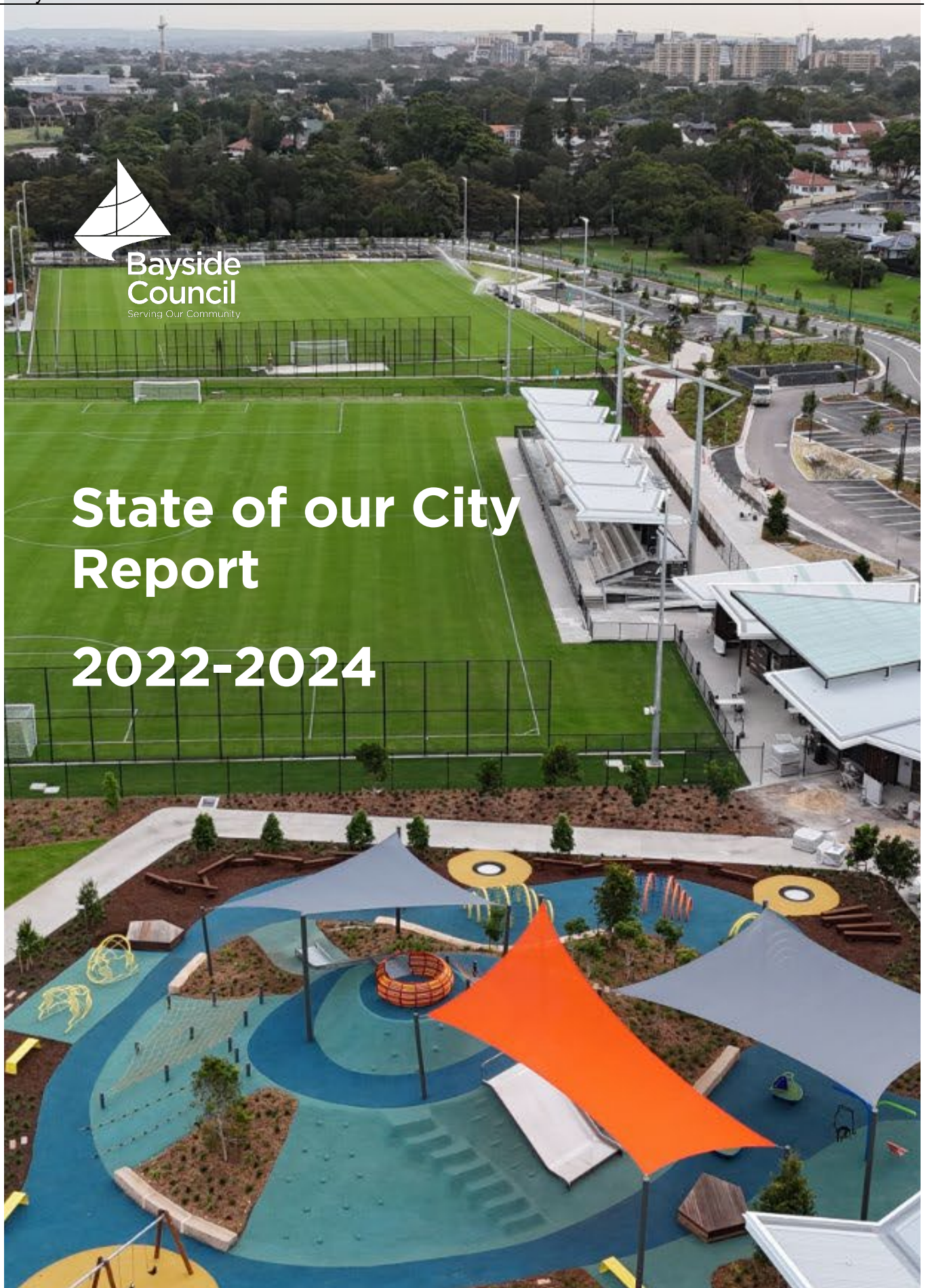
**UNDER SEPARATE COVER ATTACHMENTS PART ONE**

**7 REPORTS**

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# 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, the scene for the new Council by highlighting future challenges and opportunities whilst also celebrating the achievements to date.

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 services delivered and can be found in Council's Annual Reports which are available on our [website](#).



## Mayors' Message

## 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 local government area over which it has jurisdiction. Leadership is provided by the Council, comprising the elected representatives, or Councillors, who work together to provide good governance for the benefit of the community.

Local Government provides an organised system where Councils exercise their power and responsibilities to work together for peace, order and good governance. 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 other 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.

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, local 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.

## Community Engagement



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

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

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

## Social Justice Principles

As the level of government closest to the community, 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 a city to survive, adapt and thrive no matter what kinds of chronic stresses and acute shocks they experience.

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

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

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.

<p><b>Our resilience challenges and opportunities are described as five directions for resilience in Sydney.</b></p>	<p><b>DIRECTION 1</b></p> <p><b>People centred city</b></p> <p>We include communities in decision making for growth and equity, so people connected to where they live and able to access transport, affordable housing and education and employment opportunities.</p>
<p><b>DIRECTION 2</b></p> <p><b>Live with our climate</b></p> <p>We adapt to sustain our quality of life and our environment, so people have access to public and recreation space and natural environments throughout the city for climate comfort and safety, health and city connections.</p>	<p><b>DIRECTION 3</b></p> <p><b>Connect to strength</b></p> <p>Every Sydneysider will feel they belong in Sydney as part of the community with equal access to engage in society, the economy and all the city has to offer.</p>
<p><b>DIRECTION 4</b></p> <p><b>Get ready</b></p> <p>We know how to prevent, prepare, respond and recover, where Sydneysiders and organisations understand the risks they face and how to work together to respond to them, now and in the future.</p>	<p><b>DIRECTION 5</b></p> <p><b>One city</b></p> <p>We are one city, where governing organisations across Sydney pledge to build their capacity to understand and manage vulnerabilities, interdependencies and risks for everyone in a resilient metropolitan Sydney.</p>

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 view the [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; Wollie Creek and Turrella in the north; plus Rockdale, Mascot, Botany, Sydney Airport and Port Botany down to the coastal communities of Brighton Le Sands, Ramsgate, Dolls Point and Sandringham in the south.

We are very proud of our local area and all that it offers. With our many parks, sporting facilities and picturesque foreshore, as we surround Botany Bay with 8 kilometres of beach and parkland, 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 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.

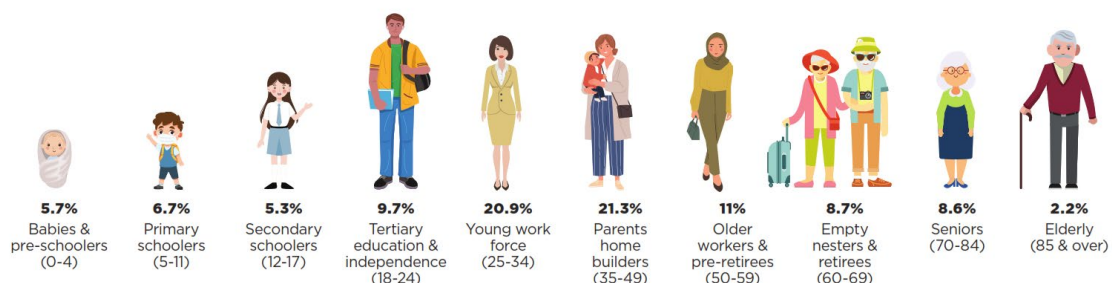
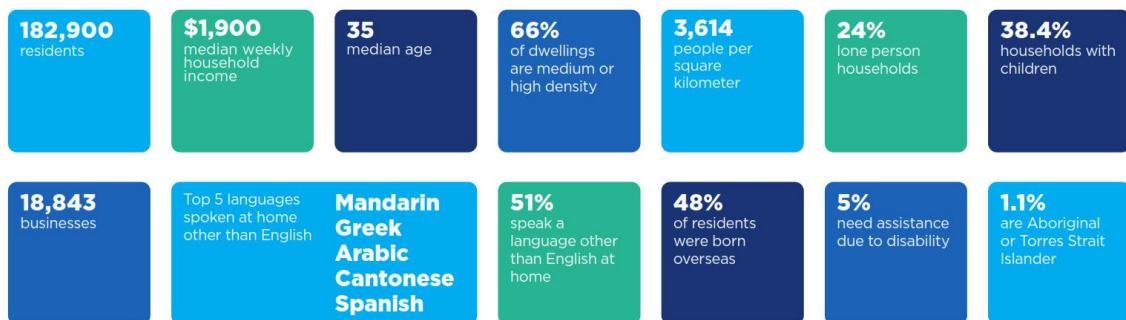
Our significant wetlands provide important corridors for native flora and fauna, as well as places for our community to engage with natural surroundings

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 travel around the globe and 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. Our Community

Bayside is home to a diverse community, from Australia and all over the world. Following are some statistics that show that diversity.

### 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.

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

## 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 of Council.

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 term.

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 stand-alone 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.

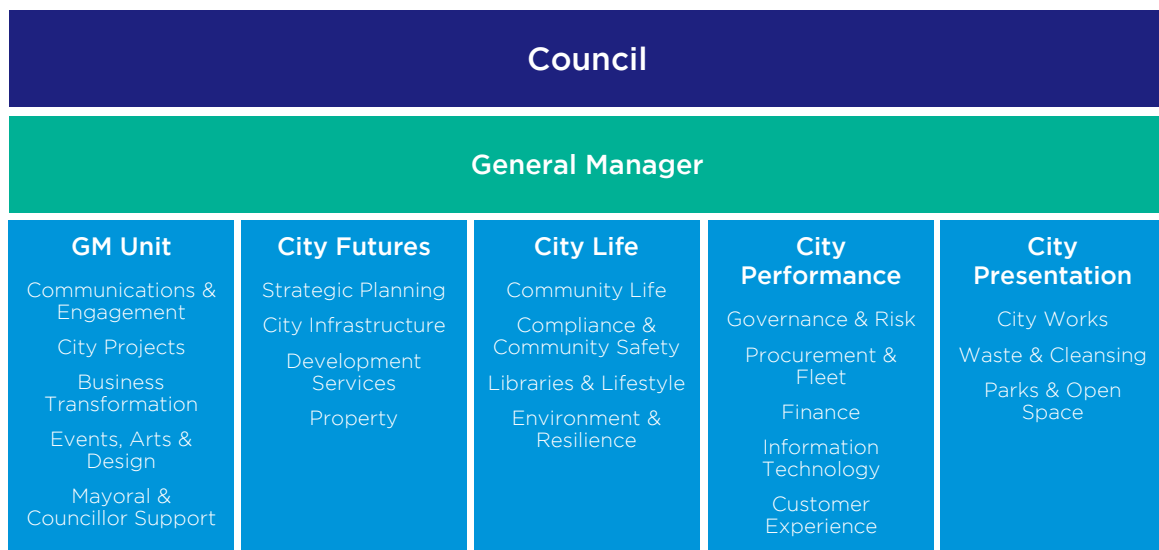
Place Liaison, a new function, was created to assist, monitor and identify maintenance hot spots and areas that require a higher service standard. They are effectively the 'eyes and ears' on the ground, identifying opportunities for small improvements to or to upgrade the look and feel of an area.

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 an Office of the General Manager were established to enable quicker responses to requests from our elected officials and the community.



## How we deliver for our Community

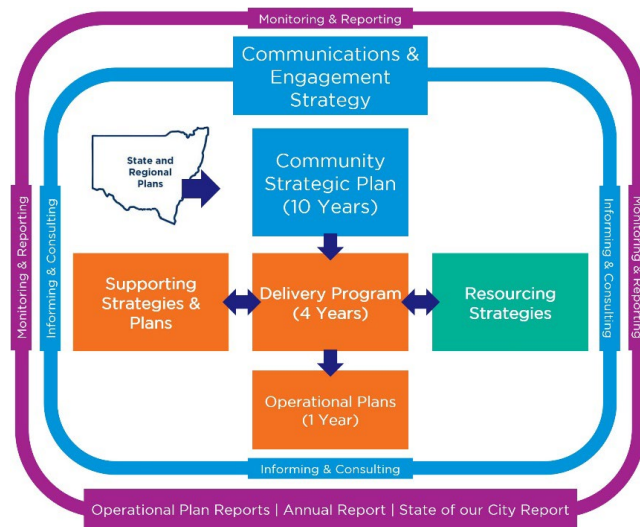
### Integrated Planning & Reporting (IP&R)

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

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

Council also 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, programs and key activities, demonstrates a commitment to genuine and inclusive engagement and is based on social justice principles.
- Community Strategic Plan** Identifies the main priorities, vision and aspirations of our community for the future. It includes the themes, outcomes and strategies Council plans to achieve them.
- Delivery Program** Council's 4 year commitment to achieving the identified outcomes and strategies of the Community Strategic Plan during its term of office. It sets out the key priorities that Council will deliver and how our performance will be measured. All plans, projects, activities, funding, and resource allocations are directly linked to the Delivery Program. It is supported by strategies and plans developed to focus on important areas of Bayside's environment, people and other priorities.
- Resourcing Strategies** To support the Delivery Program, Council is required to develop the 10 year Resourcing Strategies. The strategies ensure Council has the necessary people, funds and infrastructure available to deliver its commitments. Three interrelated medium to long-term components make up the strategy: The Long-Term Financial Plan, Workforce Management Strategy and Asset Management Strategy.
- Supporting Strategies & Plans** Council has developed plans, strategies, codes and policies to set the standards and direction for the services and outcomes we deliver. These 'Supporting Strategies & Plans' sit below the Community Strategic Plan in the IP&R hierarchy and reflect its principles, values and objectives. The supporting strategies, in turn, inform the Resourcing Strategy, Delivery Program and Operational Plan. Examples of the key strategies and plans are the Local Strategic Planning Statement; Local Environment Plan; Customer Experience Strategy; Arts & Culture Strategy; Code of Conduct; Reconciliation Action Plan; Child Safe Policy; IT Strategy; Information & Governance Strategy; Land & Property Strategy; Sustainable Waste Management Strategy; Urban Forest Strategy, Water Management Strategy etc
- Operational Plans (& budgets)** These specify the detailed actions and funding for each activity that will be delivered and reported on annually to achieve the priorities of the Delivery Program.
- Reporting** Council produces 3 main reports under this framework, 6 monthly Operational Plan reports, an Annual Report and every 4 years a State of our City Report.

This report is the 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 service, planning and development, maintenance of roads and footpaths, parks and open space and community services and facilities.

Below is a deep dive into some of the factors we surveyed ...

### Where are we now?

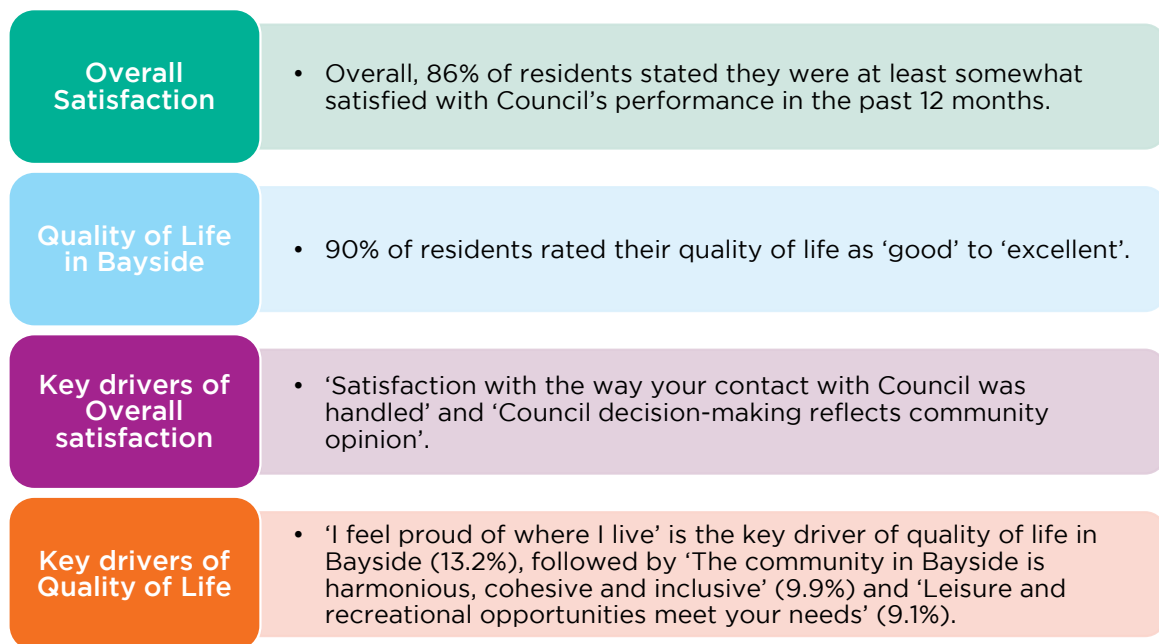
Despite many external stressors over the last term, such as the impacts of COVID-19, bushfires, floods and rising costs, residents’ perceived quality of life and the overall satisfaction with Council’s performance have remained generally stable. Satisfaction has also significantly increased for many 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 engagements with Council were also focused on by residents, as well as provision of facilities and services (eg schools, age care).

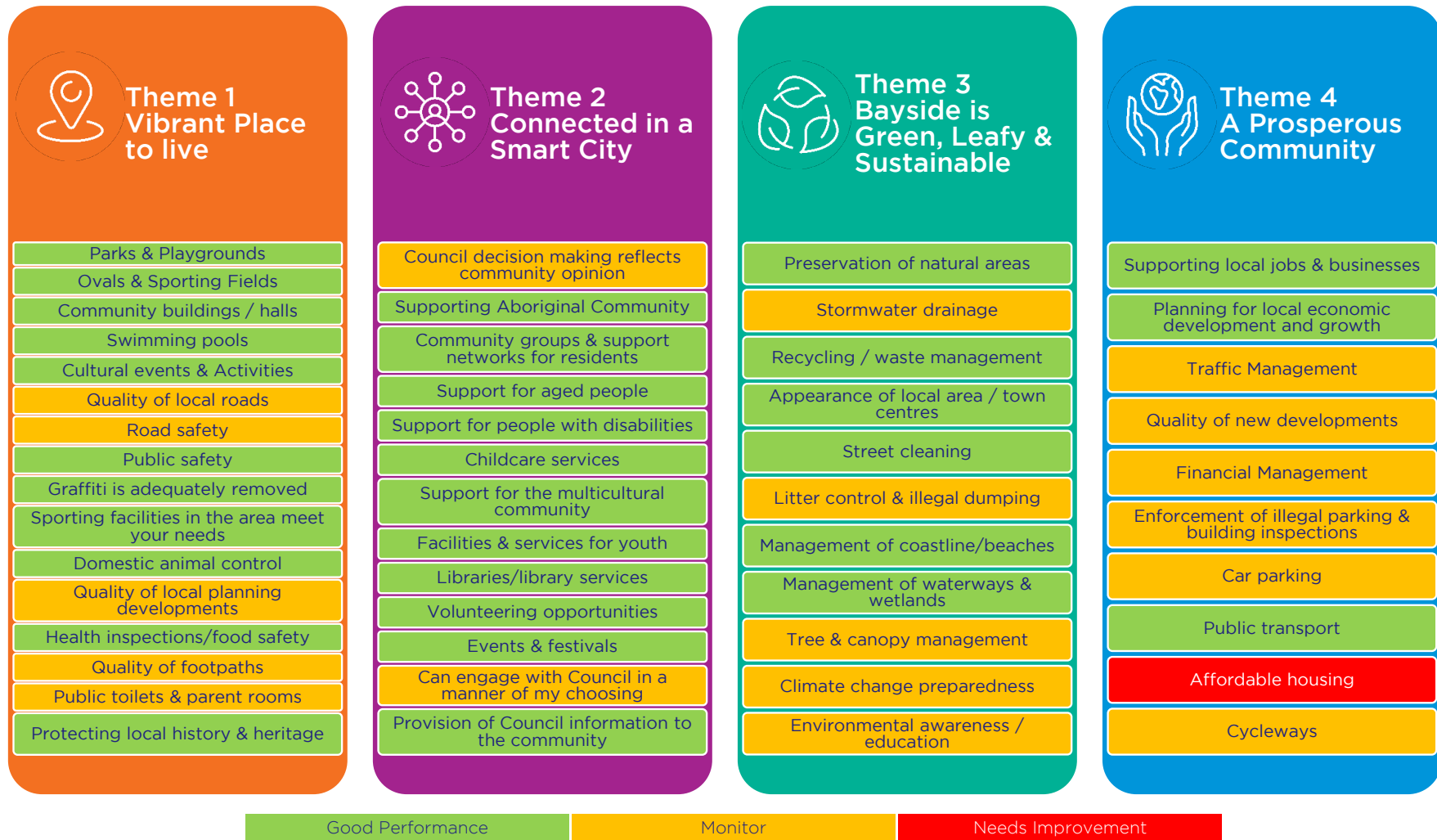
From a customer experience perspective it is clear that every resident’s interaction with Council is an opportunity to shape community perception around the performance of Council.

### 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.

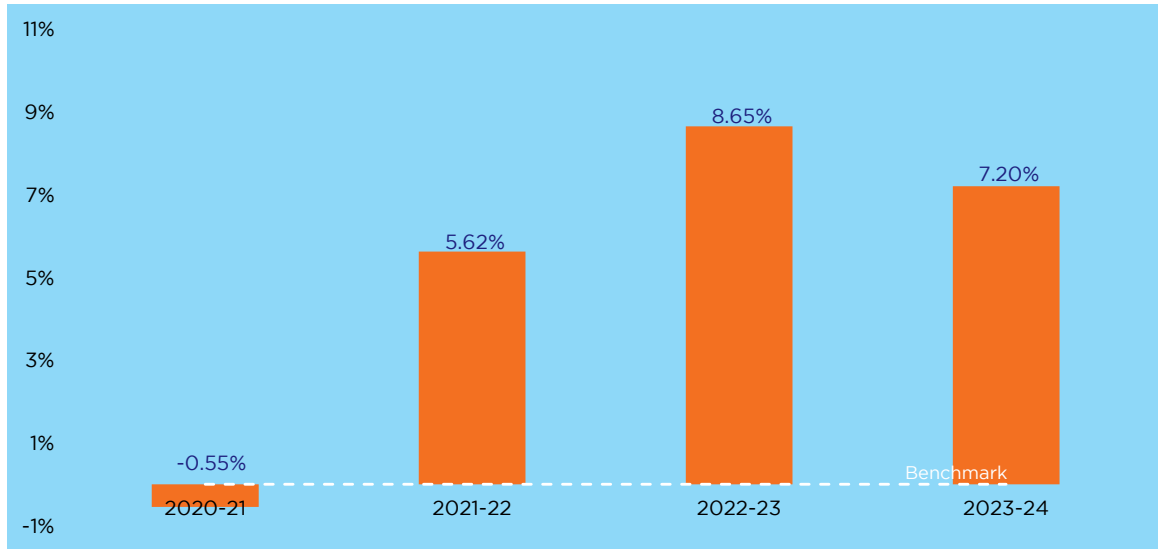


## Performance Ratios

### 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.

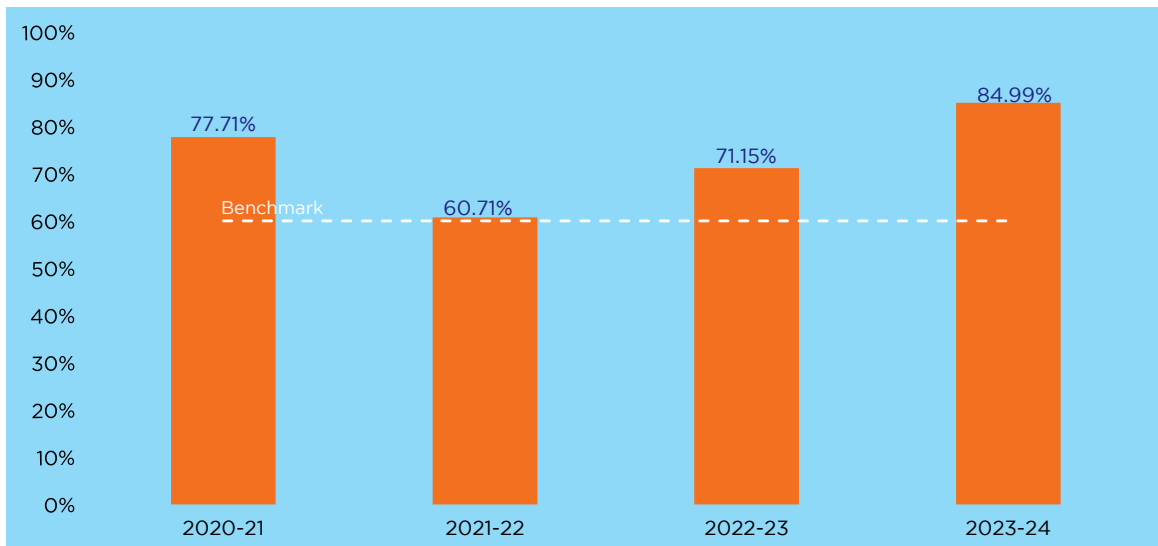
OLG Benchmark | *Greater than or equal to break even*



### 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.

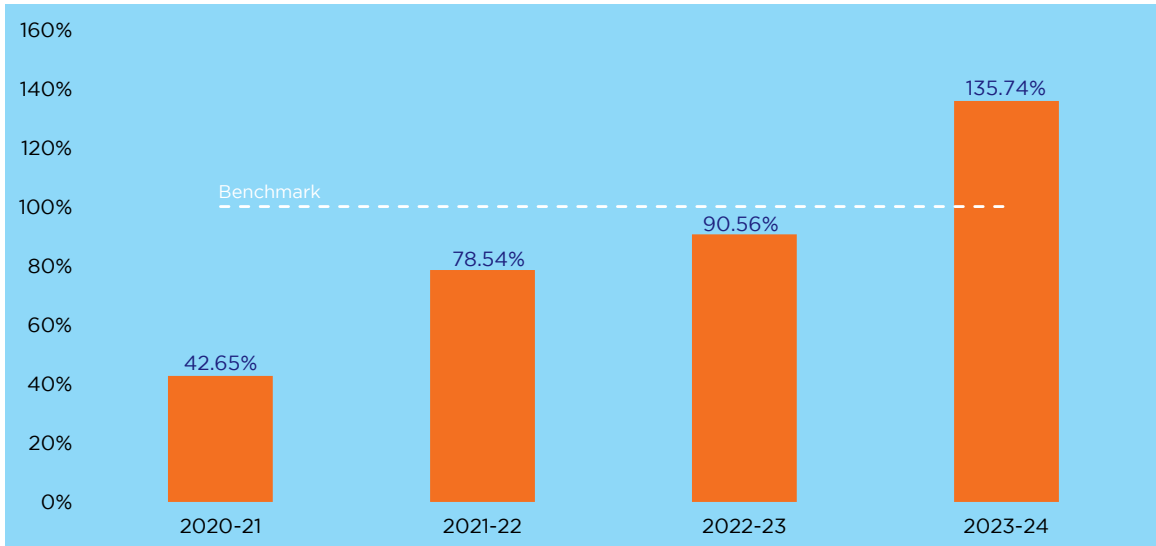
OLG Benchmark | *Greater than 60%*



### 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.

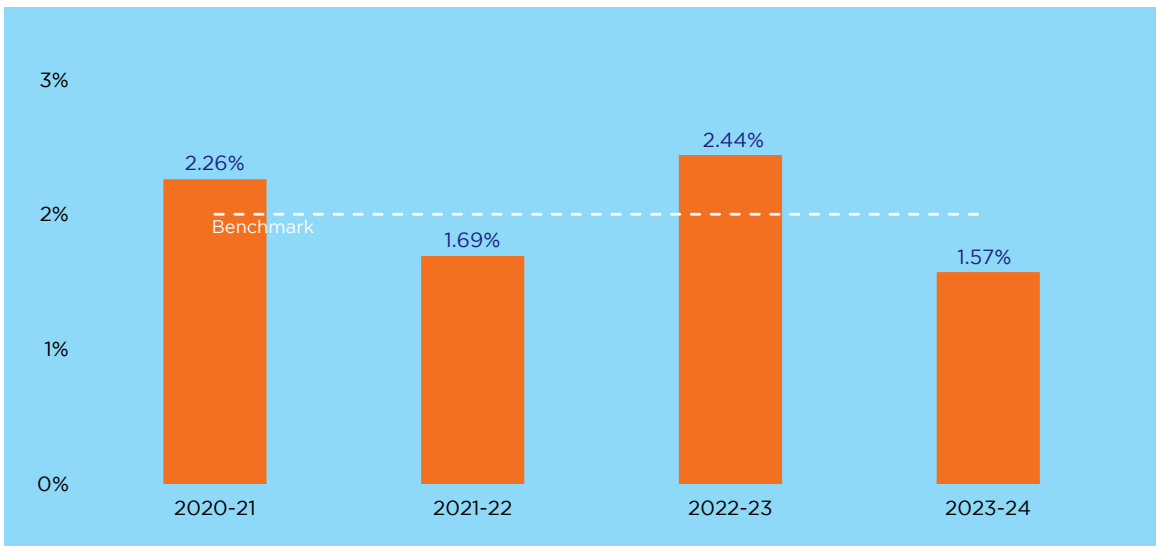
OLG Benchmark | *Greater than 100%*



### 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%*

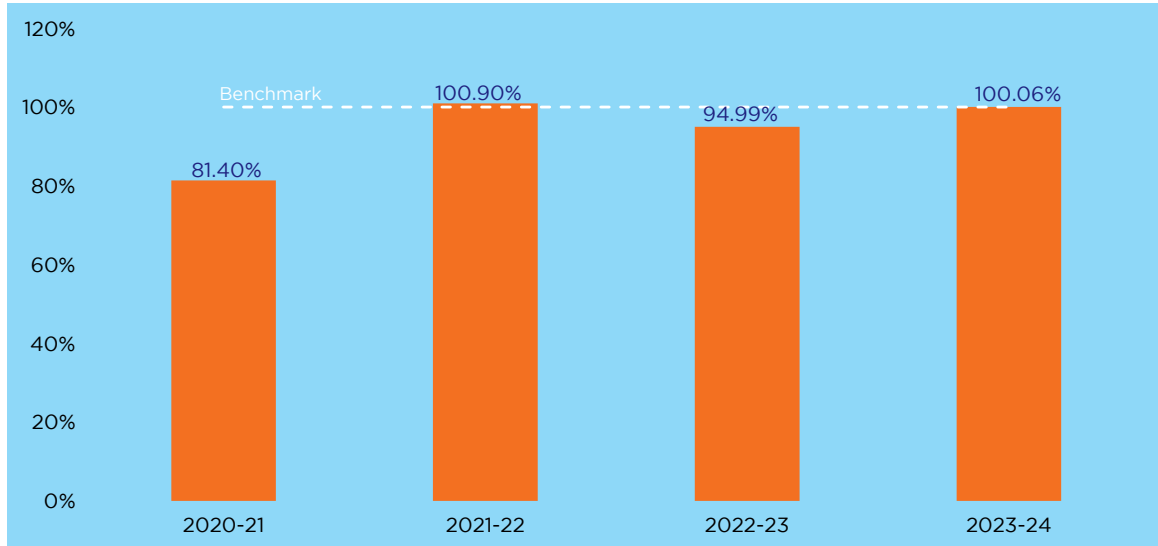




**Asset Maintenance**

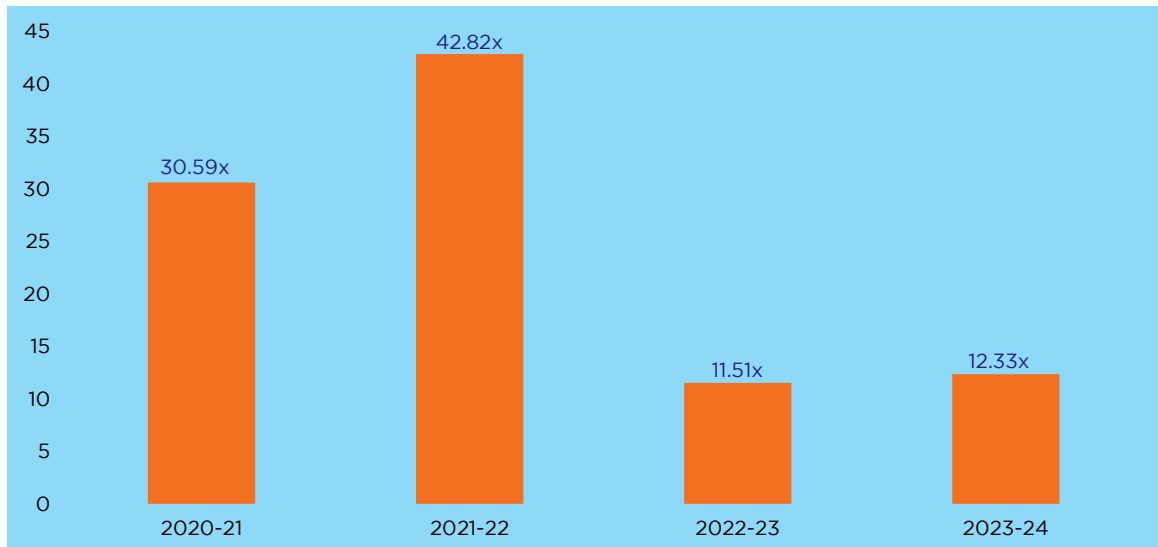
The asset maintenance ratio measures Council’s actual spending on asset maintenance against the amount required to keep assets at an acceptable service level. For example, if a building’s acceptable service level is 3 but its current condition is level 4, Council would need to invest sufficiently to 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 source 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 a reserve known as 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 third 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 than previously, and it improve the equity in what each high-density unit will pay compared to separated 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 Council, Bayside faces great challenges of climate change. To reduce the impact of climate change, we have:

- ▶ Implemented Artificial Intelligence Flood Detection and Early Warning System to minimise the impact of floodings. The project has been awarded a 2024 NSW Keep Australian Beautiful's Sustainable Cities Awards in Climate Change Mitigation and Adaptation category.
- ▶ Reviewed floodplain risk management studies, and
- ▶ Developed the Urban Forest Strategy to increase tree canopy cover while reducing urban heat island impacts.

## 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 for the community.

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.

Council has made considerable progress in tackling hooning over the past year. We successfully lobbied the State Government to install mobile speed cameras along The Grand Parade, a key location. 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 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

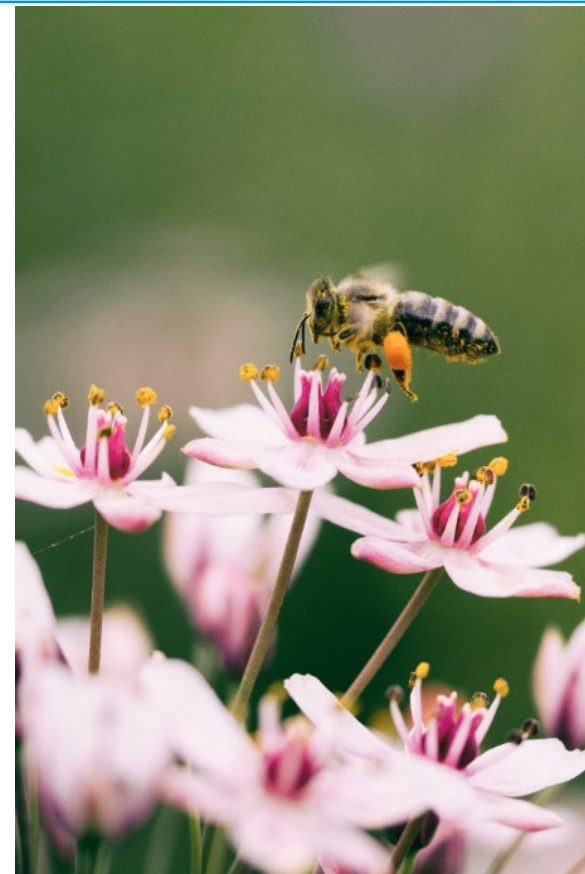
- 1 Environment & Resilience
- 2 Barton Park
- 3 Boulevard Car Park Redevelopment
- 4 Botany Aquatic Centre Upgrade
- 5 Le Beach Hut
- 6 Town Park (4 Guess Avenue Wolli Creek)
- 7 Bayside Leisure Enterprises
- 8 Sir Joseph Banks Park Regional Playspace
- 9 Rockdale Community Cultural Centre
- 10 Rockdale 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	<p><u>Objectives</u></p> <p>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.</p> <p>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.</p> <p>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.</p> <p>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.</p> <p>We have set ambitious targets and are committed to achieve them.</p> <p><u>Outcomes</u></p> <p><u>2022-23</u></p> <p>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).</p> <p><u>2023-24</u></p> <p>Three significant strategies adopted; the Environment &amp; 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.</p> <p>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.</p> <p>An Artificial Intelligence Flood Detection and Early Warning System has been implemented in Arncliffe, Banksia and Botany.</p> <p>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.</p>



<b>Bold Moves</b>	
<b>Barton Park</b>	<p><u>Objectives</u></p> <p>Provide playing fields and other sporting facilities for active recreation to meet sporting group and user needs</p> <ul style="list-style-type: none"> <li>▶ Improve amenity and lighting to meet user groups and regulatory requirements</li> <li>▶ Upgrade site conditions in accordance with the opportunities identified in the Environmental Management Plan</li> <li>▶ Improve interface with Landing Lights Wetlands and other adjacent open space</li> <li>▶ Improve landscape and biodiversity outcomes through increased plantings</li> <li>▶ Identify integrated movement network with connections to adjacent areas</li> <li>▶ Increase safety using Safety by Design (CPTED) principles</li> </ul> <p><u>Outcomes</u></p> <p><b>2022-23</b></p> <p>Construction is well underway and is scheduled to be completed in April 2024</p> <p><b>2023-24</b></p> <p>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.</p>
<b>Boulevard Car Park Redevelopment</b>	<p><u>Objectives</u></p> <p>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.</p> <p>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</p> <p><u>Outcomes</u></p> <p><b>2022-23</b></p> <p>The project is currently in feasibility assessment phase, A draft report will be presented to Executive in March 2023</p> <p><b>2023-24</b></p> <p>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.</p>



<b>Bold Moves</b>	
<b>Botany Aquatic Centre Upgrade / Redevelopment</b>	<p><u>Objectives</u></p> <p>The planned upgrade will future proof the much-loved Centre for generations to come including:</p>  <ul style="list-style-type: none"> <li>▶ A 50-metre outdoor competition pool</li> <li>▶ An indoor learn to swim pool</li> <li>▶ A 25-metre indoor lap pool</li> <li>▶ Adventure slides/major water play/splash pad</li> <li>▶ A new building including entrance, amenities, change rooms and café</li> <li>▶ New grandstand</li> <li>▶ Landscaping works to the open green space</li> <li>▶ Health and fitness/gym space</li> <li>▶ Community/child minding space</li> </ul> <p><u>Outcomes</u></p> <p><b>2022-23</b></p> <p>Originally planned in two stages, Stage 1 has been deferred to be delivered with Stage 2 due to complex site issues</p> <p><b>2023-24</b></p> <p>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</p>
<b>Le Beach Hut</b>	<p><u>Objectives</u></p> <p>The upgrade of the existing café building. The project aims to provide improved facilities for the community and will include:</p> <ul style="list-style-type: none"> <li>▶ 200 m<sup>2</sup> café/restaurant with associated kitchen, storage amenities.</li> <li>▶ Outdoor dining.</li> <li>▶ Public amenities with an accessible toilet and a unisex family toilet.</li> </ul> <p><u>Outcomes</u></p> <p><b>2022-23</b></p> <p>The Development Application and Planning Proposal have progressed and will go through an approvals process. Following this the project will be tendered for construction.</p> <p>Tendering for ongoing management and operation of the asset to commence once planning approvals are finalised.</p> <p><b>2023-24</b></p> <p>A Planning Proposal has been prepared and is under review for the upgrade of the Le Beach Hut café.</p> 

<b>Bold Moves</b>	
<b>Town Park (4 Guess Avenue Wollri Creek) → Dharaggang Park</b>	<p><u>Objectives</u></p> <p>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:</p> <ul style="list-style-type: none"> <li>▶ Grassed open space for picnics &amp; play</li> <li>▶ Multi-purpose active space with sports surfacing, including basketball hoops</li> <li>▶ Variety of shaded playspaces and provision of a picnic shelter</li> <li>▶ Range of seating throughout park</li> <li>▶ New tree and mass plantings for shade &amp; habitat</li> <li>▶ Lighting throughout park</li> </ul> <p><u>Outcomes</u></p> <p><b>2022-23</b></p> <p>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.</p> <p><b>2023-24</b></p> <p>This project was completed in December 2023 and with Ministerial approval, the name was officially changed to Dharaggang Park on 23 August 2024.</p>
<b>Bayside Leisure Enterprises</b>	<p><u>Objectives</u></p> <p>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.</p> <p>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)</p> <p>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.</p> <p><u>Outcomes</u></p> <p><b>2022-23</b></p> <p>Model submitted and awaiting approval from the Office of Local Government</p> <p><b>2023-24</b></p> <p>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.</p>





**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.

Outcomes

2022-23

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.

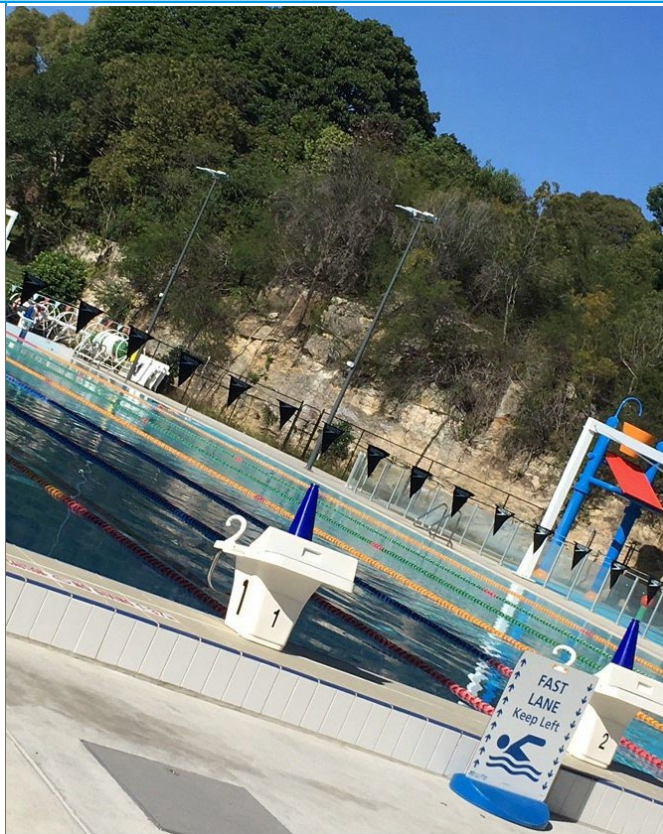
<b>Bold Moves</b>	
<b>Rockdale Community Cultural Centre</b>	<p><u>Objectives</u></p> <p>The project involves construction of a new community cultural centre that will turn the original disused Church Hall into a centre that can also be used for Council events and cultural activities.</p> <p>The adjoining Chapel will be demolished to extend the park with a lawn suitable for community use when hiring the Community Centre. The project includes:</p> <ul style="list-style-type: none"> <li>▶ Facilities for travelling and temporary visual arts exhibitions</li> <li>▶ a new community park</li> <li>▶ a new flexible community and cultural space with hireable rooms</li> <li>▶ outdoor hire space in conjunction with the community room</li> <li>▶ supporting infrastructure, including high quality IT capabilities</li> </ul> <p><u>Outcomes</u></p> <p><b>2022-23</b></p> <p>Engagement with community is currently in progress and will close in February 2023.</p> <p><b>2023-24</b></p> <p>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.</p>
<b>Rockdale Town Centre</b>	<p><u>Objectives</u></p> <p>The Rockdale Town Centre Masterplan aims to establish a unique identity for Rockdale and aims to:</p> <ul style="list-style-type: none"> <li>▶ Grow the town heart and civic role</li> <li>▶ Increase the vitality and lifestyle</li> <li>▶ Improve the pedestrian experience</li> <li>▶ Strengthen the Centre’s economic hubs</li> <li>▶ Provide convenient and legible access for visitors</li> </ul> <p><u>Outcomes</u></p> <p><b>2022-23</b></p> <p>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</p> <p><b>2023-24</b></p> <p>The Urban Design Report is complete awaiting next steps with the new Council</p>



ARTIST IMPRESSION - VIEW FROM BRYANT STREET

**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.

<b>Bold Moves</b>	
<b>Customer Experience</b>	<p><u>Objectives</u></p> <p>Our bold move is to become a customer focused organisation. This means that in time we will have achieved, across the organisation:</p> <ul style="list-style-type: none"><li>▶ Increased ease when dealing with Council.</li><li>▶ Increased digital channels for customers enabling greater options for self- service when desired.</li><li>▶ Changes in customer service solutions to support changing community expectations.</li><li>▶ Delivering a knowledgeable service with a personalised, easy, and simple transition between channels that are consistent in tone, content, navigation, capability, and functionality.</li><li>▶ An increased desire and capability to observe and capture the voice of the customer at key touchpoints.</li><li>▶ An uplift in the skills of our people to contemporary service interaction standards – reflecting the changing needs particularly related to empathy and enquiry resolution.</li><li>▶ All areas of the organisation becoming more engaged and aware of the customer’s needs.</li><li>▶ Whole-of-Council ownership for improving customer service.</li></ul> <p><u>Outcomes</u></p> <p><b>2023-24</b></p> <p>The Customer Experience Strategy, Policy and Charter were endorsed by Council in February 2024</p> <p>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.</p> <p>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.</p>



## Highlights

### Arts & Culture

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

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.

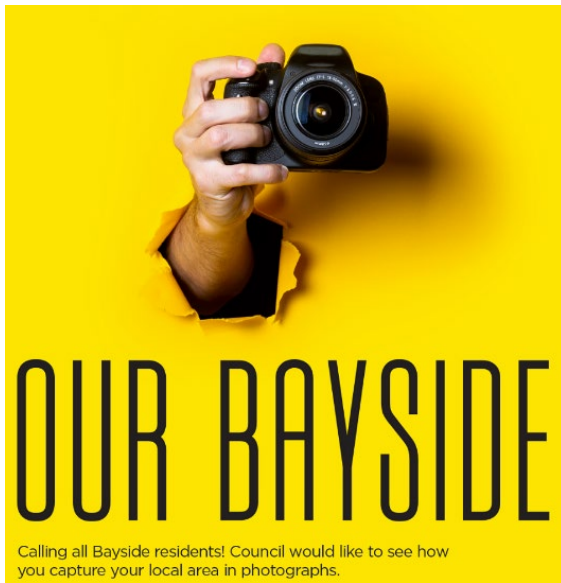


Council is increasingly looking for opportunities for new public artworks throughout Bayside. Murals are a proven way to increase pride-of-place in a suburb as well as deter antisocial graffiti.



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, Wollie 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.



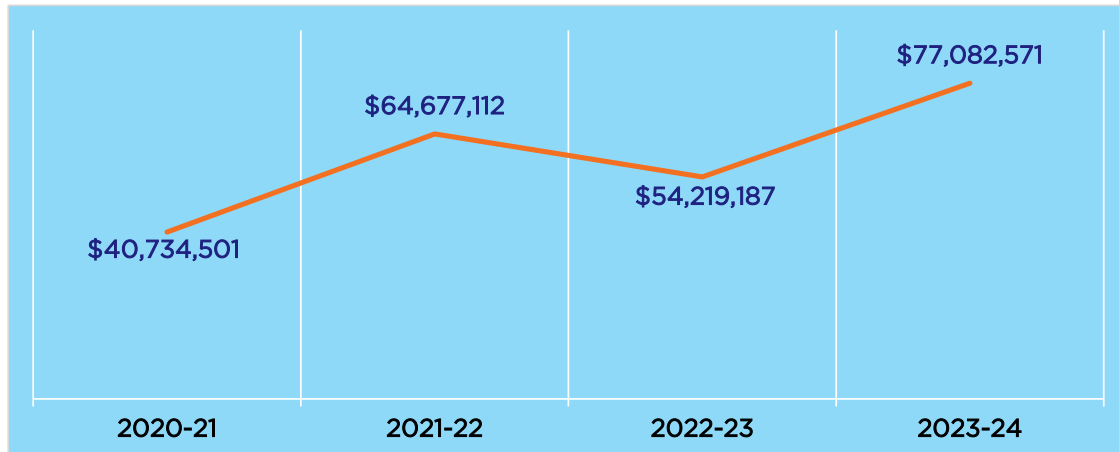
2023 saw the first performance in Bayside Council's new Chapel Nights program where St Magdalene's Chapel in Wollie Creek hosted a Chinese and Middle Eastern Orchestra over one weekend in May.



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.

## Capital Works Delivered

The below chart is the Value of Capital Works delivered including land acquisitions. 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 to support the services and activities that benefit our community.



\* 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 delivered many capital works projects during the term, below are just a few. Full details are available in Council's Annual Reports which are on our [website](#).



- ▶ Sir Joseph Banks Park
- ▶ Barton Park Redevelopment
- ▶ Bexley Tennis Courts
- ▶ Dharaggang Park Wollri 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

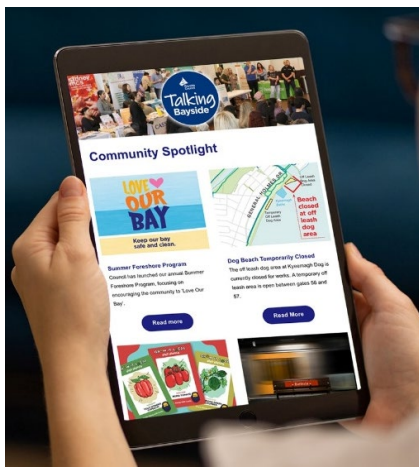


## Communications & Engagement - Greater Reach in Our Community

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.



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.



**Bayside Council**  
19K followers • 0 following  
Welcome to Bayside Council's Facebook page.

Follow Learn more

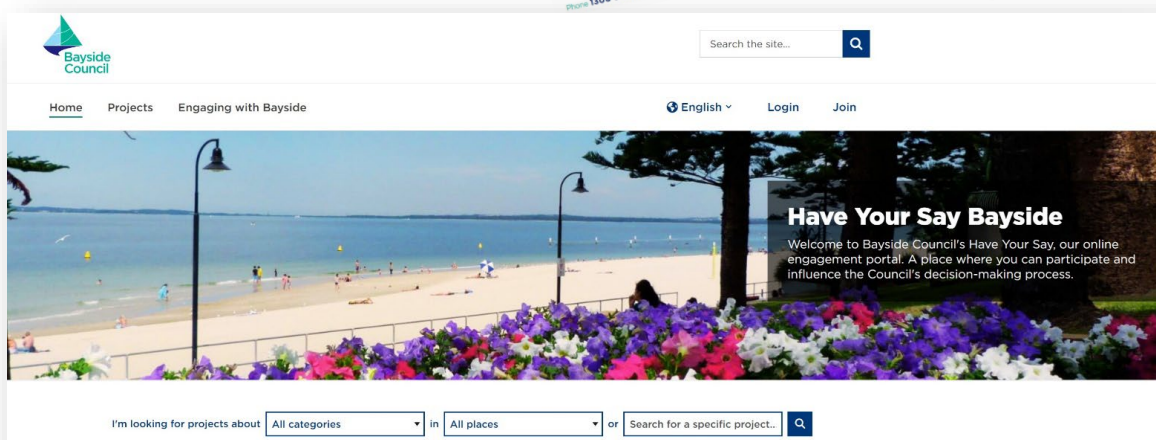
Posts About Photos More

**Details**  
 Page · Government organisation  
 BaysideNSW and 6 other links  
 34% recommend (63 reviews)  
 See Bayside Council's About Info

Home Video Marketplace Explore Notifications Menu



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





## 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 over the following 12 months 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

<p><b>Contact with Council</b></p> <ul style="list-style-type: none"> <li>▶ 48% of respondents have contacted Council in the last 2 years</li> <li>▶ On average, residents contacted Council 3.5 times in the past 2 years.</li> <li>▶ 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%).</li> </ul>	<p><b>Satisfaction with Contact</b></p> <ul style="list-style-type: none"> <li>▶ Of those that made contact, 69% were at least somewhat satisfied with the way their contact was handled.</li> <li>▶ 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.</li> <li>▶ For residents who used online methods, 'I understood what I need to do next' is also a key driver.</li> </ul>	<p><b>Efficiency of Interactions</b></p> <ul style="list-style-type: none"> <li>▶ 43% of residents had their issues or enquiries resolved in the first interaction with Council.</li> <li>▶ 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.</li> </ul>
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## 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 has been successful in obtaining some \$87.7 million in major grants and funding which enabled Council 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.

### Total 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 as well as achieving 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 in passenger fleet as part of its commitment to renewable energy and lowering emissions. We also increase hybrid vehicles in 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.

In 2023, Council participated in a trial program to install 7 street-side electric vehicle (EV) chargers installed in local streets for a 12-month period. This trial will help assess the demand for commercial EV stations in Bayside as well as the implementation of future EV chargers.

Council 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

We have added to the tree canopy of Bayside with a further 400 trees planted as part of a Woody Meadow pilot.

Council has successfully applied for and received funding to increase the urban canopy cover, receiving NSW Government funding in 2019 to plant 800 trees across Bayside and in 2020 a further \$400,000 to plant another 1,813 trees in parks and streets by December 2022.

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 Wollri Creek
- ▶ Chant Reserve Pagewood
- ▶ Cook Park Monterey
- ▶ Dowsett Reserve Kingsgrove
- ▶ Elliot Place Reserve Hillsdale
- ▶ Empress Reserve Wollri 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

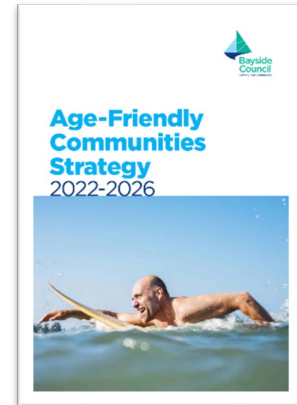
### Advocacy Campaigns

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. Over the past four years, we are proud to say thanks to our valued volunteers who attend weekly 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 Bayside area. 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 St, Bardwell Valley Stotts Reserve, Bardwell Valley, Frys Reserve and Scott Park and Bado Berong Creek. These contracts are supplemented when available with grants. 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 the Council's volunteer bush care program with five groups running each month. 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

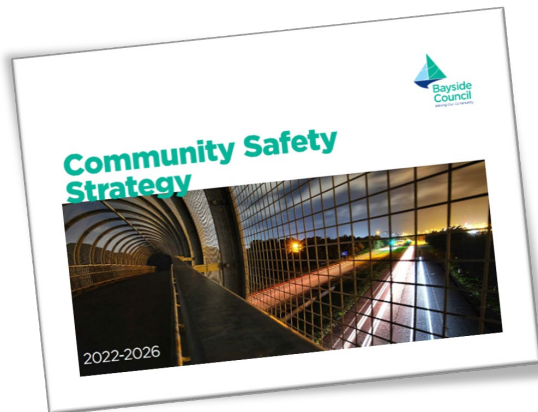
Bayside Council has been at the forefront of establishing CCTV cameras across key areas, including at Sanoni Avenue Sandringham as well as establishing Council's first Memorandum of Understanding for sharing the data with St George Police Area Command. We also continue to use this technology to counter illegal dumping. Council is pleased to develop relationships with key authorities in introducing noise activated camera to stop hooning.

### 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

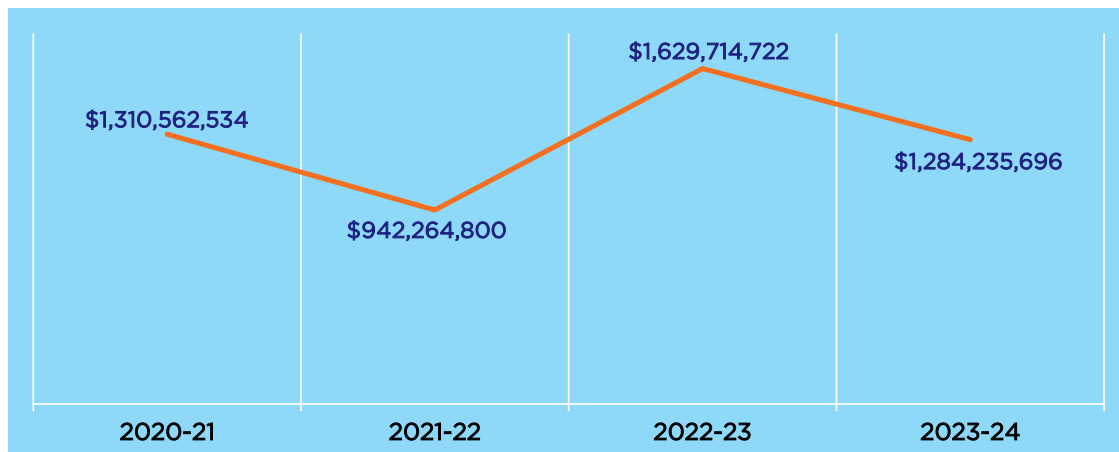
The new Panel commenced from 1 March 2023 with face to face meetings recommencing, resulting in improved communication and resolution.

### 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 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 this term is the Lady Robinsons Beach Foreshore Management Project.

This sand nourishment project tackles foreshore erosion and will see 20,500m<sup>3</sup> of sand trucked from the beach at Kyeemagh to reform a 450m long beach area at Brighton Le Sands.

A simultaneous project will see a similar amount of sand transferred by road from Dolls Point to re-establish 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 off-line 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 (the Ron Rathbone Award).

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 multi-lingual 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 is 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 for Bayside. 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, inclusive of food and garden organics, has been processed at an alternative treatment facility where the organic material is extracted and applied to mine rehabilitation purposes. This equates to approximately 18,000 tonnes of food and garden organics diverted from landfill per annum. 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 on street and off street 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 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.

### **For 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

PO Box 21 ROCKDALE NSW 2216



# Annual Report 2023-24

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## Acknowledgement of Country

**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.**

# Executive Summary

Our Annual Report is one of the ways Council demonstrates accountability to our community.

This report documents Council's performance against our Delivery Program and details on the annual targets set in the Operational Plan 2023-24. It also refers our audited financial statements for year ended 30 June 2024 and our State of our City Report 2022-24.

The Annual Report is a legislative requirement under the Local Government Act 1993, but it also gives the community an overview of our strategic priorities, and confidence that we are delivering on our plans and honouring our commitments to the community and Bayside as a whole.

By acknowledging our achievements in 2023-24, we recognise the hard work of our staff and the commitment of our Councillors, putting the community at the centre of everything we do.

This report is made up of the following sections:

- ▶ **Executive Summary** where we introduce the report, Acknowledgement of Country and a message from the Mayor.
- ▶ **About Bayside** where we summarise the features of the Bayside area and its people and introduce Bayside Council, the organisation and its elected officials.
- ▶ **The Year in Review** where we talk about our achievements in 2023-24, highlight important and impactful projects; summarise financial outcomes; and include Council's achievements in implementing its Delivery Program through the detailed progress report of the actions in the Operational Plan 2023-24.
- ▶ **How we deliver for our Community** in this section we explain the Integrated Planning & Reporting Framework, commitment to our community, how Council makes decisions and our Governance Framework.
- ▶ **Statutory Statements** as required by the Local Government (General) Regulation 2021 and other legislation and regulations.
- ▶ **Financial Statements** for the year ended 30 June 2024, audited by the NSW Audit Office and published separately.
- ▶ **State of Our City Report** Prepared by each outgoing Council it sets the scene for the new Council by providing achievements to date and highlighting future challenges and opportunities. This document is also published separately.

We hope you find the details included in this report informative and enlightening and welcome your feedback on the content or presentation of this report.

## Mayor's Message



# About Bayside

## 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 down to the coastal communities of Brighton Le Sands, Ramsgate, Dolls Point and Sandringham in the south.

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

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. There are many great schools, boutique businesses, active laneways and precincts and a very vibrant mix of cultures.












Central to the area is the logistics core of NSW. Bayside has two major international transport hubs, the Sydney Kingsford Smith Airport in Mascot and Port Botany, the largest container port in NSW. These areas are significant as they enable people and products to travel around the world and to come to Australia. Goods arriving at our 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.

### Our Community

Bayside is home to a diverse community, from Australia and all over the world. Following are some statistics that show that diversity.

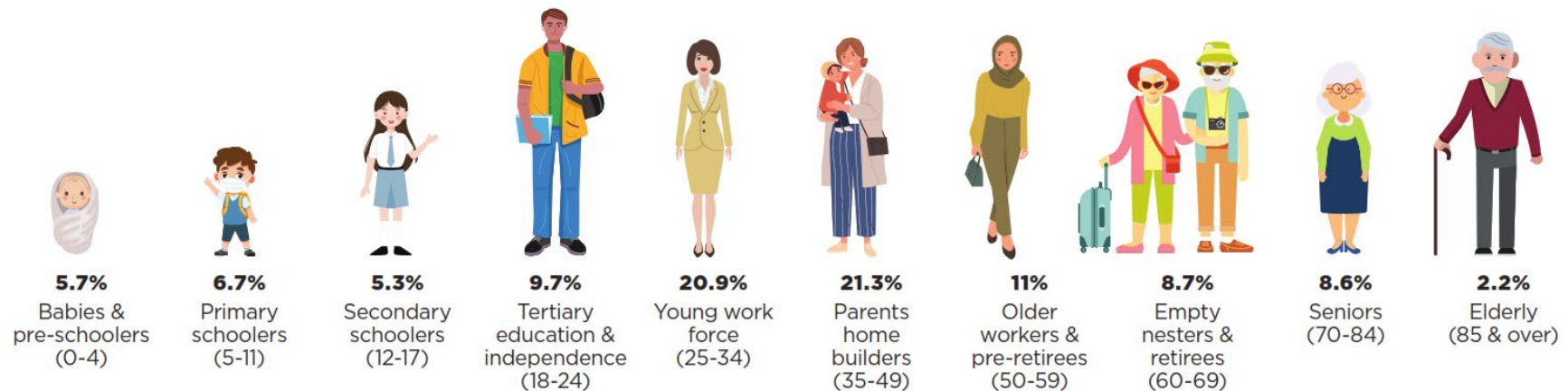
Bayside has almost 183,000 residents and is expecting this to increase by 30,000 by 2036. People of all ages enjoy life in Bayside, many speak a language other than English at home and almost half were born overseas.

### Languages spoken in Bayside other than English

	Mandarin	6.9%
	Greek	6.0%
	Arabic	5.4%
	Cantonese	3.7%
	Spanish	2.8%
	Nepali	2.7%
	Macedonian	2.6%
	Indonesian	2.3%
	Portuguese	1.8%
	Bengali	1.8%
	Filipino / Tagalog	1.6%

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 Demographics



# Bayside Council

## Councillors

### Ward 1



Christina Curry  
Councillor

### Ward 2



Jerome Boutelet  
Councillor

### Ward 3



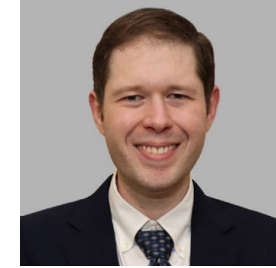
Michael Nagi  
Councillor

### Ward 4



Joe Awada  
Councillor

### Ward 5



Edward McDougall  
Mayor



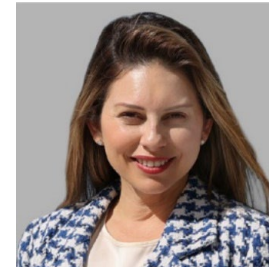
Scott Morrissey  
Councillor



Soraya Kassim  
Councillor



Janin Bredehoeft  
Councillor



Fiona Douskou  
Councillor



Heidi Lee Douglas  
Deputy Mayor



Ron Bezic  
Councillor



Peter Strong  
Councillor



Christopher Saravinovski  
Councillor

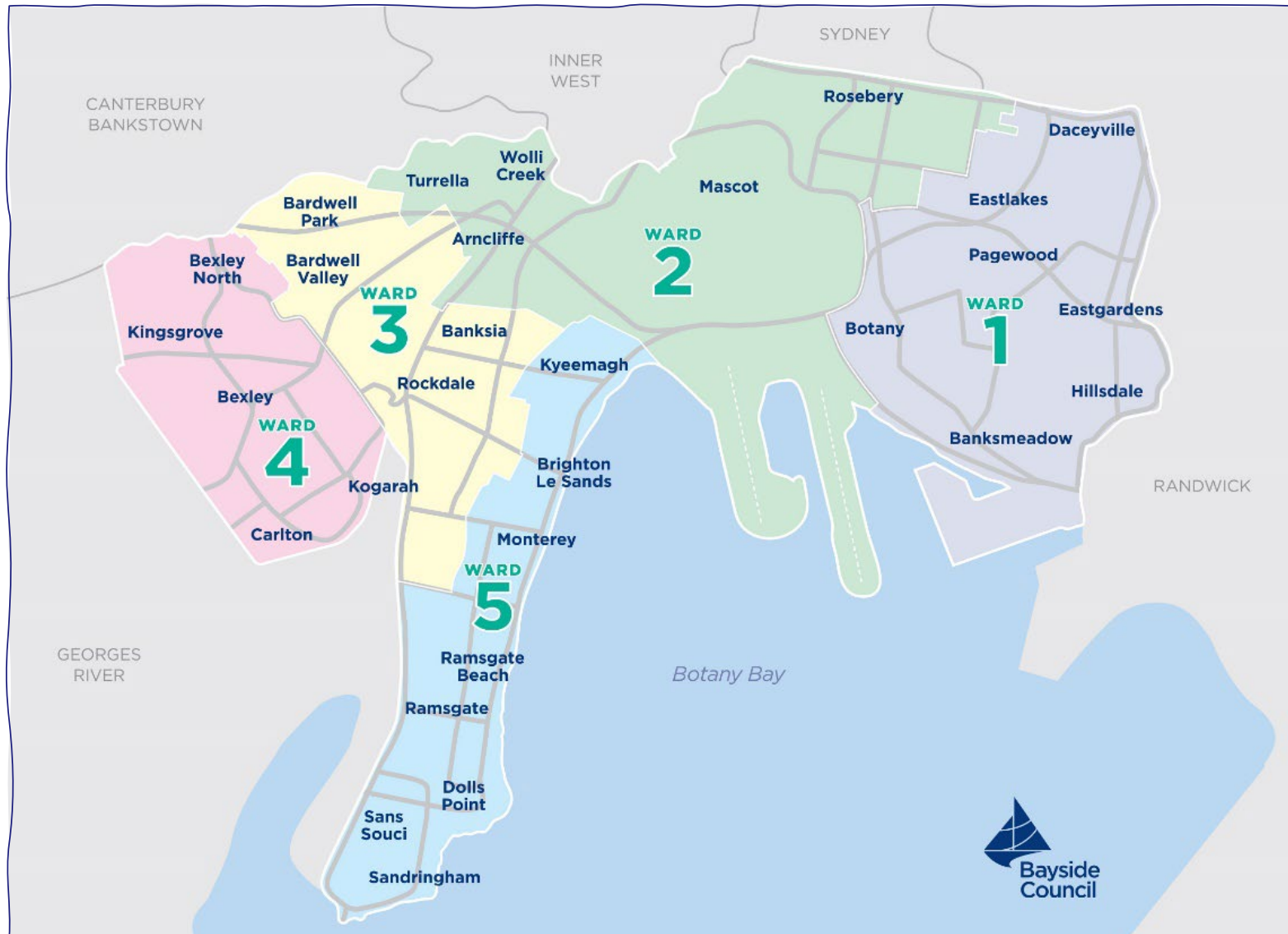


Liz Barlow  
Councillor



Vicki Poulos  
Councillor

### Bayside Map & Wards



## Bayside the Organisation

### Values

All staff at Council live by these values. They guide us in our interactions and relationships with all our customers. Internally there are also identifying statements and highlighted behaviours that strengthen our understanding of the values and clearly set the organisations expectations.



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



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

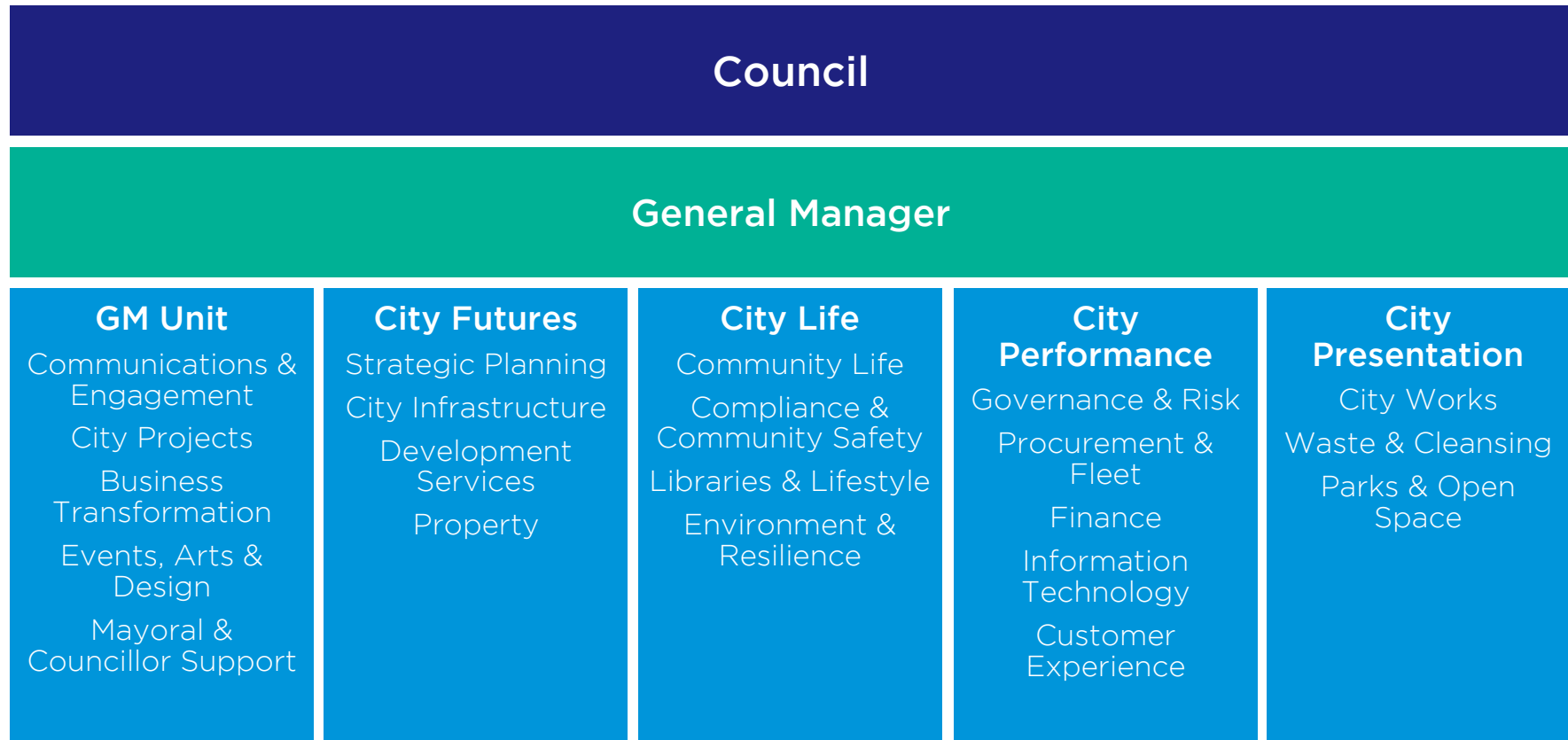


*We are courageous & innovative - committed to making a difference in our work.*



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

### Organisational Chart



# The Year in Review

## Recognition & Awards



### National Awards for Local Government - Winner - Waste Management

Council was honoured to receive this award recognising Council's ongoing achievements from its Waste & Circular Economy Strategy.

The Action Plans promotes and encourages ways to use and treat waste as a resource, by avoiding waste, where possible, and maximising the amount of reusable or recyclable material returned to the economy and reducing the amount sent to landfill.

The award was presented to Council by the Federal Minister for Regional Development, Local Government and Territories, the Hon. Kristy McBain MP at the Australian National Convention Centre in Canberra.

### Keep Australia Beautiful NSW | Overall Sustainable Cities Award

For the 5<sup>th</sup> consecutive year Council was an Overall NSW Metropolitan Council Finalist.



### Highly Commended - NSW Local Government Excellence Awards

Council's Early Education Gaarma Language & Culture Program, with the help of our First Nations community, introduced Aboriginal language, culture and history into education programs at our Child Care Centres.

It has improved cultural awareness and understanding and built a strong sense of belonging amongst the children and their families. First Nations communities also learned about our early learning services and have been supported to share their knowledge and culture with pride.



### Sydney Shires - Ground of the Year

The Ground of the Year awards acknowledge the important contribution of ground staff to the success of cricket grade competitions, with officiating umpires assessing every ground on every match day during the season. Trent Malley has won this award for his work at Bexley Oval 6 times.

This photo is Trent receiving Mayoral Recognition for this achievement.

### National Awards for Local Government - Honourable Mention - Addressing Violence against Women and their Children

Council was privileged to receive an honourable mention at these awards for its Domestic & Family Violence Action Plan 2022-2026, representing our commitment to reducing gender violence in Bayside.

While ending domestic and family violence is everyone's responsibility, Council is able to operationalise strategic directions in ways that are meaningful to the local community, demonstrating leadership and a shared commitment to preventing violence.

# Highlights from the Year by Theme

## Theme One

### In 2032 Bayside will be a vibrant place



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

### Arts and Culture Strategy Endorsed

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

Scan the QR code to view the strategy.

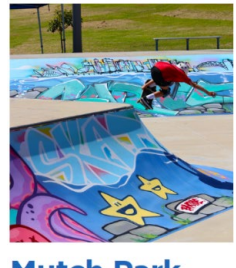



### Her Way Safer Cities

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

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

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



### Technology to improve accessibility in Bayside

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

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

For more information please scan the QR codes below.



Park'nPay mobile app



Park'nPay accessibility portal



### CELEBRATING 100 YEARS

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

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

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



### Pétanque court

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

### Mutch Park Skate Park

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

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



### Seawall upgrade

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

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

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

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

### Sir Joseph Banks Park openings

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

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



### New Playgrounds

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

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

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

Both playgrounds are now open for the community to enjoy.



### CAROLS BY THE SEA IS BACK!

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

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






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

## Theme Two

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




### Award Winning Early Education Program

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

### Scarborough Park Open

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

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

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

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



### Harmony Week

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

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



### Botany Pool Update

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

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

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



### Seniors Festival

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

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

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

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

### Handrails Installed at Memorial Parks

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

These handrails have been installed at Booralae, Cenotaph's, Mascot and Arncliffe.



### Bayside News

AUGUST 2023



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

### Home Sweet Home

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

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



### National Reconciliation Week

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

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

### Local History Competition

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

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



# Theme Three

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

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



### National Waste Award winner

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



### EV Charging Station at Wollie Creek

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

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

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



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

### Trees for Mum

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

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



### Sans Souci Tree Saved

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

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



## World Environment Day

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



### Clean Up Australia Day

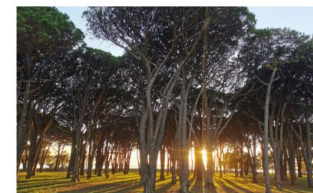
Clean Up Australia Day has been embraced by residents who have helped remove tonnes of waste from our foreshore areas, bushland and parks over the years.

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



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

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



### Three Big Strategies

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

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

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



### McBurney Park, Mascot

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

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

## Theme Four

### In 2032 Bayside will be a prosperous community

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



## Bayside Local Business Awards

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



## Road resheeting

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

## Roads and potholes

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

## Housing Proposal

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

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

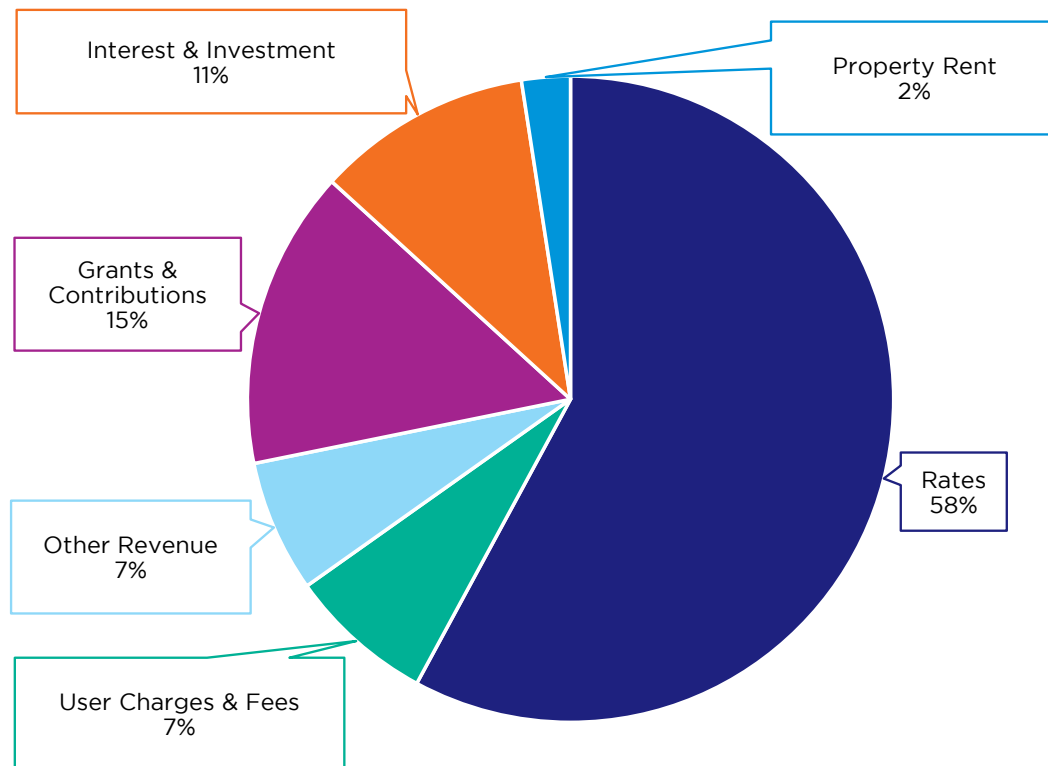
Scan the QR Code to read the submission.



## Financial summary

This section provides a high-level summary of Council's 2023-24 financial performance. The full audited Annual Financial Statements are published separately and available on Council's website.

### Income



Council generates income from several sources, including rates, annual charges, user charges and fees, grants, development contributions, investment interest, and its own business activities.

Rates includes residential, business, and other categories, such as Special Rate Variations, which are outlined in the Statutory Statements section of this report. Annual charges cover services like domestic waste, additional waste management, and stormwater management.

User charges and fees arise from various activities, including sports and recreational facilities, child care, building and regulatory services, and private works.

Grants consist of both operational and capital funding used for specific Council projects. A significant portion of the contributions received by Council are development contributions, which are restricted and can only be used to fund infrastructure, services, and amenities needed to support increased demand from new developments. These contributions account for 64% of Council's cash and investment balances.

Interest and investment income stem from the Council's investments, although a large portion is generated from development contributions, making these returns similarly restricted.

Other revenue includes income from car parking fines, ex-gratia payments, and other Council business activities.

### Expenditure

Employee costs represent a significant expense for all Councils, accounting for 40% of our total costs. This includes wages, salaries, leave entitlements, superannuation, workers compensation, fringe benefits, and payroll tax.

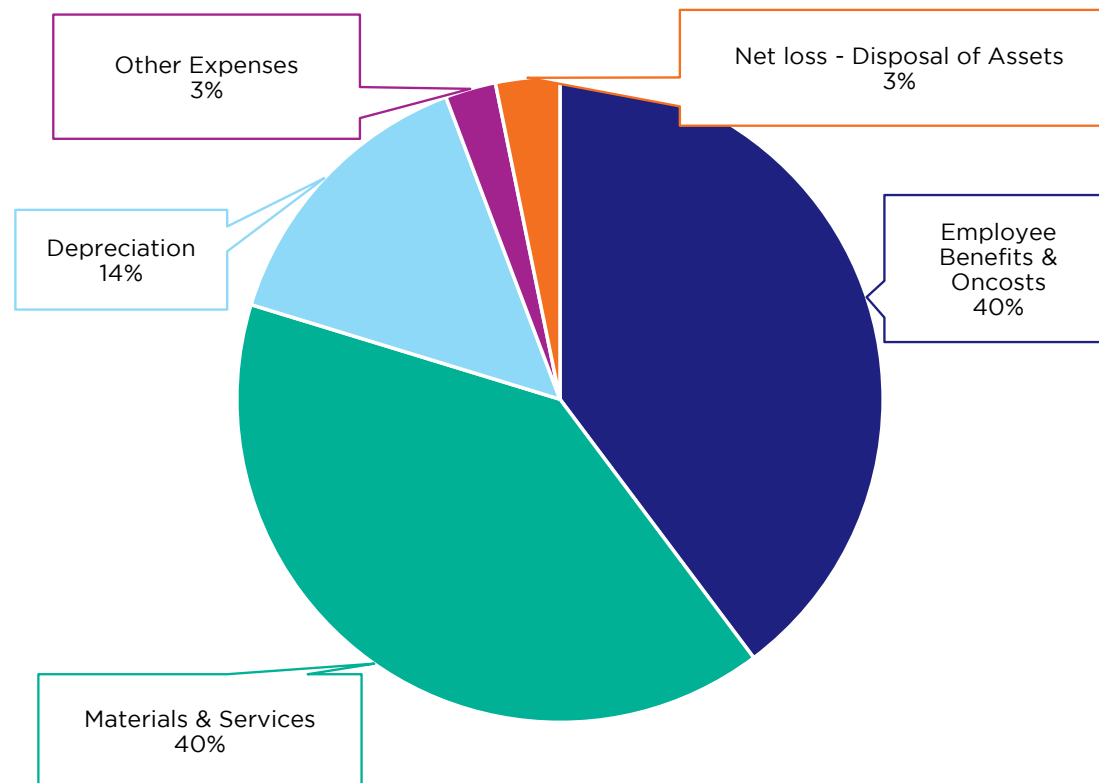
Materials and services also form a major expense, covering contract costs (such as waste disposal), contractor and consultancy fees, utility bills, vehicle related expenses, audit services, and legal fees.

Depreciation is a non-cash expense that allocates the capital cost of an asset over its operational life, reducing the asset's value due to wear and

tear, aging, or obsolescence. It reflects the extent of asset use during the year and indicates the need for asset replacement or renewal at the end of its useful life.

Net loss from the disposal of assets represents the loss in value incurred by Council when selling or discarding assets during the year.

Other expenses include statutory payments, such as the Emergency Services Levy, a mandatory contribution to fund fire, rescue, and state emergency services.



## Events Celebrated



### July 2023

- NAIDOC Week Activities: Flag Raising Ceremony & Family Fun Day
- FIFA Women's World Cup Live Sites
- Citizenship Ceremony



### August 2023

- Photography Awards Announcement
- Citizenship Ceremony



### September 2023

- Spring Fair
- National Citizenship Ceremony
- Father's Day Planting
- Dementia Action Week



### October 2023

- Halloween Movie Night
- Migrant Information Day
- Small Business Month
- Citizenship Ceremony



### November 2023

- Food & Wine Festival
- Community Walk Against Domestic Violence
- McBurney Avenue Play Space Opening
- Remembrance Day
- Citizenship Ceremony



### December 2023

- Movie & Carols Night Botany, Bexley & Wolli Creek
- Presentation of Flag & Card design winners
- Carols by the Sea
- Launch of the Garden of Reflection in Mutch Park
- Seniors & Bayside Community Christmas Function



## January 2024

- Australia Day events including:
- Wuri (Sun) Rise for Resilience
- Family Fun Day at Botany Aquatic Centre
- Citizenship Ceremony and Citizen of the Year presentation



## February 2024

- Lunar New Year
- Mardi Gras Street Banners & Billboards
- Citizenship Ceremony



## March 2024

- International Women's Day
- Seniors Week - Seniors Sing-a-long
- Citizenship Ceremony



## April 2024

- Ramadan Street Festival
- Anti Racism Forum
- Anzac Dawn Service & Anzac Day March
- Domestic Violence Remembrance Day Candle Light Vigil



## May 2024

- Barton Park Grand Opening
- Seniors' High Teas
- Reconciliation Week
- Citizenship Ceremony
- Mother's Day Tree Planting
- Sydney Writers Festival
- Chapel Nights in Wollie Creek



## June 2024

- World Environment Day
- Pride Month
- Citizenship Ceremony

# Capital Works Projects





## Capital Works Projects



### Accessibility to Cenotaphs

On behalf of the Department of Veteran's Affairs, Council was offered Grant funding as part of the Saluting Their Service Commemorations Program to install brass handrails to provide safe access during Memorial Services.

#### Arncliffe Park

These were designed to complement the heritage setting of this Memorial and park. Brass handrails were installed prior to Anzac Day 2024.

- ▶ Total Investment Value \$8,130
- ▶ Completed Autumn 2024



#### Booralee Park

Council installed temporary handrails for the Remembrance Day Service on 11 November 2023. Brass handrails were installed in December 2023. These were designed to complement the heritage setting of this park

- ▶ Total Investment Value \$8,130
- ▶ Completed Summer 2023



#### Mascot Park War Memorial

These were designed to complement the heritage setting of this Memorial and park. Brass handrails were installed prior to Anzac Day 2024.

- ▶ Total Investment Value \$8,130
- ▶ Completed Autumn 2024

## Capital Works Projects



### Alf Kay Eastlakes Community Hall Renewal

Council undertook remediation upgrade works to the Alf Kay Community Hall. The works included:

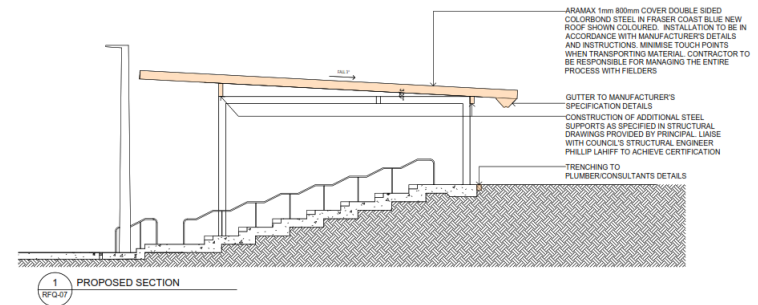
- Removal of hazardous material (including Asbestos) and replacement of eaves
- Roof works - replacement / repair of gutters, fascia's, downpipes and roof tiles
- Electrical and fire services work
- Shade sail and outdoor seating.

- ▶ Total Investment Value \$320,000
- ▶ Completed Autumn 2024

### Angelo Anestis Grandstand Hardcover

A new hard cover roof structure is being built to replace the shade sails over the grandstand area. The new self-supporting roof will utilise the existing white framing while cantilevering over large spans to provide additional shelter to the grandstand. The new roof is connected to a new slim line water tank. The collected rainwater will be used to clean the grandstand area.

- ▶ Total Investment Value \$350,000
- ▶ Completion May 2025



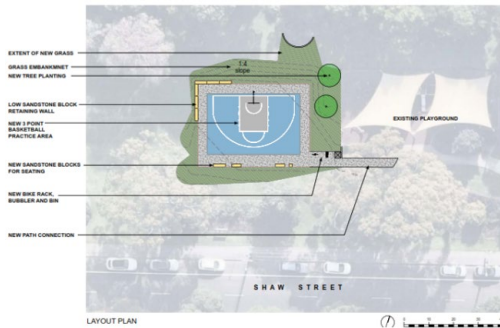
### Barton Park Recreational Precinct

A new recreational precinct was completed by Council in 2023-24, offering the community new sports fields, tennis and multi-purpose courts, playspaces, fitness stations and amenities, linked with shared walking and cycling pathways.

A new grandstand was built and new lighting, access roads and carparks including a new roundabout at Bestic Street was also included. Works commenced in late October 2022 and Barton Park Recreational Precinct was officially opened on 4 May 2024.

- ▶ Total Investment Value \$52 million
- ▶ Completed April 2024

## Capital Works Projects



### Basketball Shooting Circle - Shaw Street Bexley North

Council is constructing a new facility that will include:

- New 3 point basketball practice area with noise attenuating court tiles fixed on top and line marking
- Sandstone seating blocks
- Litter bin, drinking fountain, bike racks; path connection; and tree planting.

The construction area will be fenced off to the public for the duration of the works, but the playground will remain open.

- ▶ Total Investment Value \$185,000
- ▶ Completion Summer 2024-25

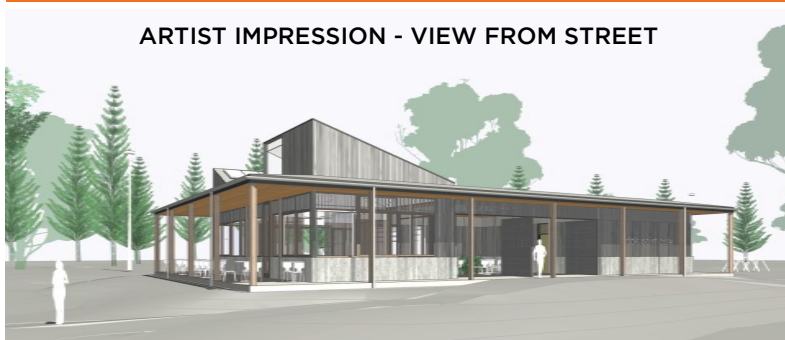
### Basketball Shooting Circle - Tonbridge Reserve

Council is also constructing a new 3-point basketball practice area at Tonbridge Reserve, off Chuter Avenue and Ramsgate Road Ramsgate. It will include the following:

- New coloured concrete practice court area and line marking
- Bike racks, seating and path connections.

The construction area will be fenced off to the public for the duration of the works.

- ▶ Total Investment Value \$175,000
- ▶ Completion Summer 2024-25



### Beach Hut Café Dolls Point

Council is in the process of finalising the design for a new café at Depena Reserve. The concept design has been updated in response to the feedback received. The new building will include: a café/restaurant with outdoor seating; an accessible and a family toilet including child size toilet pan and baby change table and new connecting paths into the park.

Council is also redesigning the carpark at Depena Reserve, including along Russell Avenue.

- ▶ Total Investment Value \$3.8 million
- ▶ Completion 2026

## Capital Works Projects



### Bexley Oval Sports field lights

To improve the ability for these fields to be used as a night-time training facility, Council upgraded the lighting. The 8 metre timber pole in the south west corner was replaced with 6 x 15 metre steel poles around the perimeter.

- ▶ Total Investment Value \$253,000
- ▶ Completed Winter 2023

### Bonar Street Stormwater - Stage 2

Bonar Street Stage 2 works were constructed as part of the Bonnie Doon Flood Study undertaken in 2011 by WMA Water. The drainage upgrade project included:

- installing new drainage infrastructure beneath Bonar Street
- relocating services such as water, sewer, electrical, Telstra/NBN and gas
- upgrading the road and footpath, line marking and signage
- landscaping rectification.

- ▶ Total Investment Value \$9.3 million
- ▶ Completed Summer 2023-24



### Botany Aquatic Centre

Council is committed to redeveloping the much-loved Botany Aquatic Centre which will include:

- 50 metre outdoor competition pool and 25 metre indoor lap pool
- Indoor learn to swim/program pool
- Adventure waterplay and slides
- A new building entrance, with amenities, gym space, change rooms and kiosk
- New grandstand and landscaping of the open green space.

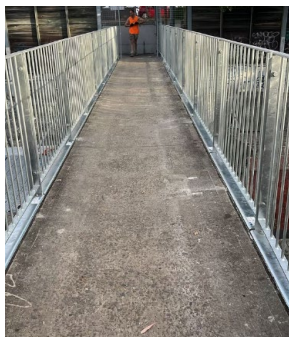
- ▶ Total Investment Value \$83 million
- ▶ Completion Summer 2026-27

## Capital Works Projects

### Botany Golf Course Amenities & Pro Shop

Council undertook the refurbishment of Botany Golf Course Amenities and Pro Shop buildings. The interior refurbishment improved the overall condition of the buildings. The works included:

- New fixtures, fittings and windows to the Public Amenities building
  - New flooring, storage unit and service counter, as well as improved air conditioning in the Pro Shop.
- ▶ Total Investment Value \$250,000  
▶ Completed Autumn 2024



### Bridge Renewal - Rockdale Plaza to The Strand Footbridge

Council successfully renewed the pedestrian footbridge between Rockdale Plaza Drive and the Strand. Works involved removal of graffiti, concrete spalling repairs, priming and painting of structural members and the installation of new galvanised balustrading.

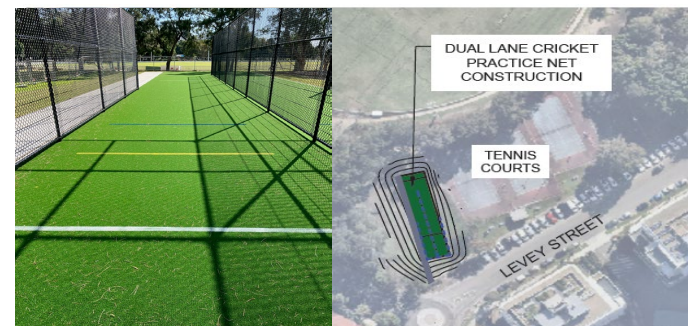
- ▶ Total Investment Value \$170,000  
▶ Completed June 2024

### Cahill Park, Wollie Creek - Cricket Practice Net Installation

Council built a new 2-lane cricket practice facility at Cahill Park, corner of Gertrude and Levey Streets, Wollie Creek.

Works include:

- Earthworks and grading
  - Construction of a 2-lane including netting, synthetic surfacing and access path.
- ▶ Total Investment Value \$210,000  
▶ Completed Spring 2023



## Capital Works Projects



### Cahill Park Oval Irrigation

Council installed irrigation to improve the health of the field during dry summer periods, reducing future closures. The project included:

- construction of a water tank and pump room
- installation of pipes underground throughout the field
- repairs to turf.

The oval re-opened in December 2023.

- ▶ Total Investment Value \$370,000
- ▶ Completed Summer 2023

### Cahill Park Oval Irrigation Artwork

Council sought Expression of Interest from First Nations artist-led teams to design and install artwork on the newly constructed irrigation tank at Cahill Park Oval, Wollie Creek.

The new mural by artist Ruby Laxton at Cahill Park is inspired by textile design and incorporates elements from the local ecosystem of the Cooks River.

- ▶ Total Investment Value \$35,000
- ▶ Completed Winter 2024



### Cook Park Road Safety Audit - Pedestrian & Cyclist zone line markings

A road safety audit had showed the main hazard on the paths through Cook Park were the lack of guidance for users to understand who could use each path. Council has therefore marked the various paths through Cook Park to provide easier wayfinding for users.

Conflicts between paths which could have high-speed collisions were marked with a high-contrast patchwork. The entry/exit point for each path was marked both with symbols, and with a large area of slip-resistant single-colour paint. The shared paths were marked in blue. Pedestrian-only areas were marked in yellow. The few bicycle-only paths were marked in green.

- ▶ Total Investment Value \$50,000
- ▶ Completed Winter 2023

## Capital Works Projects



### Cook Park Share Path at Kyeemagh East Boat Ramp

Council upgraded a share path at the northern end of Cooks Park in Kyeemagh to improve poor condition of the share path across the carpark entrance. The works included:

- Improving the layout of the intersection between the paver share path near the beach and the concrete share path near General Holmes Drive
- Constructing a new connection from existing concrete western share path to the re-aligned share path
- Constructing Watts Profile speed hump.

- ▶ Total Investment Value \$60,000
- ▶ Completed December 2023

### Demolition of Toilet Block - Shaw Street Bexley North

Council demolished the decommissioned toilets adjacent to Bexley North Library. The works included:

- Removal of hazardous material (including Asbestos)
- Demolition of toilet amenities
- Make good works to the building
- Improvements to accessibility from the carpark to Shaw Street

- ▶ Total Investment Value \$30,000
- ▶ Completed June 2024



### Demolition of Gilchrist Park Scout Hall

Council demolished the Gilchrist Park Scout Hall as it was in poor condition and the building is past its serviceable life. This improved the aesthetics and expanded the open space. The works include:

- Removal of hazardous material (including Asbestos)
- Demolition of building
- Turfing and make good works.

- ▶ Total Investment Value \$75,000
- ▶ Demolition commenced in April and completed in June 2024

## Capital Works Projects



### Depena Reserve & Cook Park Sandringham Carpark Upgrade

Council is upgrading the car park at Depena Reserve and Cook Park, Sandringham to keep up with the development of the surrounding area. The new car park aims to address community concerns regarding accessibility for pedestrians, safety for park visitors, anti hooning measures and increasing traffic circulation while trying to maintain the same capacity.

- ▶ Total Investment Value \$1.85 million
- ▶ Completion 2025-26

### Domestic Violence Memorial Garden, Mutch Park

The Family & Domestic Violence Garden at Mutch Park is designed as a place of reflection and remembrance. It was officially opened on 7 December 2023 as part of Council's 16 Days of Activism Campaign.

The garden, designed in collaboration with the Eastern Suburbs Domestic Violence network, features a well-considered design reflective of the journey of domestic violence survivors. Inspirational words are included for reflection, healing and encouragement.

On the first Wednesday of May each year Council will hold a Domestic Violence Remembrance Day tribute at the garden to remember those who have suffered from family and domestic violence.

- ▶ Total Investment Value \$100,000
- ▶ Completed Spring 2023



### Fit out of 1 - 7 Green Street Banksmeadow

1-7 Green Street Tenancy A received a DA for the change of use from commercial warehouse to Depot. The building requires re-roofing and remediation. The works include:

- Re-roofing of the entire building and upgrade of HVAC
- Refurbishment of existing offices, staff amenities and kitchen
- Installation of Truck wash bay and water tanks; line marking and bollards
- Hardstand and new storage shed and other external works.

- ▶ Total Investment Value \$3.6 million
- ▶ Completion March 2025



## Capital Works Projects



### Flood Mitigation - Detailed Design for Baxter Road & Robey Road Mascot

Council is delivering a detailed design for stormwater upgrade works to improve flood resilience of Baxter Road Robey Street and the local area. A study identified a viable upgrade which will reduce flooding in Baxter Road and Robey Street Mascot.

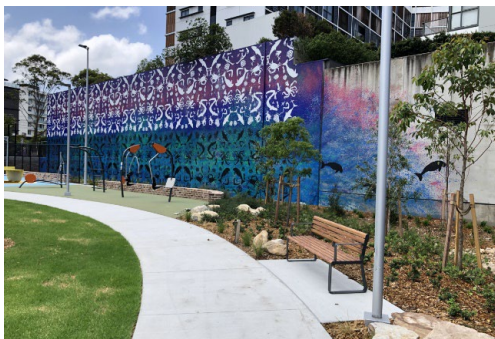
The works will include construction of an extra drainage line from the low point in Baxter Road under the Australian Rail Track Corporation Goods Railway Line to Port Botany, to the top of Ascot Drain.

- ▶ Total Investment Value \$280,000
- ▶ Design Completion December 2024

### Guess Avenue Wolli Creek - Town Park Construction

Council has built a new town park, designed to service the recreational needs of the local community in an area of high-density development and will feature:

- Grassed open space for picnicking and play and a variety of shaded playspaces
  - A range of seating and a picnic shelter
  - Multi-purpose active space including ping pong table and fitness equipment
  - New tree and mass plantings for shade and habitat and pedestrian lighting through the park.
- ▶ Total Investment Value \$2.25 million
  - ▶ Completed Summer 2025



### Guess Avenue Wolli Creek - Town Park Artwork

Council sought Expression of Interest from First Nations artist-led teams to design and install artwork on the pre-existing large white painted wall located on the northern boundary of 4 Guess Avenue Wolli Creek, to complement the newly constructed park.

Reflection - *Maddison Gibbs & Jason Wing, 2023*

Reflection depicts three timelines: past, present & future existing as one. The artwork is an overlaid map of dual histories with a focus on Aboriginal culture.

- ▶ Total Investment Value \$100,000
- ▶ Completed December 2023

## Capital Works Projects

Bayside Council

### Dharaggang Park

**Aboriginal history**  
First Nations people used the land around Cooks River for thousands of generations before European settlement, occupation and migration. Over this vast amount of time the river changed its course, with sea levels rising and tidal flows changing. The wider geographical setting of the park has been referenced in the park name. **Dharaggang (dhar-ra-gang)** means river in the Dharawal language.



Source: New South Wales Department of Lands (1918 Municipalities of New South Wales) map series, Sydney Metropolitan Area.

Aboriginal knowledge holders used the ever-changing ecosystem across the stretch of the river for hunting, gathering, trade, fishing, and sourcing shellfish (oysters), tools and materials. It is understood that four different clans inhabited the area surrounding the river, including the Darug, Bidjigal, Gameygal and Cadigal people.




Some of the wide range of fishing gear and other implements used by Aboriginal people around the river.  
Source: George Haast, 1870, Nations using other canoes, port openings, and waterways in the Sydney Harbour, London: Harper & Row.

**European history**  
The new park site was once part of the Wollie Creek Tramway Depot, built on land owned by the Railway Department between the railway line and Arnelife Street. The Cooks River Tramway line ran from City Road, Broadway, through Newtown and St Peters to the Princes Highway, and was extended south across the Cooks River Bridge in 1908.

In 1919 a war memorial was erected on the depot site by the Railway Department to honour its employees who served in the First World War. The Cooks River Tramway Line closed in September 1927. The Digger on top of the war memorial was later relocated and now stands in Pemberton Reserve, Ransgate Beach.

In the 1960s the land was acquired by the Water Resources Commission (Sydney Water) and used as a storage compound and water testing laboratory until 2017.



View approaching the War Memorial at the Wollie Creek Tramway Depot.

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

### Name Change: Guess Avenue Wollie Creek Town Park to Dharraggang Park

As per the Geographical Names Act 1966, the Minister approved the Board's recommendation, and the name was officially changed to Dharaggang Park on 23 August 2024.

### Hartill-Law Ave Bridge Remediation - Stage 2

Council completed a condition assessment on the Hartill Law Avenue Bridge over Wollie Creek and found the bridge required remediation to be brought back to serviceable standards. Stage 2 involves the remediation works required.

- ▶ Total Investment Value \$350,000
- ▶ Completed December 2024.



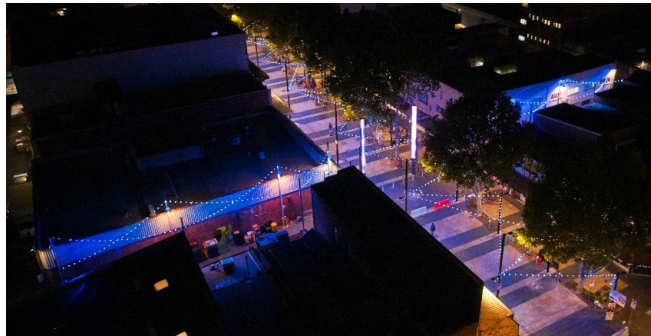
### Her Way Intervention - Laycock Walk Mascot

The Her Way program is part of Transport for NSW's Safer Cities, to make transport spaces safer and enjoyable for women, girls and gender-diverse people.

Includes new bench seating (to match the existing) for waiting bus commuters; 5 new pole-mounted streetlights to improve light levels throughout the space; colour-changing LED strip lights to all bench seating to create a warm and comfortable atmosphere; fairy lights to trees at the Coward and John street entrances as signposts to invite people in and decoratively illuminate the space.

- ▶ Total Investment Value \$201,132
- ▶ Completed Winter 2024

## Capital Works Projects



### Her Way Intervention - King Street Mall & Astridge Lane Rockdale

The Her Way program is part of Transport for NSW's Safer Cities, to make transport spaces safer and enjoyable for women, girls and gender-diverse people.

This project included new seating (benches, stools and tables); 17 new pole-mounted street lights to improve light levels throughout the space; colour-changing festoon and 'gateway' lights in King St & King Lane to create a warm and comfortable atmosphere; new ground surface artwork and colour-changing lighting to Astridge Lane to improve experience for commuters and connection to King Street; tree pruning to improve daylight access and new colourful, 'uplifting' planting throughout King Street.

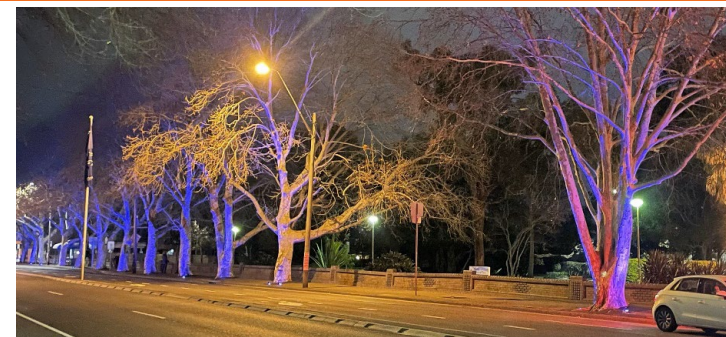
- ▶ Total Investment Value \$703,031
- ▶ Completed Spring 2024

### Illuminating Community Spaces - Botany Road Mascot

Provision of new decorative lighting along a highly trafficked thoroughfare to improve visual amenity and a sense of civic pride. Redundant up lights and bud lighting removed from trees adjacent to Mascot Memorial Park.

24 new up-lights installed to illuminate 12 trees, programmed to change colour once per month.

- ▶ Total Investment Value \$115,699
- ▶ Completed Spring 2024



### Illuminating Community Spaces - Ron Rathbone Place Bexley

Added new amenity and decorative lighting in an unlit public space along a highly trafficked thoroughfare to improve visual amenity and a sense of civic pride.

Included 3 new streetlights mounted to a centrally located pole and 2 new up lights to each garden bed (6 total) to illuminate existing trees.

- ▶ Total Investment Value \$64,810
- ▶ Completed Winter 2024

## Capital Works Projects



### Kingsgrove Avenue Reserve Amenities Upgrade

The existing building was demolished, and new improved amenities was built to provided upgraded facilities for the sporting clubs as well as providing public amenities for the community. It includes:

- A canteen
- 5 public toilets, including 1 ambulant toilets and 1 accessible toilet with baby change facilities
- External hand wash, bubbler and water fill station
- a referee room / first aid room and a uniform / storage room
- a sports club meeting room.

▶ Total Investment Value \$1.95 million | Completion October 2024

### Mascot Oval Upgrade

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 the sporting clubs. The next steps are preparing a Preliminary Business case, Capital Expenditure report and community engagement.

▶ Total Investment Value \$22 million | Completion 2027-28



### Nilson Avenue Reserve 2 Upgrade

Council removed the aging play equipment at this small pocket park on the corner of Nilson Avenue and Grace Campbell Reserve Hillsdale and upgrade the area as follows:

- Replacement of the 2 existing seats with 3 new seats on brick paving
- Provision of a brick paved path off the entry
- Levelling and returfing of the area
- Installation of garden edging and additional planting to complement the park setting.

▶ Total Investment Value \$50,000  
▶ Completed June 2024

## Capital Works Projects



### Traffic Calming Scheme

Council installed speed humps in several Bexley and Dolls Point streets in an effort to reduce speeding in residential streets.

- Parliament Terrace \$28,000
- Dunmore St Bexley \$44,000
- Dolls Point \$114,000
- ▶ Total Investment Value \$186,000
- ▶ Completed Winter 2024

### Palisade Fence Renewal of unsafe handrails, Eastlakes

Council replaced the fencing along Gardeners Road in Eastlakes. This is a safety initiative to prevent small children climbing through the gaps in the fence and falling down the steep embankments directly behind the fence.

- ▶ Total Investment Value \$92,000
- ▶ Completed Summer 2023



### Pagewood Senior Citizens Centre - Roof replacement

Renewal of roof to resolve water leak issues identified during recent amenities upgrade works involved the removal of existing roof tiles, plumbing, gutters and downpipes.

Work completed included: installation of new roof battens, vapour barrier, insulation, cladding, eaves gutters and downpipes; patch and make good redundant downpipe penetrations in soffit lining due to previous box gutter; and patch and re-paint internal office ceiling and wall lining where damaged by water leaks.

- ▶ Total Investment Value \$101,403
- ▶ Completed Winter 2024

## Capital Works Projects



### Park upgrade - 55 McBurney Reserve Mascot

This undeveloped parcel of land at 55 McBurney Avenue was upgraded with the following works:

- Installation of a climbing net
- A loop track for trikes and scooters
- Painted pavement games stencils
- A variety of seating opportunities
- Extensive tree planting and landscaping

- ▶ Total Investment Value \$132,500
- ▶ Completed October 2023

### Playspace Renewal and fitness station - Booralee Park

The detailed design for the renewal of the Booralee Park playspace and construction of a fitness station is underway. Some of the key changes include:

- exciting new play equipment for a range of ages and abilities
- A feature play tower for older children and lots of activities for younger children
- Materiality around a theme of fishing
- New accessible pathway connections, park boundary fencing and reconfiguration of the picnic area
- A fitness station on Bay Street catering to a variety of ages and fitness levels.

- ▶ Total Investment Value \$1.25 million | Completion 2025-26



### Playspace Renewal - Empress Reserve

The existing playspace on the corner of Arncliffe Street and Allan Street Wollie Creek was renewed with the following work undertaken:

- New play equipment mostly suitable for children up to 6 years of age and including a climbing unit with slide and multiple play elements, swings, rocker, spinner, sensory panels and nature play
- Shade sail
- Vibrant new rubber playground under surfacing
- Park furniture, access paths and landscaping.

- ▶ Total Investment Value \$260,000
- ▶ Completed Spring 2023

## Capital Works Projects



### Playground Renewal - Noel Seiffert Reserve

Council renewed and enhanced playspace at Noel Seiffert Reserve, on Russell Avenue Sans Souci. The playground offers:

- New play equipment including swings, climbing unit with slide and play elements and a rotating platform designed for children up to 12 years of age
- Colourful new shade sail and vibrant new rubber wet pour playground surfacing
- Seating, scooter track and path connections; landscaping and tree planting
- A netball hoop on natural turf.

▶ Total Investment Value \$275,000 | Completed Autumn 2024

### Playspace Renewal - Patricia Carlon Reserve

Council renewed existing playspace at Patricia Carlon Reserve, corner of Albert Street and Westbourne Street Bexley. The upgrade included:

- New play equipment suitable for children up to 12 years of age including swings, a climbing unit with slide and play elements, spinner, rockers, nature and sensory play, custom made play item referencing Patricia Carlon the local writer
- Vibrant new rubber wet pour playground surfacing
- Access paths, scooter track, seating and tree planting.

▶ Total Investment Value \$276,000  
▶ Completed Autumn 2023



### Playspace Renewal - Heslehurst Reserve Brighton Le Sands

Council renewed the existing playspace at Heslehurst Reserve, corner of Princess Street and Moate Avenue Brighton Le Sands. The upgrade included:

- Replacement of existing play equipment with new equipment suitable for children up to 12 years of age including swings, a climbing unit with slide and play elements, spinner, rocker and nature and sensory play
- Vibrant new rubber wetpour playground surfacing
- Access paths, park furniture and landscaping.

▶ Total Investment Value \$213,500  
▶ Completed Summer 2023



## Capital Works Projects



### Playspace Renewal - Taylor Reserve Kogarah

A concept plan for the renewal of Taylor Street Reserve, Kogarah has been developed and feedback from the community has now been received. The renewed playground will include:

- Relocation of the playspace out of the park's flood affected zone and for improved accessibility
  - new play equipment including climbing, balancing, rocking, spinning, swinging and sliding activities
  - Shade sails
  - A range of seating opportunities and access pathways.
- ▶ Total Investment Value \$340,000  
▶ Completion 2025

### Rockdale Community and Civic Centre Renewal

Council has embarked on an exciting new project to transform an old building in the heart of Rockdale into a contemporary, multi-purpose Community and Cultural Centre. This new facility will host a range of arts and cultural events and programs for the Bayside community to enjoy. The project includes:

- A new Community and Cultural Centre with flexible multi-purpose spaces with the potential for hire
  - Facilities for art exhibitions, performances and other cultural events with supporting infrastructure, including high-quality IT and audio-visual capabilities
  - A new community park and public plaza.
- ▶ Total Investment Value \$2.8 million  
▶ Completion 2024-25



ARTIST IMPRESSION - VIEW FROM BRYANT STREET



### Rockdale Town Hall Pergola

Council undertook upgrades to the Rockdale Town Hall Pergola area in early January 2024. The works were done in 2 stages:

- Stage 1: In house trimming and removing some of the Wisteria, installation of timber components, including joists and battens, painting of top part of the structure and the installation of new lighting
  - Stage 2: Removal of existing seating under pergola and installation of new seating, tables and landscaping. These works have enhanced the space, and many people now enjoy having their breaks in the new area.
- ▶ Total Investment Value \$150,000  
▶ Completed January 2024



## Capital Works Projects



### Road Safety Program - Traffic facilities

Council installed streetlights over the pedestrian crossing in Shaw Street Bexley North to improve the safety of residents commuting in Winter.

- ▶ Total Investment Value \$47,000
- ▶ Completed Winter 2023

### Road Safety Program - Traffic facilities

Council also installed solar lights over the pedestrian crossing in Florence Street Ramsgate next to Ramsgate Public School. Conventional streetlights couldn't be installed due to the large drainage lines directly underneath the location.

- ▶ Total Investment Value \$32,000
- ▶ Completed Summer 2023



### Sandringham Seawall Rock armouring, Share Path & Cycleway upgrade

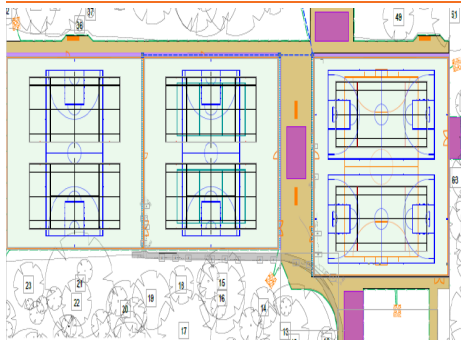
A protective 'rip-rap' rock buffer was installed along the base of the existing seawall between Vanston Parade and the southern end of Dolls Point Beach. This buffer helps protect the existing sea wall and reduce the likelihood of soil washout behind the seawall.

The shared path between Vanston Parade and the southern end of Dolls Point Beach was realigned and rebuilt in reinforced concrete. These works included:

- Existing path upgrades, new grassed zone and lighting installed
- Low growing natives planted; low sandstone retaining walls and resident path access
- Parking bays retained with minor adjustment to accommodate a new raised kerb.

- ▶ Total investment value \$3.3 million | Completed December 2023

## Capital Works Projects



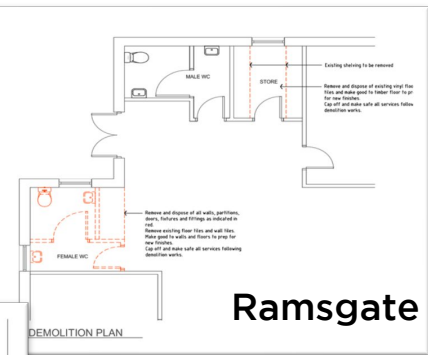
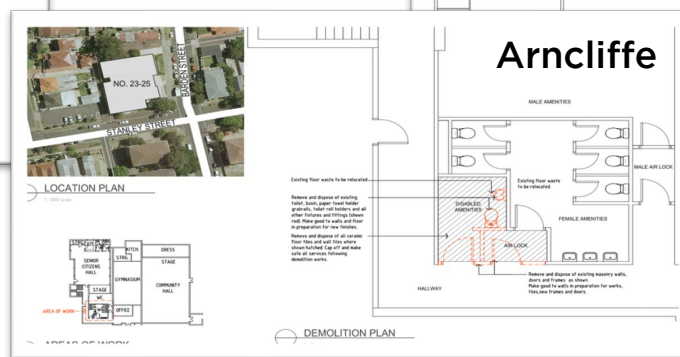
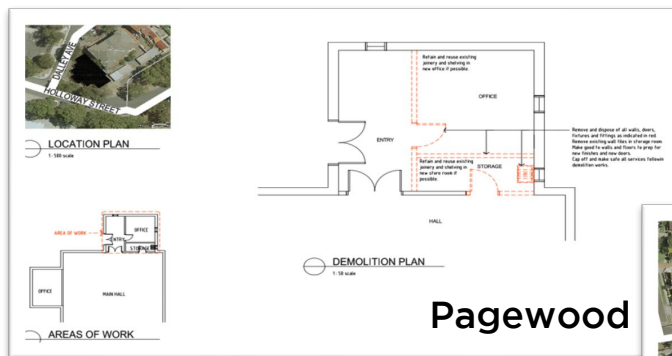
### Scarborough Park Courts Upgrade

Council upgraded the Scarborough Park Courts creating an accessible, multi-play facility for the community. The works included:

- Construction of 6 new courts, including ground & drainage works plus netting, posts and goals
  - New player / spectator shelters
  - New compliant sports fencing
  - New accessible connecting paths
- ▶ Total Investment Value \$2.53 million  
▶ Completion Autumn 2024

### Seniors & Community Centre - Accessible Toilet Upgrades

- ▶ Total Investment Value \$310,000
- ▶ Completion Autumn 2024



## Capital Works Projects



### Sir Joseph Banks Park Botany - Car Park and Toilet Design

The existing carpark and amenities require a substantial update to meet the needs of the anticipated significant increase in patronage and park use. The proposed scope aims to improve facilities and circulation for Sir Joseph Banks Park and provide a better connection with Stage 1 and 2A Adventure Park benefiting the community. The project includes:

- Demolition of the existing amenities building and septic tank
- New amenities building in an improved location
- Renewal of existing carpark; and new landscaping.

- ▶ Total Investment Value \$3.5 million
- ▶ Completion 2025

### Sir Joseph Banks Park Botany Timber Footbridge Remediation - Stage 2

Council replaced the existing timber footbridge at Sir Joseph Banks Park with a new 10m x 3m pedestrian bridge. This ensured safety and accessibility for the community.

- ▶ Total Investment Value \$500,000
- ▶ Completed Spring 2023



### Tonbridge Reserve Ramsgate - Cricket Practice Net Renewal

Council renewed the existing 3-lane cricket practice facility at Tonbridge Reserve, Ramsgate. Works included:

- Demolition of the existing practice nets and small trees around the edges of the nets
- Construction of a new 3-lane practice area in the same location but re-oriented to bat away from the playing field for public safety
- New netting and synthetic carpet
- Minor earthworks and grading and replacement tree planting.

- ▶ Total Investment Value \$320,000
- ▶ Completed Spring 2023

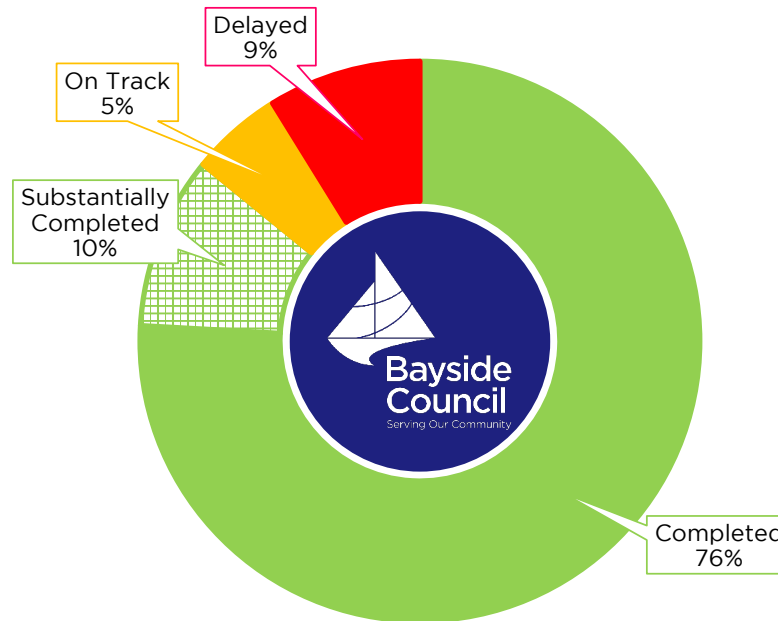
## 2023-24 Operational Plan End of Year Progress Report

The Operational Plan End of Year Progress Report is published separately and available on Council's website.

The Action Tables from that report are on the following pages. They are spilt into the 4 themes of the Community Strategic Plan and detail the status of each action and the progress against it. Each Action's status is colour coded as shown below and there is a total of 170 actions.



This graph shows the overall performance of all actions in the 2023-24 Operational Plan.



# Theme One










## In 2032 Bayside will be a vibrant place








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



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

Delivery Program Strategy 2022-26	Code	Operational Plan Action 2023-24	Measure & Target	Status	Comment	Directorate
1.1.1 Create spaces, places and interactions that are safe, accessible, and engaging (Deliver)	1.1.1.2a	Delivery of City Projects Program on time and on budget.	Measure: Botany Aquatic Centre redevelopment tender awarded Target: June 2024 Actual: June 2024 Notes: Development Application lodged and being reviewed		The City Projects Program for 2023-24 was completed with an overall expenditure of 98%. Major projects such as Barton Park were completed ahead of schedule.	General Manager's Unit
	1.1.1.2b		Measure: Barton Park Target: April 2024 Actual: April 2024			General Manager's Unit
	1.1.1.2c		Measure: Sandringham Seawall & Share path - under construction Target: June 2024 Actual: December 2023			General Manager's Unit
	1.1.1.3	Develop and maintain key partnerships to improve community safety	Measure: # Police meetings attended Target: Report 6 monthly Actual: 6  Measure: # DFV Partnerships attended Target: Report 6 monthly Actual: 6		Community Safety Officers regularly meet with NSW Police, Maritime Police and other Government Agencies to improve safety within our community.	City Life
	1.1.1.4	Implement the 'Keeping Children Safe' initiatives Community Safety Strategy 2022-26	Measure: Implement the Child Safety Standards Target: June 2024		The Child Safe Policy, Commitment Statement and Code of Conduct have been endorsed by Council, The Child Safe Action Plan is drafted and on track.	City Life
	1.1.1.5	Respond to community complaints about unauthorised development, uses or unsafe structures	Measure: % responded to within agreed timeframes Target: 97% Actual: Targets are met with the exception of legal proceedings taking place		Officers promptly respond to complaints, addressing issues related to unauthorised developments, land uses, and unsafe structures. Upon receiving a complaint, the customer is acknowledged, and an investigation is initiated in accordance with Council's Enforcement Policy.	City Life








Delivery Program Strategy 2022-26	Code	Operational Plan Action 2023-24	Measure & Target	Status	Comment	Directorate
	1.1.1.6	Roll out opportunities for smart cameras and License Plate Recognition technology to combat illegal parking, anti-social behaviour and increase community safety	Measure: Sandringham expansion Target: February 2024 Actual: August 2024 Notes: Delays encountered due to supply chain issues		Successful expansion of Council's Smart CCTV network along Riverside Drive from Clareville Avenue to Brantwood Street. Cameras act as a deterrent for illegal and antisocial behaviour, while also assisting enforcement of the 'No Stopping' areas. 25 cameras across 8 poles have been installed and are expected to be operational by August 2024.	General Manager's Unit
	1.1.1.7	Complete the Rockdale Centre Masterplan	Measure: Concept options are prepared for discussion with Councillors Target: June 2024		The Urban Design Report is complete awaiting reporting to Council.	City Futures
	1.1.1.8	Her Way Project - improved safety for women and girls around transport hubs	Measure: Project implemented Target: June 2024 Actual: Delivery against milestones 1-4 completed		Her Way Program has been largely completed. Post intervention walk shops completed. Events scheduled. Project wrap up underway.	City Futures
	1.1.1.9	Install permanent beach matting at an appropriate location to improve beach access for people with mobility impairment	Measure: Matting Installed Target: June 2024		Delivery of this action was deferred to 2024-25 and includes a budget allocation for the accessibility audit.	City Life
1.1.2 Improve availability of parking for residents (Deliver, Advocate)	1.1.2.2	Enforce NSW Road Rules School Parking Patrol Program for 44 schools within the LGA	Measure: # school patrols per annum Target: 500 Actual: 987		Council's Safer School Program set a target to ensure that all 44 schools received a minimum of 11 patrols annually. This year, Council surpassed that goal, providing each school with 21 patrols, significantly enhancing pedestrian safety and improving parking conditions.	City Life
	1.1.2.3	Redevelopment of the Boulevard Car Park project	Measure: Detailed design and scope developed Target: June 2024		Plans and cost estimate are complete.	City Futures
1.1.3 Promote the provision of affordable housing for those who need it (Partner, Advocate)	1.1.3.1	Prepare the implementation plan for the Bayside Local Housing Strategy	Measure: Report on Progress Target: 6 monthly Actual: Completed		Implementation Plan completed and endorsed by Council	City Futures
	1.1.3.2	Prepare Affordable Housing Strategy	Measure: Evidence base updated, options paper prepared for Council direction Target: June 2024		Affordable Housing Options Paper prepared for Council endorsement. Affordable Rental Housing Strategy underway	City Futures
	1.1.3.3	Progress analysis of 3 housing provision investigation areas - Botany Road West Kogarah and Bexley North	Measure: Analysis undertaken, and first interaction held with Councillors Target: Report on Progress		Analysis for Botany Road Investigation Area commenced. West Kogarah and Bexley North Investigation Areas deferred to 2024-25 due to State Government housing initiatives being introduced.	City Futures

Delivery Program Strategy 2022-26	Code	Operational Plan Action 2023-24	Measure & Target	Status	Comment	Directorate
1.1.4 Provide safe accessible open space with a range of active and passive recreation opportunities to match Bayside's growing community	1.1.4.1	Ensure all active and passive parks are well maintained and fit for purpose	Measure: All parks maintained on a weekly to monthly schedule, depending on usage Target: ≥ 95% Actual: 95%		Maintenance Programs have been delivered to 339+ parks and reserves to provide fit for purpose open spaces for the community.  Between July and September, Council undertook essential turf maintenance relating to fertilising and weed control to ensure our open spaces look their best for spring and summer recreational activities.	City Presentation
	1.1.4.4a	Undertake annual Playspace Renewal & Shade Improvement Program	Measure: Playspace Renewals Target: Report 6 monthly Actual: June 2024		The annual playspace renewal program was completed on time and within budget.	General Manager's Unit
	1.1.4.4b	Undertake annual Playspace Renewal & Shade Improvement Program	Measure: Shade Structures Target: Report 6 monthly Actual: December 2023		Two additional shade structures were installed as part of the capital works program.	General Manager's Unit
	1.1.4.5	Undertake seasonal sports field renovation works program	Measure: Program completed as per schedule Target: ≥ 95% Actual: 100		All programmed sports field (24.6ha) renovation works were completed. Spring: Soil Test, Scarify, Aeration, Topdressing soil (2,000ton), Fertilising (3,450kg) Turf Replacement (1,000m <sup>2</sup> ) Summer: Fertilising (3,450kg) Autumn: Over sow Ryegrass, Fertilising (3,450kg)	City Presentation
	1.1.4.6	Undertake an audit and mapping of current and future approved / funded sport and recreation assets to inform a future recreation needs study plan	Measure: Audit complete Target: June 2024 Actual: June 2024		An audit of Sport & Recreation facilities and assets was completed in 2023-24. Maps were created for several asset groups including sport fields, dog parks, tennis courts, cricket nets and facilities and basketball courts.	City Life
1.1.5 Welcome visitors and tourists to Bayside (Partner)	1.1.5.1a	Develop a Night-time Economy plan to support the visitor economy and promote Bayside as a destination	Measure: Plan created and implemented Target: June 2024		Deferred to 2024-25	City Life
	1.1.5.1b	Develop a Night-time Economy plan to support the visitor economy and promote Bayside as a destination	Measure: Map via data, the visitor economy Target: 6 monthly		SpendMapp reports have been prepared and shared with the business sector.	City Life

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








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



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

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

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

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

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

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

## Theme Two

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

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





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

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

Delivery Program Strategy 2022-26	Code	Operational Plan Action 2023-24	Measure & Target	Status	Comment	Directorate
2.1.3 Treat community members with dignity and respect (Deliver, Partner, Advocate)	2.1.3.1	Implement the Disability Inclusion Action Plan 2022-26	Measure: Council staff to undertake Disability Awareness Training & Domestic Violence Training Target: June 2024		A Disability Inclusion Action Plan video was approved for development and will be finished in the first half of 2024-25. This video will be shown to all staff at induction.	City Life
2.1.4 Value, respect and celebrate Bayside's shared heritage and history (Deliver, Partner, Advocate)	2.1.4.1	Implement Year 2 priorities in Bayside's Local History Collection Management & Access Improvement Plan 2023	Measure: Report on progress Target: 6 monthly		Management of and access to our Local History collection improved with new archives, maps and records being accessible and 232 new items added. Investigation is underway for a software solution to catalogue material to make it more accessible to the community.	City Life
	2.1.4.2	Implement the Reconciliation Action Plan 2022-26 - Stage 2 - INNOVATE	Measure: Report on progress Target: 6 monthly		Approval from Reconciliation Australia to progress to Innovate RAP. Working Group consultation has been undertaken, along with a workshop with Bayside Managers and Directors to gain input into the plan.	City Life
	2.1.4.3a	Install Heritage Interpretation signage	Measure: Audit of existing signage Target: December 2023		Audit of Heritage Interpretation signage completed by the Local History Team and with City Infrastructure for next steps.	City Life
	2.1.4.3b	Install Heritage Interpretation signage	Measure: Develop standards for signage Target: June 2024		Development of a Style Guide for Interpretation signage delayed and will be reviewed in 2024-25.	City Life





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

Delivery Program Strategy 2022-26	Code	Operational Plan Action 2023-24	Measure & Target	Status	Comment	Directorate
2.2.1 Harness technological changes and ensure benefits are shared across Bayside (Deliver, Advocate)	2.2.1.1	Action the initiatives contained in the 3-year IT Strategy	Measure: Report on progress Target: 6 monthly Actual: Progressing as expected		A number of initiatives from the IT Strategy have been implemented including digitising business processes, uplifting cyber security maturity and modernising legacy technologies.	City Performance
2.2.2 Promote smart use of technologies to make life better (Advocate, Deliver)	2.2.2.1	Implement online services and smart forms for the community	Measure: Online services and smart forms delivered for 36 identified services Target: June 2024		Close to 30 online transactions were deployed enhancing Council's online presence. This is the largest digital transformation of Council's Customer Experience since amalgamation.	General Manager's Unit

Delivery Program Strategy 2022-26	Code	Operational Plan Action 2023-24	Measure & Target	Status	Comment	Directorate
2.2.3 Provide accessible information and services online and through social media (Deliver)	2.2.3.1	Ensure Council communicates with community in physical and electronic ways to maximise reach	Measure: # newsletters - physical distributed to targeted locations Target: 3 Measure: # Bayside enewsletters Target: 26 per annum Measure: Social Media followers Target: 5% increase Actual: 18K followers		4 hardcopy newsletters distributed to all letterboxes in Bayside. 26 digital newsletters produced and emailed to 50,000 customers in 2023-24. Instagram reach increased to 175,700 and Facebook reach increased to 546,600.	General Manager's Unit

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

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

Delivery Program Strategy 2022-26	Code	Operational Plan Action 2023-24	Measure & Target	Status	Comment	Directorate
members feel a sense of belonging, including children, families, young people, and seniors (Deliver, Advocate)					<ul style="list-style-type: none"> <li>New furniture at Rockdale and refreshed library spaces at Eastgardens &amp; Mascot.</li> <li>Program reviews and new activities introduced - Chess Club, Young Writers workshop and Arts and crafts activities.</li> <li>Local History harmonisation progressed including digitisation of maps and migrating collections into new formats.</li> <li>Sunday operating hours at Rockdale and Eastgardens were extended an hour - 12 noon to 4 pm. Mascot Library has opened on Saturdays 9 am to 12 noon</li> </ul>	
	2.3.3.2	Support local youth through provision of youth drop-in and school holiday activities	Measure: Youth outreach activities across Bayside Target: Report 6 monthly Measure: Holiday Programs delivered across Bayside Target: 4 holiday periods Measure: Youth events delivered Target: 3 (incl Youth Week)		Outreach services across parks and open spaces provided. The Term Program at Arncliffe Youth Centre was popular with young people engaged in sports, arts and life skill programs. 4 School Holiday programs were delivered over the year and all activities / excursions were booked out and very well attended. The team hosted / attended events including the Spring Fair, NAIDOC and Youth Week engaging with young people through activities such as basketball, card games, arts and content creating.	City Life
2.3.4 Value and acknowledge our pets, and welcome them across Bayside (Deliver, Advocate)	2.3.4.1	Enforce the Companion Animals Act 1988	Measure: Time to respond to requests Target: 100% within 72 hours Actual: 100% within 72 hours		All reports to animals' welfare are responded to within 72 hours. Training for staff was conducted in Q4 to improve safety and enhance safety and capability.	City Life
2.3.5 Work with our partners to ensure flexible support / care arrangements for seniors, children, people with disability and vulnerable members of our community are available across Bayside (Partner, Advocate)	2.3.5.1	Implement the Age-Friendly Communities Strategy 2022-2026	Measure: An annual calendar of events for older people is produced and implemented Target: June 2024		Calendar is complete and will be distributed at Council events	City Life
	2.3.5.2	Investigate a feasibility of a Still Gardening Program for isolated seniors	Measure: Report provided to City Services Committee Target: December 2023		This report has been delayed due to challenges obtaining information from other aged care services. The report will be presented to Council in the second half of 2024.	City Life



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

Delivery Program Strategy 2022-26	Code	Operational Plan Action 2023-24	Measure & Target	Status	Comment	Directorate
2.4.1 Develop and support community connections and networks which enhance resilience (Partner, Advocate)	2.4.1.1	Continue to participate in the South-East Sydney Local Health District (SESLHD) Multicultural Health Forums	Measure: # meetings held Target: Report 6 monthly Actual: 12, meetings held monthly		All meetings of the network were attended. Achievements include: <ul style="list-style-type: none"> <li>▪ Delivery of monthly Healthy Brain workshops in diverse languages</li> <li>▪ Initiated a Popup Child &amp; Family Health to promote wellbeing</li> <li>▪ Met with SESLHD Health Promotion team to share ideas / opportunities.</li> </ul>	City Life
2.4.2 Develop and support emerging community leadership (Partner)	2.4.2.1	Continue to support and explore initiatives that encourage emerging leaders' participation in decision making	Measure: Deliver <ul style="list-style-type: none"> <li>▪ Mayoral Student Program</li> <li>▪ Bounce at Arncliffe Youth Centre</li> <li>▪ Duke of Edinburgh</li> <li>▪ Youth Advisory Group</li> </ul> Target: Report 6 monthly		Council hosted 2 students completing Duke of Edinburgh and 3 work experience students from local high schools. They assisted in shelving, processing returns and other small collection work. Youth Advisory Group met 5 times. They provided feedback on youth programs, youth week and upcoming major projects.	City Life
2.4.3 Ensure Council's decisions reflects community objectives and desires (Deliver)	2.4.3.1	Ensure communications are culturally relevant, sensitive, and appropriate to the audience and targeted to diverse communities	Measure: Engagement participant profiles reflect community demographics Target: Engagement Reports		Engagement participant profiles and campaigns are tailored, targeted and inclusive, designed to reflect community demographics.	General Manager's Unit
2.4.4 Engage effectively with community and provide information in a timely manner (Deliver)	2.4.4.1	Council's Events Calendar is published and promoted on Council's website and via other channels (eg social media, eNewsletter, librarys) and provide a mechanism for promotion of community sponsored events	Measure: Community 'What's On' Page launched Target: December 2023 Measure: Council's events updated and promoted Target: Report 6 monthly		Council actively promotes its events via its website and all communication channels	General Manager's Unit
2.4.5 Foster a sense of community pride in and satisfaction with Bayside (Deliver, Partner, Advocate)	2.4.5.1	Deliver and promote regular citizenship ceremonies that welcomes people to Bayside	Measure: # ceremonies Target: Report 6 monthly Actual: 5 held from May to June Notes: Council has successfully reduced the wait time for Bayside Conferees to a couple of months Measure: Participation Target: Report 6 monthly Actual: 600 new citizens		8 Citizenship Ceremonies were held, each swore in 70 to 120 candidates. Council has worked successfully with the Department of Home Affairs to reduce the ceremony wait time for conferees. Bayside conferees are being invited to a ceremony within a couple of months of receiving notification of their successful application. The average is 6+ months.	General Manager's Unit
2.4.6 Support community to play their part and imagine the future	2.4.6.1	Encourage attendance at Council and Committee Meetings and encourage volunteerism	Measure: Report on activities to raise awareness of opportunities to participate in decision Target: 6 monthly reporting		Participants at the LGBTQ Inclusion Forum in September 2023 were invited to speak at City Services Committee when the LGBTQ Action Plan was tabled.	City Life

## Theme Three

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

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








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

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

Delivery Program Strategy 2022-26	Code	Operational Plan Action 2023-24	Measure & Target	Status	Comment	Directorate
3.1.4 Support and promote local climate and resilience leadership and initiatives (Partner, Advocate)	3.1.4.1	Implement priority projects in the Bayside Resilience Plan as part of the Environmental Strategy	Measure: Review and update Sustainable Waste Management Strategy Target: December 2023 Actual: June 2024  Measure: Community engagement to raise awareness and prepare for shocks and stresses Target: June 2024  Measure: Bayside Urban Forest Strategy Target: June 2024		The Sustainable Waste Management Strategy and Urban Forest Strategy and Environment and Resilience Strategy were adopted by Council.  Action plans have been developed.	City Life


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

Delivery Program Strategy 2022-26	Code	Operational Plan Action 2023-24	Measure & Target	Status	Comment	Directorate
3.2.1 Promote and facilitate emerging transport technologies for greener transportation and to meet the community’s changing needs (Partner, Advocate)	3.2.1.1	Continue the introduction of electric vehicles to Council’s fleet	Measure: Deploy EV Vehicles and review performance Target: Report 6 monthly Actual: Deployed 7		Council has included Electric Vehicles into its Fleet and moving towards more Hybrid vehicles where the vehicle is fit for purpose.	City Performance
3.2.2 Promote the use of renewable energy through community education (Deliver, Partner, Advocate)	3.2.2.1	Implement the community sustainability program via events and workshops	Measure: # Workshops and events held Target: Report 6 monthly		Events target was overachieved with 49 community environmental events / workshops held.  <ul style="list-style-type: none"> <li>▪ 20 native beehives distributed.</li> <li>▪ 3 Conservation Volunteers Australia (CVA) habitat restoration - Sir Joseph Banks Park &amp; Hawthorne Reserve.</li> <li>▪ National Tree Day volunteer planting - Coolibah Reserve.</li> <li>▪ ARUP corporate bushcare volunteer day at Stotts Reserve.</li> <li>▪ Next Rail volunteer litter clean up - Sir Joseph Banks Park.</li> <li>▪ Aussie Backyard Bird Count birdwatching event with the Rockdale Flock.</li> </ul>	City Life

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

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

Delivery Program Strategy 2022-26	Code	Operational Plan Action 2023-24	Measure & Target	Status	Comment	Directorate
3.3.1 Capture and re-use rainwater at Council facilities where feasible (Deliver)	3.3.1.1	Incorporate rainwater harvesting, storage and reuse in the design and construction of Council facilities when they are being built or renewed where this is practical and cost effective	Measure: Report on progress Target: 6 monthly Actual: 6 monthly	●	Projects at Barton Park, Kingsgrove Ave Reserve Amenities and Cahill Park have incorporated the use of rainwater harvesting, storage and reuse to service the landscaped and irrigation systems.	City Futures
3.3.2 Enhance and extend green grid corridors (Deliver, Partner, Advocate)	3.3.2.1	Work with Sydney Water for completion of the naturalisation of Muddy Creek	Measure: Participate as required by Sydney Water Target: Report 6 monthly	●	Progressing as per Sydney Water schedule and in conjunction with M6 works the Muddy Creek naturalisation project is scheduled to be completed September 2024.	City Futures
3.3.3 Increase Bayside’s tree canopy (Deliver)	3.3.3.1	Develop an Urban Forest Plan as part of the Environmental Strategy	Measure: Plan developed Target: June 2023	●	The Urban Forest Strategy was adopted by Council.	City Life
	3.3.3.2	Improve the tree canopy across the LGA by undertaking tree planting in the public domain & open space Plan as part of the Environmental Strategy	Measure: Completion of the annual Street Planting Project as allocated by Strategic Planning Target: Over 400 trees planted	●	630 street and park trees were planted as part of the Greening Our City grant. Trees were planted in street verges and in parks. For Schools National Tree Day several plant vouchers given to local schools.	City Life
	3.3.3.3	Manage and maintain all trees within the LGA	Measure: Tree plantings vs tree removals Target: Net positive Notes: Bayside’s canopy is slowly growing with education and awareness reaching the organisation and community	●	Council has removed 1,570 trees but has planted an additional 3,615 trees. Netting 130% additional trees planted over the targeted 2:1 ratio. Council’s Tree protection awareness is always improving with education and awareness information on Council’s website and flyers being issued to residents addressing various tree education concerns.	City Presentation
	3.3.3.4	Deliver the grant funded ‘Greening Our City’ project	Measure: Plant 400 additional trees & pilot on Woody Meadow Target: June 2024	●	Under the Greening Our City grant, 630 street and park trees were planted, 3 planting beds of woody meadows, totalling 375 sqm, have been constructed and planted out with native shrubs and groundcover. For Schools National Tree Day plant vouchers were given to schools. On track for final reporting by 30 April 2025	City Life

Delivery Program Strategy 2022-26	Code	Operational Plan Action 2023-24	Measure & Target	Status	Comment	Directorate
3.3.4 Involve community in the preservation of natural areas (Deliver, Partner)	3.3.4.1	Continue to support opportunities for volunteers to preserve our natural areas	Measure: Bushcare Volunteer program Target: Report 6 monthly Measure: Cooks River Alliance membership Target: Report 6 monthly Measure: Georges Riverkeeper membership Target: Report 6 monthly Measure: Mother's Day Planting Target: Report 6 monthly Measure: Cooks River Clean Up Target: Report 6 monthly		<p><u>Bushcare Volunteer program</u> 1,500 hours of volunteer work completed, an average of 30 volunteers each month. Hours include work done by volunteers with Conservation Volunteers Australia, Landcare and Green futures events.</p> <p>Bayside Bushcare branded hats and shirts were distributed to bushcare volunteers, and a Bayside Bushcare Christmas BBQ was held in December.</p> <p>WHS Induction and Safety Briefing completed and 2 bushcare training sessions held, Plant identification, and Seed Collection.</p> <p><u>Cooks River Alliance membership</u> Meetings attended and contributions made to programs / projects that improve the river health including Cooks River Alliance Aboriginal Community Partnership Strategy, Cooks River Catchment CMP Coastal Hazards Workshops, Catchment Litter Prevention Steering Group, Cooks River Master Plan.</p> <p><u>Georges Riverkeeper membership</u> Meetings attended and contributions made to programs / projects that improve the river health including meeting with Sutherland Council &amp; Georges River Council to discuss shorebird protection.</p> <p>Bayside promoted and participated in Get The Site Right blitz in Oct 2023.</p> <p>Georges Riverkeeper's 'Zero Litter' project was named Finalist in 2023 Keep Australia Beautiful Awards.</p> <p><u>Mother's Day Planting</u> Many community tree planting events were also held including 'Trees for Mum' Mother's Day Planting, a total of 60 native trees were planted at Mutch Park Skate park and Evatt Park to contribute to urban forest.</p> <p>The 'Cooks River Clean Up' did not take place as the Cooks River Alliance decided to not hold event.</p>	City Life

Delivery Program Strategy 2022-26	Code	Operational Plan Action 2023-24	Measure & Target	Status	Comment	Directorate
3.3.5 Respect, manage and protect the natural environment and biodiversity (Deliver, Partner)	3.3.5.3	Ensure the beachfront is clean, safe and fit for purpose	Measure: 3 times a week (weather permitting) Target: 95% Actual: 100%		120 tons of waste & debris was removed along the beachfront in 2023-24. Lady Robinsons beach is mechanically cleaned by Council's Beach Surf Rake; the beach cleaner starts at Brighton Le Sands 5 days a week during winter and up to 7 days during summer (weather permitting)	City Presentation
	3.3.5.5	Implement Botany Bay (Kamay) Foreshore Beach Flood Plain Risk Management Study & Plan	Measure: Project complete Target: December 2023		Stage 2 of the Feasibility Study was completed. The outcomes were reported to the Floodplain Risk Management Committee and 1 option at each location will progress to the next stage.	City Futures
	3.3.5.6	Implement the Stormwater & Flood Management Strategy	Measure: Complete the Feasibility Study and Concept Design of Drainage Network Upgrade in the Mascot Catchment Target: December 2024 Actual: December 2023		Feasibility and concept design has been completed.	City Futures
	3.3.5.7	Protect and restore the health of waterways and wetlands through planned Gross Pollutant Traps (GPTs) inspection and cleaning program	Measure: Tonnes of Debris captured and removed from Council's GPTs Target: Report 6 monthly Actual: 270 tonnes		All GPTs were maintained during the period resulting in a total 270 tonnes of litter, sediment and vegetation being captured and prevented from entering Council's waterways.	City Presentation
	3.3.5.8	Undertake Stormwater Drainage Rehab and Renewal Program	Measure: Report on progress Target: 6 monthly Actual: 6 monthly		Stormwater Drainage Rehab / Renewal works were completed at King Street & Sutherland Street Mascot; pipe replacement & relining of the stormwater pipe at Sutherland Street Mascot; drainage repairs at Firth Street Arncliffe. Cleaning of Goomun Creek, Sandringham and stormwater renewal at Wolli Creek Road Banksia and Booralee Park Botany.	City Futures



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

Delivery Program Strategy 2022-26	Code	Operational Plan Action 2023-24	Measure & Target	Status	Comment	Directorate
3.4.1 Address illegal dumping proactively (Deliver, Advocate)	3.4.1.1	Ascertain hotspots through mapping and analysing reported incidents of illegal dumping	Measure: Report on Progress Target: 6 monthly Actual: 1,687 Measure: # incidents per year Target: All reported incidents investigated		Reports of illegal dumping of rubbish are promptly actioned and enforced where evidence is available.	City Life

Delivery Program Strategy 2022-26	Code	Operational Plan Action 2023-24	Measure & Target	Status	Comment	Directorate
	3.4.1.3	Remove abandoned vehicles reported to Council in accordance with the abandoned vehicle policy	Measure: Removal within 28 days Target: 100%	●	Abandoned vehicles (boats, caravans, trailers and vehicles) are processed and removed in accordance with the Public Spaces (Unattended Properties) Act 2021 in the legislated time frames.	City Life
	3.4.1.4	Remove and dispose of illegally dumped materials throughout the LGA	Measure: Response within Standard Levels of Agreed Service Target: 95% Actual: 100%	●	When the investigation of the dumped material was finalised, the material was removed and disposed of. All removals were in line with the 95% service standard.	City Presentation
3.4.2 Educate community on sustainable waste management and recycling practices (Deliver, Partner)	3.4.2.2	Implement initiatives that assist in reducing waste going to landfill	Measure: Annual est. landfill diversion rate Target: 45% Actual: 45.1%	●	Up to 40% of Councils garbage in red-lid bins (food scraps, garden waste) is turned into a compost and applied to a mine site for soil rehabilitation.  Approximately 90% of the material in our recycling bins is processed to be used in new products and around 98% of the material in our green-waste or green-lid bins is repurposed.  The facility that processes Council's clean up material (bulky waste) has a facility wide recovery of roughly 75%.  Council also provides up to 22 annual community recycling drop off events where around 160 tonnes of materials are sent to specialist recyclers for processing.  Council's sustainable procurement initiatives includes entering into processing contracts that assist in higher diversion rates, such as the recycled mattress contract where up to 11,500 mattresses are recycled.	City Presentation
	3.4.2.3	Program, offer and conduct waste education campaigns	Measure: # community events Target: Report 6 monthly Measure: #schools per year Target: Report 6 monthly	●	In 2023-24 all primary schools offered waste education sessions, 9 primary schools with 1,524 students participating participated. In addition, Council delivered 58 waste related community information sessions, events and workshops, engaging 4,667 community members. This included the 22 Beach Buddies education sessions.	City Life
	3.4.2.4	Actively seek funding through the NSW Environment Protection Authority's Waste Less,	Measure: Funds received Target: All funds spent or rolled over for future spending Actual: 95,000 new funding received	●	Council applied for and was awarded a Litter Prevention Grant with NSW EPA for the value of \$95,000 in January 2024. Council is developing a Litter & Illegal	City Life



Delivery Program Strategy 2022-26	Code	Operational Plan Action 2023-24	Measure & Target	Status	Comment	Directorate
		Recycle More Waste and Resource Recovery Initiative			Dumping Prevention Strategy and Action Plan using these funds.	
	3.4.2.5	Update the annual program of resources to inform residents about Councils Domestic Waste and Clean Up programs (via electronic and print media)	Measure: # of Waste App downloads Target: > 23,000 Actual: 36,982 downloads Measure: # of Waste Calendars mailed Target: 65,000 Actual: >65,000 calendars mailed		The Waste Services App was downloaded 36,982 times, which is an increase of 21% from July 2023.  There were 86,017 views of Council's waste and recycling calendar / A-Z guide and 32,649 views of Council's Waste & Recycling website page.  Council designed, printed and distributed the 2024 Clean Up, Waste and Recycling Calendars to over 65,000 households from October to December 2023	City Life
	3.4.2.6	Work with 'Grow it Local' to promote locally grown food to avoid food waste going into landfills, while promoting sustainable living behaviours in the community	Measure: Report on Progress Target: 6 monthly Actual: 443 registered users and 49 registered patches		Council has 49 registered patches and 443 registered users. 262 of these users joined after Council promotion of the partnership. Registrations include 172 composters and 104 worm farmers.  Seed Service campaigns occur twice a year, with 100 new registered users eligible each campaign. This campaign was fully utilised in October 2023. The Autumn Seed Service (March 2024) received 48 registrations.  In 2023-24, the Grow It Local partnership has continued to develop, with a bespoke Composting and Worm Farm Workshop held at the Lever Street Community Garden in March 2024, with special guest appearance by Grow it Local Co-Founder's Daryl Nichols and Paul West.	City Life
3.4.3 Promote a circular economy by encouraging and/or implementing avoidance, reuse, rehoming, repair, recycling, recovery solutions before landfilling (Deliver, Partner, Advocate)	3.4.3.1	Implement Council's Waste Avoidance Resource Recovery Strategy (WARRS) 2030 & Action Plan	Measure: Strategy updated Target: June 2024 Actual: Strategy adopted		In 2023-24, Council was involved in 55 programs to achieve the key strategic actions in the Strategy. A Sustainable Waste Management Strategy has been endorsed and an education and action plan developed. These are living documents that change in response to new innovations and community needs.	City Life
	3.4.3.2	Provide an effective public place litter bin program	Measure: Tonnage per year Target: Report 6 monthly Actual: 800.6		Council conducts town centre and public place litter bin collections daily. Council manages over 950 fixed and mobile public place litter bins, ranging from 60L to 660L. Each community bin promotes public awareness signage.	City Presentation

Delivery Program Strategy 2022-26	Code	Operational Plan Action 2023-24	Measure & Target	Status	Comment	Directorate
					<p>Council also manages smart technology beach bins along Cook Park and the beachfront. This material was diverted from our waterways and/or the sand or the adjacent parkland.</p> <p>A total of 1,516.6 tonnes of litter was collected and disposed of from the public litter bins in 2023-24.</p>	
	3.4.3.3	Undertake annual recycling drop off events	Measure: # events per year Target: 22		Council delivered all the scheduled community drop off events for 2023-24.	City Presentation
	3.4.3.4	Undertake the management of essential waste and recycling services	Measure: Services delivered regularly to households Target: 62,000 Actual: 68,500		Council continues to provide essential waste and recycling services to all households, over 68,500. This included managing services and collections such as: garbage, organics, recycling kerbside bins, bulk bins, kerbside and on-site clean up, public place bins, and community recycling drop off events.	City Presentation

## Theme Four


### In 2032 Bayside will be a prosperous community

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









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








Delivery Program Strategy 2022-26	Code	Operational Plan Action 2023-24	Measure & Target	Status	Comment	Directorate
4.11 Encourage and support improved employment outcomes for First Nations peoples (Deliver, Partner, Advocate)	4.1.1.1	Encourage the establishment of First Nations enterprises in Bayside	Measure: Participation of indigenous stall holders at our events Target: Report 6 monthly	●	Additional new First Nations owned / operated suppliers have been added to Council's suppliers.  Council stallholder opportunities are regularly shared with these businesses to increase their exposure and to support.	City Life
4.12 Monitor socio-economic outcomes and work with partners to identify actions Council can support (Partner)	4.1.2.2	Provide free or low-cost activities for residents in suburbs with the highest proportion of low income households	Measure: # activities held Target: Report 6 monthly Measure: # participants Target: Report 6 monthly	●	Free or low cost events held: <ul style="list-style-type: none"> <li>▪ Lakes Singers Choir for seniors - Mondays at Alf Kay Community Centre</li> <li>▪ Seniors Dance That Walk classes - Fridays at Alf Kay Community Centre</li> <li>▪ Wuri Rise on Australia Day</li> <li>▪ Anti Racism Forum in April</li> <li>▪ Healthy Mind, Healthy You sessions monthly in different languages</li> <li>▪ Walking Football come and try in March</li> <li>▪ Sing-a-Long for March Seniors Festival</li> <li>▪ Remember When...? bus tour for residents with dementia and their carers</li> <li>▪ Kamay Cultural Mullet Haul - April</li> <li>▪ Navigating the Health Care System for newly arrived migrants - May</li> <li>▪ Reconciliation Week - May</li> <li>▪ Monthly Child &amp; Family Health Poppups</li> <li>▪ Pride Month events throughout June</li> </ul>	City Life
4.13 Support innovative and new and emerging businesses to locate in Bayside (Partner, Advocate)	4.1.3.1	Deliver funded priorities in the 'Building Better Bayside Business' plan	Measure: Collaborative business events delivered Measure: Bayside Business eNewsletter Measure: Environmental Sustainability Best Practice Program Target: Report 6 monthly	●	Bayside Business Awards, held in Small Business Month and were a success.  Bimonthly breakfast meetings are held in partnership with SECNA to support Bayside social enterprises.	City Life

Delivery Program Strategy 2022-26	Code	Operational Plan Action 2023-24	Measure & Target	Status	Comment	Directorate
4.1.4 Support local apprenticeships and cadetships, as a major employer (Deliver, Advocate)	4.1.4.1	Review opportunities for apprentices, trainees and graduates as articulated in the Workforce Strategy Action Plan	Measure: # of graduates and apprentices employed by Council Target: Maintain or increase Actual: Maintained		Council is committed to increase the graduates / apprentices in our workforce. A career info night was held in 2023. Other opportunities are being explored ie attendance at TAFE information days or liaising directly with schools and TAFEs.	General Manager's Unit









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

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

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











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









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








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

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



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

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

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

# How we deliver for our community

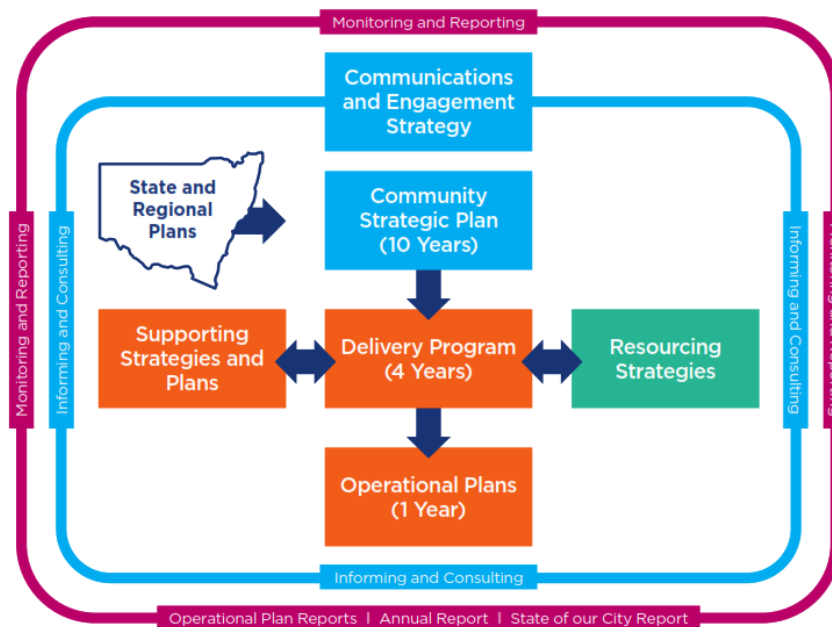
## Integrated Planning & Reporting

Integrated Planning & Reporting (IP&R) is the framework developed by the NSW State Government to guide Councils in the planning, reporting and delivery of its community's priorities. IP&R enables Council to allocate resources to projects and activities based on the needs and direction provided by our community, and to ensure these align to the community's values and vision for Bayside. It is where we **Identify, Plan, Fund & Report** on services and outcomes for our community.

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

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

- **Community Engagement Strategy** Community engagement is at the heart of Local Government. It enables communities to be active participants in shaping their future. It is critical for Councils to open opportunities for the community to be involved in the strategic planning process. This strategy supports the development of all plans, policies, programs and key activities, demonstrates a commitment to genuine and inclusive engagement and is based on social justice principles.
- **Community Strategic Plan** Identifies the main priorities, vision and aspirations of our community for the future. It includes the themes, outcomes and strategies Council plans to achieve them.
- **Delivery Program** Council's 4 year commitment to achieving the prioritised strategies and outcomes 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 areas of Bayside's environment, people and other priorities.
- **Resourcing Strategies** To support the Delivery Program, Council is required to develop the 10 year Resourcing Strategies. The strategies ensure Council has the necessary people, funds and infrastructure available to deliver its commitments. Three interrelated documents make up the strategy: The Long-Term Financial Plan, Workforce Management Strategy and Asset Management Strategy.



- **Supporting Strategies & Plans** Council has developed plans, strategies, codes and policies to set the standards and direction for the services and outcomes we deliver. These Supporting Strategies & Plans sit below the Community Strategic Plan in the IP&R hierarchy and reflect its principles, values and objectives. The supporting strategies, in turn, inform the Resourcing Strategy, Delivery Program and Operational Plan. Examples of the key strategies and plans are the Local Strategic Planning Statement; Customer Experience Strategy; Arts & Culture Strategy; Reconciliation Action Plan; Disability Inclusion Action Plan, Information Management & Governance Strategy; Land & Property Strategy; Environment & Resilience Strategies etc.
- **Operational Plans (& budgets)** These specify the detailed actions and funding for each activity that will be delivered and reported on annually to achieve the priorities of the Delivery Program.
- **Reporting** Council produces 3 main reports under this framework, 6 monthly Operational Plan reports, an Annual Report and at the end of every term of Council, a State of our City Report.

## IP&R Goals

The Local Government Act was amended in 2016 with a new set of guiding principles for Local Government. The principles address the way that Councils provide leadership, plan for the future and make decisions about services and resources. The roles, responsibilities and principles for Local Government are described on page 12 of this document.

The amendments make it clear that IP&R should be at the centre of all Council plans, activities, resourcing decisions and improvement strategies, in order to achieve desired outcomes and continuous improvement.

Elected representatives and Council staff work together to ensure that Council operations are designed around IP&R and that the IP&R framework is used effectively to deliver each Council's strategic goals.

IP&R provides a pathway for Councillors to:

- ▶ work directly with their community to identify long-term priorities for local identity, growth and lifestyle
- ▶ understand the range of services the community wants, the service standards they expect and the infrastructure that will be required
- ▶ have meaningful conversations about the cost of meeting community expectations
- ▶ allocate resources within Council's means and map out a 4-year strategy to deliver key priorities, projects and service
- ▶ set appropriate rates, fees and charges and monitor Council's progress in delivering priorities, projects and services through the Operational Plan
- ▶ report to the community on their success in achieving these goals
- ▶ be assured that their Council is meeting planning, consulting and reporting requirements under other laws.

Similarly, IP&R helps Council staff to:

- ▶ understand community priorities and needs
- ▶ work with elected representatives on shared goals and priorities
- ▶ identify supporting plans and strategies
- ▶ undertake resource planning and meeting legislative requirements

- ▶ identify achievements for each 4-year term and the projects/programs that will be delivered
- ▶ develop reporting regimes to Council, including how risk will be effectively managed
- ▶ understand the role each employee will play in delivering the community's priorities
- ▶ celebrate success when goals are achieved
- ▶ understand how they will be held accountable through reporting and performance management.

## Purpose of the Annual Report

The Annual Report reports back to the community on the work undertaken by a Council in a given year to deliver on the commitments of the Delivery Program via that year's Operational Plan.

Councils also report on their financial and asset performance against the annual budget and longer-term plans.

The Annual Report is one of the key points of accountability between a Council and its community. It is not a report to the Office of Local Government or the NSW Government - it is a report to the community.

The Annual Report focuses on Council's implementation of the Delivery Program and Operational Plan because these are the plans that are wholly Council's responsibility. The Annual Report published in the year of each Council election also contains the State of our City Report that assesses progress with respect to the implementation and effectiveness of the Community Strategic Plan.

Additionally the Annual Report also includes information that is prescribed by the Regulation. This information has been included in the Regulation because the Government believes that it is important for community members to know about it - to help their understanding of how Council has been performing both as a business entity and a community leader.

## How Council makes decisions

The following principles apply to decision making by Councils (subject to any other applicable law). Councils should:

- recognise diverse local community needs and interests
- consider social justice principles
- consider the long term and cumulative effects of actions on future generations
- consider the principles of ecologically sustainable development.

Council decision making should be transparent and decision makers are to be accountable for decisions and omissions.

A description of Bayside's Council, Committee and Other Advisory Committees is provided below.

### Council Meetings

Council meetings are the principal decision making forum for Local Government. Council's set their policies, adopt their strategies, approve and adopt budgets, and make local decisions at meetings.

Bayside Council holds monthly Council meetings on the 4th Wednesday of the month.

### Committee Meetings

The overall objective of these Committees is to provide the opportunity for in depth discussion on strategic direction, priorities and policy principles related to the purpose of the Committee in an open and transparent way. Committees are not a decision making forum, they are designed to give Councillors and the community more opportunity to review Council's programs, policies and topics prior to them being considered by Council.

Each Committee provides advice to Council through recommendations on reports presented to the Committees.

Council has 4 committees: City Planning & Environment; City Works & Assets; City Service and Corporate Performance Committee. Our Committee meetings are held monthly on the 1st and 2nd Wednesdays of the month.

At Bayside Council, various issues are discussed and considered at Council and/or Committee meetings. All decisions made must be decided together by voting during Council and/or Committee meetings.

How you can be involved:

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

### Bayside Local Planning Panel

Council has an independent planning panel, the 'Bayside Local Planning Panel (BLPP)', established under the Environmental Planning & Assessment Act 1979. This panel consists of several qualified experts endorsed by the State Government and community representatives who are regularly rotated to ensure a broad range of planning expertise at each meeting. There are no Councillors on the Panel.

The Panel is responsible for determining a range of development applications on behalf of Council and making recommendations to Council about planning proposals.

Approximately 60 Development Applications were referred to the BLPP during 2023-24. Panel determinations are made independently, ensuring that assessments are consistent with Local Environment Plans and Development Control Plans, adopted by Council.

### Other Advisory Committees / Community Focused Bodies

Our Advisory Committees provide advice on strategic direction, priorities and policy principles related to the responsibility of that and make recommendations to Council for consideration.

## Commitment to Community

### Efficient Government

Local Government provides an organised system where Councils exercise their power and responsibilities to work together for peace, order and good governance. 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 other 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.

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

- Ethics and values
- Risk management and internal controls
- Decision making processes
- Monitoring and review.

Each issue comprises the principles of good governance, as well as the policies and practices of Bayside Council in order to achieve those principles and facilitate efficient and effective government.

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

- ensuring consistency in decision making by setting a long-term strategy and following it through
- making measured, reasoned decisions based on the best available information
- effectively managing community expectations differentiating between an ideal outcome and what is achievable in practice, and communicating this effectively to the community
- effectively managing risk: deciding what to do if there is a major shock, determining how likely it is to happen, acting to minimise risk
- asking executive staff the right questions and monitoring the performance.

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



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

## 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 Local Government area over which it has jurisdiction. Leadership is provided by Council, comprising the elected representatives, or Councillors, who work together to provide good governance for the benefit of the community.

The power of Local Government is controlled by Acts of State Parliament such as the Local Government Acts. Councils are concerned with matters

## 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.

close to our homes, such as building regulations and development, local roads and footpaths, parks and playing fields, libraries, local 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.

Details on the principles, roles and responsibilities of Councillors, Council, and staff under the various pieces of legislation is at the end of this report in Appendix 1.

## Social Justice Principles

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

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

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

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

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



<p><b>Our resilience challenges and opportunities are described as five directions for resilience in Sydney.</b></p>	<p><b>DIRECTION 1</b></p> <p><b>People centred city</b></p> <p>We include communities in decision making for growth and equity, so people connected to where they live and able to access transport, affordable housing and education and employment opportunities.</p>
<p><b>DIRECTION 2</b></p> <p><b>Live with our climate</b></p> <p>We adapt to sustain our quality of life and our environment, so people have access to public and recreation space and natural environments throughout the city for climate comfort and safety, health and city connections.</p>	<p><b>DIRECTION 3</b></p> <p><b>Connect to strength</b></p> <p>Every Sydneysider will feel they belong in Sydney as part of the community with equal access to engage in society, the economy and all the city has to offer.</p>
<p><b>DIRECTION 4</b></p> <p><b>Get ready</b></p> <p>We know how to prevent, prepare, respond and recover, where Sydneysiders and organisations understand the risks they face and how to work together to respond to them, now and in the future.</p>	<p><b>DIRECTION 5</b></p> <p><b>One city</b></p> <p>We are one city, where governing organisations across Sydney pledge to build their capacity to understand and manage vulnerabilities, interdependencies and risks for everyone in a resilient metropolitan Sydney.</p>

## 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 a city to survive, adapt and thrive no matter what kinds of chronic stresses and acute shocks they experience.

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

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

There are 4 dimensions are:

- health and wellbeing - the essential city services that safeguard human health and diverse and secure livelihoods
- economy and society - the social and financial systems that enable urban populations to live peacefully, and act collectively
- infrastructure and environment - the way in which built and natural assets provide critical services and protect residents
- leadership and strategy - effective leadership and management, empowered stakeholders and integrated planning.

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

As a member of Resilient Sydney, Bayside Council is exchanging ideas about the most effective ways to build resilience.

# Statutory Statements

## Local Government Act 1993

### Sect 428 (1) | Preparation of this report

This is the report that Council must produce, within 5 months after the end of the financial year, reporting on its achievements in that year.

### Sect 428 (2) | State of our City Report

The State of our City Report, which shows Council's achievements in implementing the community strategic plan over the previous 4 years, is published separately to this document.

### Sect 428 (3), 428 (4) (b) & Essential Element 5.2, 5.3 - IP&R Guidelines

This Annual Report is prepared in accordance with the guidelines under section 406 (IP&R Guidelines) of the Local Government Act as well as other information or material as the regulations or the guidelines under section 406 requires.

Note: Action 4.3.5.5 has been removed as 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.

### Sect 428 (4) (a) | Financial Statements

Council's audited financial reports prepared in accordance with the Local Government Code of Accounting Practice and Financial Reporting published by the Department, are published separately to this document.

### Sect 428 (4) (c) | Anti-slavery Commissioner

Council has implemented a Modern Slavery Policy and had this endorsed by the Executive. Council has Modern Slavery clauses in contracts and tender documents, Statement of Business Ethics and Welcome pack email for new suppliers.

### Sect 428 (4) (d) | Modern Slavery Act 2018

Council has reviewed all its supplier spend categories and conducted a risk assessment of its suppliers to determine which suppliers are more vulnerable to the risk of Modern Slavery in their Supply Chain. Also, Council have been in discussion with an external provider to assess the suppliers identified following the internal risk assessment.

### Sect 428 (5) | Publication of this report

A copy of this report will be posted on Council's website and a link to that post sent to the Minister after it is adopted by Council in November 2024.

### Sect 54P | Environmental Upgrade Agreements

Council did not enter into any environmental upgrade agreements.

### Sect 440 AA Model Code of Conduct Complaints

Council has adopted Code of Conduct and associated procedures based on the Models prescribed under sections 440 and 440AA respectively of the Act. The Procedures outline the administrative framework, including how complaints are made and managed, and reporting requirements.

Council is committed to setting, promoting, and expecting ethical and behavioural standards that are higher than the abovementioned Model Code.

In accordance with Part 11 of the Model Code of Conduct Procedures, statistics on complaints made during the period 1 October 2023 to 30 September 2024 are included in the table below.

#### Statistics on Code of Conduct Complaints in the year ended 30 September 2024

Details		Number
11.1 a)	Total number of code of conduct complaints made about Councillors and the General Manager under the code of conduct	5
11.1 b)	Number of code of conduct complaints referred to a conduct reviewer	0
11.1 c)	Number of code of conduct complaints finalised by a conduct reviewer at the preliminary assessment stage and the outcome of those complaints	0
11.1 d)	Number of code of conduct complaints investigated by a conduct reviewer	1
11.1 e)	Without identifying particular matters, the outcome of investigations completed under these procedures	Found a breach and recommended censure
11.1 f)	Number of matters reviewed by the Office of Local Government and, without identifying particular matters, the outcome of the reviews	Did not support the Conduct Reviewer's findings
11.1 g)	Total cost of dealing with code of conduct complaints made about Councillors and the General Manager, including staff costs	\$10,444

### Special Rate Variation Guidelines\* 7.1

#### Community Safety Levy

The Safer City Program is funded by the Community Safety Levy which came into effect on 1 July 2007 for the former Rockdale City Council and continues in perpetuity.

This Program contributes to making Bayside safer by deploying mobile CCTV cameras to identified illegal dumping hot-spots, reports of antisocial behaviour and requests from Police and administering Council's Graffiti Removal Program.

It has three key components:

- Graffiti - assessment and removal
- CCTV - maintenance and coordination of the cameras

- Community safety coordination and education.

A summary of the expenditure for 2023-24 is below.

Activity	Amount
Graffiti	\$96,842
CCTV	\$58,387
Community Safety coordination & education	\$576
<b>Total</b>	<b>\$155,805</b>

### Infrastructure Levy

A special rate variation was approved prior to amalgamation to assist Rockdale City Council in partly meeting the funding gap for the renewal of assets, it is only levied in the former Rockdale City Council area and the funding generated through this special rate is only allocated to works within that area. The program includes renewal, and replacement works on community buildings; public amenities, kerb and guttering; sporting facilities; parks and playgrounds as well as town centre improvements.

The income from the levy for 2023-24 was \$13,090,705. Below are the projects that were funded in this year:

Project	Amounts
Loan 153 - TCorp - Barton Park Precinct	\$3,317,720
Kingsgrove Avenue Reserve Amenities	\$1,443,252
Scarborough Park Tennis Courts - detailed assessment	\$1,088,929
Sandringham Seawall - rock armouring	\$1,064,840
Road Renewal - West Botany Street Rockdale	\$523,232
Playground renewal - Noel Seiffert Reserve	\$299,899
Road Renewal - Henry Street Carlton	\$270,850
Playspace Renewal - Patricia Carlon Reserve	\$257,280
Road Renewal - Washington Street	\$249,680
Tonbridge Reserve Cricket Net Renewal	\$237,588
Footpath Rehabilitation and Renewal Program	\$222,540
Asset Inspection and Revaluation Program	\$216,415
Playspace Renewal - Heslehurst Reserve Brighton Le Sands	\$211,055
Playground renewal - Empress Reserve	\$201,770
Riverine Park Masterplan	\$186,439
Road Renewal - Gloucester Street	\$169,801
Cahill Park Cricket Net Reallocation	\$166,797
Road Renewal - Ellerslie Road	\$163,928
Road Renewal - Watkin Street	\$147,037
Bridge Renewal - Rockdale Plaza Drive / The Strand	\$140,039
Road Renewal - Florence Street	\$137,687
Road Renewal - Wollongong Road	\$134,028
Seniors & Community Centre - accessible toilet upgrades	\$130,070

Project	Amounts
Rockdale Town Hall Pergola Renewal	\$129,095
Continuous barrier renewal (fences/bollards)	\$126,511
Capital Road Patching	\$126,066
Depena Reserve & Cook Park Sandringham - car park	\$123,454
Moorefield Bowling Club	\$109,781
Road Renewal - Medway Street	\$104,070
Road Renewal - Henson Street	\$102,912
Beach Hut Dolls Point	\$100,147
Picnic Shelters Renewal	\$98,123
Road Renewal - Fripp Street	\$97,514
Road Renewal - Horbury Street	\$87,594
Road Renewal - Wazur Street	\$83,810
Kerb & gutter renewal Chuter Avenue Ramsgate Beach	\$78,641
Cook Park Share way - Installation of signs and line marking	\$67,082
Road Renewal - Carrisbrook Avenue	\$64,128
Lady Robinson Beach Study	\$59,550
Road Renewal - Fowler Avenue	\$58,486
Footbridge Renewal - Stan Moses Reserve Sans Souci	\$58,136
Kogarah West Senior Citizens Centre Renewal	\$57,496
Building Condition Assessments	\$57,150
Road Renewal - Lloyd Lane	\$56,093
Demolition of Bonar Park Girl Guide Hall	\$54,568
Bridge Renewal - Railway Street Banksia	\$53,107

Project	Amounts
Local & Regional - Signs & Line marking	\$53,075
Bexley Depot HVAC Replacement	\$51,874
Ramsgate Beach Sand Nourishment	\$49,264
Hartill-Law Avenue Bardwell Park bridge remediation stg 2	\$42,080
Guild Theatre Restoration - stage 1 condition assessment	\$40,295
Road Pavement Testing and Design	\$40,000
Rockdale Community and Civic Centre Renewal	\$39,933
Road Renewal - Avenal Lane	\$35,694
Road Renewal - Tierney Avenue	\$33,553
Kerb & gutter renewal prior resheet program	\$29,550
Demolition of Gilchrist Park Scout Hall	\$26,477
Scarborough Park Lighting	\$25,321
Old Street David's Church remediation - S1 condition report	\$24,800
Traffic Facility Renewal	\$22,350
Playground renewal - Taylor Street Reserve	\$21,996
Muddy Creek naturalisation project management	\$18,462
Regional Roads - Mtce Signs & line marking	\$16,743

Project	Amounts
Citywide High Priority Asbestos Actions Program	\$14,312
Victory Reserve Upgrade	\$13,679
Road Renewal - New Illawarra Road Bexley North	\$10,827
Seating renewal - parks & bus stops (annual ongoing)	\$9,305
Depena Reserve park land retaining wall renewal	\$8,409
Rockdale Women's turf netball court reconstruction	\$8,115
Demolition of Toilet block Shaw Street Bexley North	\$6,585
Road Renewal - Ascot Street	\$5,288
Cahill Park Oval Amenities - exterior remedial works	\$3,925
Cook Park - Alterations to share path in Carruthers Drive	\$2,556
Cloudmaster renewal	\$2,200
Foreshore path renewal and upgrade - Vanston Parade	\$1,444
Local Streets - New Signs & Line	\$682
Hughes Avenue Reserve Dog Off Leash	\$180
Rockdale Town Hall entrance safety	\$103
<b>Total Expenditure</b>	<b>\$13,593,467</b>

## Local Government Regulations

### Sect 132 | Rates and charges written off during the year

Category	Amount
Rates abandoned (postponed)	\$6,527
Interest abandoned (postponed)	\$2,290
Rates and charges abandoned	\$35,177
Rates and charges interest abandoned	\$107,923
Mandatory pension rebated	\$1,984,317
Small Balance	280
<b>Total</b>	<b>\$2,136,514</b>

### Sect 186 | Councillor induction training and ongoing professional development

There were 10 activities (including information sessions) delivered as part of the ongoing professional development program during the year. Below is the table of attendees for these sessions.

Induction or Professional Development Activity	Councillor Awada	Councillor Barlow	Councillor Curry	Councillor Douglas	Councillor Fardell	Councillor Hanna	Councillor Jansyn	Councillor McDougall	Councillor Morrissey	Councillor Muscat	Councillor Nagi	Councillor Saravinovski	Councillor Sedrak	Councillor Tsounis	Councillor Werner
Appropriate use of Social Media	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
Climate Summit for Local Government 2023 (6-8 September 2023)				✓							✓				✓
Waste Conference 2024 Coffs Harbour (14-16 May 2024)										✓	✓			✓	
LGNSW Conference 2023 Rosehill Gardens (12-14 November 2023)		✓	✓				✓			✓				✓	
NSW ALGWA Conference 2024 Ryde (14-16 March 2024)				✓											✓
Councillor Information Sessions (various topics and in house sessions)	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓

### Sect 217 (1) (a) | Overseas Visits

There was 1 overseas visit undertaken during the year by Councillors, Council Staff or other persons while representing Council (including visits sponsored by other organisations). Details of the visit are provided below:

Richard Sheridan, Director City Performance, attended the Government Finance Officers Association's 118th Annual Conference in Orlando Florida from 9 to 12 June 2024 (USA (GMT-4)). Flights, accommodation and conference registration was sponsored by Local Government Professionals Australia NSW. The Conference addressed current issue facing government finance professionals, inspiring keynote sessions, interactive discussions, leadership workshops, and networking opportunities.

**Sect 217 (1) (a1) (i), (ii), (iii), (iiia), (iv), (v), (vi), (vii), (viii) | Cost of Councillor Expenses, Facilities & Training**

Expenditure Areas	Councillor Awada	Councillor Barlow	Councillor Curry	Councillor Douglas	Councillor Fardell	Councillor Hanna	Councillor Jansyn	Councillor McDougall	Councillor Morrissey	Councillor Muscat	Councillor Nagi	Councillor Saravinovski	Councillor Sedrak	Councillor Tsounis	Councillor Werner	General
Dedicated office equipment	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Telephone calls	\$600	\$600	\$600	\$1,406	\$600	\$600	\$600	\$600	\$600	\$600	\$600	\$600	\$1,865	\$802	\$960	\$0
Conferences & seminars	\$0	\$1,008	\$1,867	\$0	\$0	\$0	\$1,890	\$0	\$0	\$3,442	\$2,434	\$0	\$0	\$0	\$1,731	\$0
Training	\$0	\$0	\$121	\$2,231	\$0	\$0	\$0	\$660	\$0	\$0	\$723	\$0	\$0	\$266	\$0	\$13,047
Interstate visits	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Overseas visits	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Partner expenses	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Child care	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Other expenses - travel, meals, stationary	\$562	\$0	\$1,503	\$794	\$0	\$19	\$776	\$49	\$54	\$563	\$1,046	\$69	\$23		\$3,310	\$79,805
Mayoral Fees	\$7,385	\$0	\$18,990	\$0	\$0	\$0	\$0	\$0	\$2,110	\$0	\$0	\$66,465	\$0	\$0	\$0	\$0
Councillor Fees (incl Planning Panel)	\$37,490	\$32,590	\$32,590	\$32,590	\$32,590	\$32,590	\$32,590	\$32,590	\$32,590	\$32,590	\$38,090	\$32,590	\$32,590	\$32,590	\$32,590	\$0
Superannuation	\$4,397	\$0	\$5,674	\$3,585	\$3,585	\$3,585	\$3,585	\$3,585	\$3,817	\$3,585	\$0	\$10,896	\$2,390	\$0	\$3,585	\$0
<b>Total</b>	<b>\$50,434</b>	<b>\$34,198</b>	<b>\$61,345</b>	<b>\$40,606</b>	<b>\$36,775</b>	<b>\$36,794</b>	<b>\$39,441</b>	<b>\$37,484</b>	<b>\$39,171</b>	<b>\$40,780</b>	<b>\$42,893</b>	<b>\$110,620</b>	<b>\$36,868</b>	<b>\$33,658</b>	<b>\$42,176</b>	<b>\$92,852</b>

### Sect 217 (1) (a2) (i), (ii) | Contracts Awarded

Following are the contracts awarded by Council during the financial year (whether because of tender or other), including the name of the contractor; the nature of the goods or services supplied by the contractor; and the total amount payable to the contractor under the contract, other than:

- employment contracts (that is, contracts of service but not contracts for services)
- contracts for less than \$150,000.

Contractor Name	Nature of the goods or services supplied	Total Value (ex GST)
Planet Civil Pty Ltd	Civil Construction - Share path Project Works	\$469,622
Infor Global Solutions (ANZ) Pty Ltd	Software system and support	\$225,847
Shakeup Architecture	Consultancy	\$200,791
Planet Civil Pty Ltd	Civil Construction - Footpath Widening Program	\$642,397
Frontier Software Pty Ltd	Software system and support	\$200,000
Morfit Group Consulting	IT Hardware	\$248,048
Stateline Asphalt Pty Ltd	Civil Re-Sheeting Program	\$3,037,170
Dalski Pty Ltd	Civil Construction	\$214,002
J Blackwood & Son Pty Ltd, WINC Australia Pty Ltd, Bunnings Group Limited, Aqua Terra Oil and Mineral Service & Supply Co. Pty Ltd, Marque Haus Pty Ltd, Onsite Safety Australia Pty Ltd	Provision and delivery of hardware & protective clothing	\$350,000
Summit Services	Parks & Open Space Maintenance & Construction	\$473,919

Contractor Name	Nature of the goods or services supplied	Total Value (ex GST)
Manly Hydraulics Laboratory	Coastal & Water Engineering Services	\$161,200
Elec Comm Services	Lighting Contractors	\$464,744
Logicalis Australia P/L	Network implementation and support	\$2,550,000
Visy Recycling Pty Ltd	Recycling processing	\$1,400,000
Ultimate Security Australia Pty Ltd	Security Services	\$181,341
Carfax Commercial Constructions Pty Ltd	Commercial Construction	\$1,969,165
VMWare	Software system and support	\$240,000
Ultimate Security Australia Pty Ltd	Alert Monitoring & Signage Works	\$164,855
Kellogg Brown & Root Pty Ltd	Consulting Services	\$443,739
Sullivans Constructions Pty Ltd	Commercial Construction	\$184,875
Transport for NSW	Civil Construction	\$2,500,597
Ford Civil Contracting P/L	Civil Construction	\$1,864,933



### s 217 (1) (a3) | Legal Proceedings

The following is a summary of legal proceedings and associated costs incurred during the financial year. The cost to date amounts shown are unaudited as the audit of the financial statements has not been completed at the time of this report.

#### Legal Proceedings Taken by Council | Planning and Development Matters

Class 4 matters are generally actions instigated in the Court by Council to stop illegal building works, illegal uses or non-compliance with Conditions of Consent.

Name	Matter	State of progress	Result (if finalised)	Cost to date
Abbas ZEIN	LEC Class 4 action - 2020/155394 10 Oswell Street Rockdale Contempt of Court proceedings	Ongoing	\$20,000 fine imposed \$40,000 in professional legal costs awarded to Council	\$61,817.29
Sandra KELLY	LEC Class 4 action - 2022/61906 44 Garden Street Eastgardens Non-compliance with Council Orders	Ongoing	LEC Consent Orders issued with continued non-compliance	\$70,500.86
Joe FAZZARI	LEC Class 4 action - 2023/463778 Shop 1-3, 342-344 Bay Street Brighton Le Sands	Finalised	Premises vacated during legal proceedings	\$78,634.51

#### Legal Proceedings Against Council | Compliance and Certification Matters

Class 1 matters are generally those appeals by an applicant against a Council decision to refuse an application or to vary a Condition of Approval.

Name	Matter	State of progress	Result (if finalised)	Cost to date
Wolf Controls Pty Ltd & Virtus Infrastructure Pty Ltd	LEC Class 1 appeal against Development Control Order 2023/154957   Unit 2/27 - 29 Sir Joseph Banks Street Botany	Finalised	Judgement delivered 10 November 2023 Premises vacated	\$12,557.90
Coptic Orthodox Church - Diocese of Sydney and Affiliated Regions	LEC Class 1 appeal against Development Control Orders 2024/00137063   339 - 377 Forest Road Bexley	Ongoing	Ongoing	\$6,320.51
Lia Gunawan and Indra Mustika	LEC Class 1 appeal against Development Control Order 2024/163442   57 Bardwell Road Bardwell Park	Ongoing	Ongoing	\$0.00

**Legal Proceedings Against Council | Planning and Development Matters**

Class 1 matters are generally those appeals by an applicant against a Council decision to refuse an application or to vary a Condition of Approval.

Applicant	Matter	Proposal/Issue	Result	Cost to date
Adam Hassan	LEC Class 1 Appeal 2023/16381 - 7 Farr Street Banksia	Partial demolition to existing dwelling, construction of a 2 storey dwelling, inground swimming pool and tree removal.	Section 34 Agreement entered into issued by Court 20 July 2023	\$23,670.94
Kingsway Development NSW Pty Ltd	LEC Class 1 Appeal 2023/163146 - 2 Fox Lane, Rockdale	Modification to DA-2016/150 to include 2 additional basement levels, changes to building footprint, layout changes to all floor levels, façade changes and inclusion of wintergardens.	Appeal upheld. Judgement received 12 September 2023.	\$33,239.80
Order of AHEPA	LEC Class 1 Appeal 2023/00164643 - Order of AHEPA - 72 Laycock Street Bexley North	Alterations / additions to existing club building for use as a registered club, new outdoor seating and car parking area to accommodate 78 spaces, operating Sunday to Thursday 9 am to 11 pm and Friday to Saturday 9 am to 1 am.	Hearing before a Judge on 7 September 2023 Discontinued 6/9/23	\$38,746.60
Primus DMS Pty Ltd	LEC Class 1 Appeal 2023/112097 602-606 Princes Highway Rockdale	Modifications to DA-2019/352 to increase number of dwellings to 59, change to dwelling mix and internal and external changes	S34 13/9/23. S34 Agreement reached 24 October 2023.	\$25,918.70
Monterey Equity Pty Limited (ACN 605 980 283)	LEC Class 1 Appeal 2022/360916 - 119 Barton Street Monterey	That condition 29 of DA 2021/95 be amended so as to delete the sum payable under that condition (\$627,849.70) and replace that sum with \$7,615.50.	Judgement handed down 29 November 2023. Appeal upheld and consent orders to be issued with executed PA.	\$42,000.46
Rye 10 Pty Limited	LEC Class 1 Appeal 2023/173449 - 295-301 Bay Street Brighton Le Sands	Section 4.55(8) application to increase number of boarding rooms, redesign the structural core, changes to communal room, fire stair, retail tenancy size increased.	S34 held 31 October 2023. Amended plans received and S34 Agreement reached 25 January 2024	\$8,563.00
The Trustee for The Resland Discretionary Trust	LEC Class 1 Appeal 2023/00268144 - 50 Alfred Street Ramsgate	Dual Occupancy.	S34AA 19&20 March 2024	\$18,354.29
Abed Alrrahman Chamma	LEC Class 1 Appeal 2023/252507 - 278 Bay Street Brighton Le Sands	Construction of a double storey dwelling.	S34AA 6-7 March 2024	\$31,715.32
Fyve Developments Pty Ltd	LEC Class 1 Appeal 2023/188636 - 5-11 Flora Street Arncliffe	Demolition of existing structures, construction of 8 storey residential flat building, 54 units above 2 levels of basement car parking, strata subdivision, landscaping, associated works.	S34 15/12/23 - Changes to plans and conditions being negotiated. Likely agreement within the next few weeks	\$52,626.01

Applicant	Matter	Proposal/Issue	Result	Cost to date
Mabsout Nominees Pty Ltd	LEC Class 1 Appeal 2023/191593 - 413 Princes Highway Rockdale	Demolition of all structures and construction of a 10 storey commercial building with 3 levels of basement car parking and landscaping.	Appeal upheld. Orders issued on 31 July 2024	\$69,356.25
Vanis Holdings Pty Ltd	LEC Class 1 Appeal 2023/120406 - 251-275 Bay Street Brighton Le Sands	Site consolidation, demolition of the existing petrol station / buildings on eastern part of site; construction of a 13 storey mixed use development on eastern part of site comprising of 3 basement parking levels, 3 retail premises on the ground floor and apartments above on Level 1 to Level 12 resulting in a total of 136 apartments and alterations and additions to existing 9 storey mixed use development on western part of site to connect with the new mixed use development.	Hearing held on 14-17 May 2024. Waiting judgement.	\$148,655.94
Service Stream Maintenance Pty Ltd	LEC Class 1 Appeal 2023/00282956 - 90 Russell Avenue Sans Souci	Construction of a telecommunications facility.	Appeal Upheld. Court orders issued 9 August 2024	\$26,753.45
Rolimla Pty Ltd	LEC Class 1 Appeal 2023/340043 - 2-4 King Street Rockdale	Construction of a ten-storey mixed use development comprising 6 commercial tenancies and 29 residential apartments.	Discontinued	\$25,576.23
Outdoor Systems Pty Ltd	LEC Class 1 Appeal 2022/211380 - Bridge over Wentworth Avenue Eastlakes	Continued use of the existing LED signage panels on both sides of the golf course bridge over Wentworth Avenue for a further 15 years.	Appeal Discontinued 18 August 2023	\$118,322.38
Benjamin Simon Page	LEC Class 1 Appeal 2023/134176 - 1345 Botany Road Botany	Demolition of existing structures and construction of a 3 storey dwelling including a detached garage and an inground swimming pool.	Without prejudice meeting on 14 July 2023. Joint report filed with LEC 4 September 2023. S34AA held 20 September 2023 - Judgment: Appeal Upheld 27 September 2023.	\$19,635.80
James Silvestro	LEC Class 1 Appeal 2023/82986 - 2 Erith Street Botany	Use of the site as a car holding yard/storage premises operating 24 hours/7 days per week with associated site works including landscaping, front fence and lighting.	Appeal upheld. Judgement received 25 September 2023	\$18,942.53
Argos Investments Pty Ltd	LEC Class 1 Appeal 2022/331020 - 305 Gardeners Road Rosebery (The Lakes Hotel)	Consolidation of all active development consents into a single consent to permit ongoing operation of the hotel and operational changes to the use of the hotel and car park.	Appeal upheld. Judgement dated 6 October 2023	\$39,635.70

Applicant	Matter	Proposal/Issue	Result	Cost to date
J & J Mascot Developments Pty Ltd & P & J Mascot Developments Pty Ltd	LEC Class 1 Appeal 2022/387830 - 1077 Botany Road Mascot	Integrated Development - Demolition of existing structures and construction of a 5 storey mixed use development comprising of 1 commercial tenancy, 51 residential apartments, 2 levels of basement car parking, rooftop communal open space and landscaping and site works.	S34 Agreement date 8 November 2023. Appeal upheld.	\$86,205.18
Lindos Group Pty Limited	LEC Class 1 Appeal 2023/160554 - 30 Ricketty Street Mascot	Alterations / additions to existing commercial building, change of use to an Early Childhood Education Centre with parking and landscaping.	Section 34 terminated. Appeal Discontinued 9 February 2024. No order as to costs.	\$37,246.67
NSW Rugby Union Pty Ltd	LEC Class 1 Appeal 2023/00328048 - 35 Banks Avenue Daceyville	Modification to DA-2020/455 to update signage plans and to enable the use of a public address system.	Consolidated with DA-2022/164. Discontinued.	\$1,328.52
Primus DMS Pty Ltd	LEC Class 1 Appeal 2023/120399 - 1637-1647 Botany Road Botany	Modification to DA-2017/11243 including amendments of basement parking levels, internal and external changes, changes to Commercial Units, services, increase in building height and inclusion of substation.	Section 34 Agreement dated 2 May 2024 Judgement - Appeal upheld - 28 May 2024.	\$46,045.03
The Trustee for 1449 Botany Unit Trust	LEC Class 1 Appeal 2023/263559 - 1449-1453 Botany Road Botany	Demolition of existing buildings and construction of a mixed use commercial and co-living housing development.	S34 21 February 2024 Awaiting amended plans as part of the S34 process.	\$38,781.34
Chapter and Co (10) Pty Ltd v Bayside Council	LEC Class 1 Appeal 2023/268386 - 21 Ossary Street Mascot	Alterations and additions to the approved 7 storey self storage development including 3 additional levels, increase in parking and amendments to signage.	Appeal Upheld. Court orders issued 26 July 2024	\$14,972.47
NSW Rugby Union Pty Ltd	LEC Class 1 Appeal 2023/00328049 - 35 Banks Avenue Daceyville	Change of use for public access and public games to occur at the NSW Rugby Centre of Excellence operating Monday to Friday (in-season) 8 am - 5:30 pm and Monday to Friday (January-April): 8 am - 8:30 pm and occasional use on Saturday, Sunday and Public Holidays, dependant on the use by UNSW sports clubs.	Appeal upheld. Court orders issued 11 July 2024	\$49,040.21
Sandra Gamallo, Peter Tassone	LEC Class 1 Appeal 2023/465846 - 177 Bay Street Botany	Alterations and first floor addition to the existing semi-detached heritage listed dwelling.	Section 34 Agreement reached 7 August 2024	\$30,230.58
Anil Jit Singh and Madjur Singh	LEC Class 1 Appeal 2024/61073 - 43 Wellington Street Mascot	Demolition of existing structures and construction of a 2 storey semi-detached dwelling with Torrens title subdivision to 2 lots.	S34 Agreement reached 28 August 2024	\$41,002.36

Applicant	Matter	Proposal/Issue	Result	Cost to date
Built Developments Pty Ltd	LEC Class 1 Appeal 2023/461653 - 83 Corish Circle Banksmeadow	Construction of a 3 storey warehouse building - 30 units, parking for 42 vehicles, business identification signage and landscaping.	Judgement handed down 10 Sept 2024. Appeal upheld.	\$77,701.37
Muslim Care ABN 80 690 785 443	LEC Appeal 2022/384555 - 14-16 Banksia Avenue Banksia	Demolition of existing structures construction of a 4 storey boarding house comprising 49 rooms, including managers room and at grade car parking with 10 car spaces.	Ongoing	\$141,993.74
Pauls Customs and Forwarding Solutions P/L	LEC Appeal 2023/339037 - Unit 10B, 1/1A Hale Street Botany	Modification No. MDA-2022/116 to amend Condition 11A to make permanent those hours of operation specific to Unit 10B currently available through a 12 month trial	Ongoing	\$36,972.97
Tony Aco Apostolov	LEC Appeal 2023/353378 - 23 Sanoni Avenue Sandringham	Demolition of structures, tree removal and construction of a 2 storey child care facility with capacity for 38 children and at grade parking for 5 cars operating 7 am to 6 pm Monday to Friday.	Ongoing	\$12,122.01
Angela Liu and Quig Chen Liu	LEC Appeal 2023/423265 - 19-21 Barnsbury Grove, Bexley North	Demolition of existing structures and construction of a 118 place centre based child care facility with basement parking and associated landscaping operating 6 am to 6 pm Monday to Friday (closed public holidays).	Ongoing	\$37,353.92
Laurie Liskowski	LEC Appeal 2023/426417 - 668 Rocky Point Road Sans Souci	Demolition of existing structures, tree removal and construction of a child care centre with capacity for 63 children, basement car parking operating 7 am to 7 pm Monday to Friday.	Ongoing	\$31,195.74
Dunning 77Pty Ltd	LEC Appeal 2023/00424825 - 1545-1551 Botany Road Botany	Integrated Development - Demolition of existing structures, construction of a multi-tenancy light industrial and commercial premises comprising 42 tenancies and 98 on site car parking spaces, including partial basement with 34 parking spaces, substation and associated landscaping.	Ongoing	\$59,688.80
Peter Yuan	LEC Appeal 2024/00018013 - 1-3 Oriental Street Bexley	Demolition of existing structures & construction of a 2 storey child care centre with basement parking to accommodate 90 children and operate Monday to Friday 7 am to 6.30 pm.	Ongoing	\$35,888.82
SK Group Properties Pty Ltd	LEC Appeal 2024/42358 - 609 Gardeners Road Mascot	Demolition of existing structures & construction of a mixed use development containing commercial premises at ground level, seniors	Ongoing	\$55,065.45

Applicant	Matter	Proposal/Issue	Result	Cost to date
		housing on level 1, residential apartments on levels 2-8 and 2 levels of car parking.		
Freecity Rockdale Development Pty Ltd	LEC Appeal 2024/78809 - 23-25 Frederick Street Rockdale	Demolition of existing structures & construction of an 8 storey mixed use development comprising a commercial space and 130 room co-living housing development with basement car parking, landscaping and site works.	Ongoing	\$19,347.57
Ms A Atteya	LEC Appeal 2024/37995 - 84 Culver Street Monterey	Unapproved Development - 1st floor balcony; Includes internal and external changes to plans and secondary dwelling at the rear of property.	Ongoing	\$6,103.57
SK Constructions	LEC Appeal 2024/78984 - 129-131 Russell Avenue Dolls Point	Integrated Development - Demolition existing dwellings, tree removal and construction of a townhouse development containing 7 dwellings, basement parking and strata subdivision.	Ongoing	\$21,234.21
Chanine Design Pty Ltd	LEC Appeal 2024/84350 - 570 Princes Highway Rockdale	Demolition of existing structures, construction of 12 storey mixed use development, commercial tenancy ground level and 78 co-living rooms above communal areas, motorcycle and bicycle parking, loading bay and earthworks, landscaping and stormwater drainage works.	Ongoing	\$15,259.31
Sentumar Pty Ltd	LEC Appeal 2024/00161241 - 96-98 Denison Street Hillsdale	Demolition of 2 existing buildings fronting Denison Street & construction of 1 x 4 storey building and 1 x 5 storey building comprising of offices & self-storage units with basement & at-grade parking, business identification signage and removal of existing trees at the front of site.	Ongoing	\$48,939.10

**Other Matters**

Name	Issues	State of progress	Result (if finalised)	Cost to date
Jonathon VIRAY	Local Court - Defended dog attack Penalty Notice	Finalised	Defendant fined \$2,000 Professional costs of \$3,000 awarded	\$9,713.70
Phoenix CRUZ	District Court appeal against Local Court conviction - Road Rules parking offence	Finalised	Matter finalised under Section 10(1)(b) with a 9 month conditional release order	\$1,914.00
Alan HEWIT	Local Court- Defended abandoned vehicle Penalty Notice	Finalised	Matter withdrawn by Council on legal advice	\$1,386.00

### Sect 217 (1) (a4) | Work on Private Land

In the financial year 2023-24, Council carried out work on private land at 59 locations at a cost of \$61,000.

### Sects 217 (1) (a5) | Financial Assistant to Others

#### Community Grants

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.

In the 2023-24 financial year Community Grants were distributed in 2 rounds in August 2023 and February 2024. In August 2023 Council received 35 applications, of which 17 were recommended for funding. A further 15 applications were unsubmitted.

In February 2024 Council received 49 applications, of which 25 were recommended for funding. A further 15 applications were unsubmitted.

#### Small Grants

These grants support the purchase of equipment, special activities, or information resources. Some recipients from each round include:

- Gabbie's Sewing Angels
- Moving Forward DFV Case Management Services
- Botany Bears Playtime.

#### Seeding Grants

These grants establish innovative programs addressing social, cultural, artistic, or leisure needs of the community. Some recipients were:

- Advance Diversity Services
- South Asian Australian Association
- Integricare Parenting and Family Services.

#### Community Venues

Some of the annual users who were approved for either 50% Fee Waiver or General Donation include: Bay City Care; Kingsgrove Community Aid Centre; Sing Your Heart Out Choir and Eastern Community Welfare and Cultural Centre.

The total amount contributed or otherwise granted by Council during the financial year is \$312,433.90 and is as follows:

Grants Donations and Fee Waivers		2023-24
Community Grants	Small grants	\$57,675.00
	Seeding grants	\$74,566.00
General Donations 100%	Community Halls & Facilities	\$121,524.50

#### Donations Program

Council gets requests for one-off donations to assist individuals, or not-for-profit organisations which fall under one of the following categories:

- Youth Representation - supporting the development of uniquely talented youth
- Senior Groups - Bayside senior groups with a membership of 75% may be eligible for an annual donation
- General Donations - a general donation where the request does not meet the criteria for other categories
- Student Excellence Awards - an automatic donation to primary and secondary schools in recognition of excellence in young people.

#### Fee Waivers

Council receives applications from not-for-profit community organisations to partially or fully waive fees associated with hiring Council facilities. Applicants need to meet the eligibility criteria, including demonstrating that the Bayside community will benefit from activities associated with venue or facility hire. In 2023-24 41 applications were submitted & all were approved.

Grants Donations and Fee Waivers		2023-24
	Sporting Fields & Parks	\$7,712.00
Fee Waivers 50%	Community Halls & Facilities	\$50,956.40
	Sporting Fields & Parks	\$0

### **Rental Assessment & Subsidy Policy**

The purpose of this policy is to provide Council with a framework to support the equitable, efficient and effective management of Council's properties. The policy details the criteria and levels of the subsidy available. The total amount subsidised for 2023-24 was \$1,314,864.

### **Sect 217 (1) (a6) | External Bodies**

Council's Independent Hearing Assessment Panel (IHAP) mandated by the Environmental Planning and Assessment Act 1979 is the only external body that carries out functions delegated by Council. Our panel is called the Bayside Local Planning Panel (BLPP) and comprises of a Chair, appropriately qualified experts (independent of Council) as well as community representatives.

The BLPP makes decisions on submitted development applications and reviews and makes recommendations to Council about Planning Proposals.

Panel determinations are made as independent assessments consistent with the Local Environment Plan and Development Control Plans, adopted by Council.

The BLPP considers Planning Proposals of any scale and value, and determines Development Applications, including Modification and s.8.2 Applications, that fit any of the following criteria:

- Valued at less than \$30m
- Potential for conflict of interest
- Sensitive or contentious development
- Substantial departure from development standards imposed by an environmental planning instrument.

### **Sect 217 (1) (a7) | Council Controlled Companies**

Council has no controlling interest in companies or other bodies.

### **Sect 217 (1) (a8) | Corporations, Partnerships, Trusts, Joint Ventures, Syndicates or Other Bodies**

Council participates in the following external forums to further its objectives. Such forums are often community bodies or groups of Councils with a particular interest, and these are listed below:

#### **Bayside Floodplain Risk Management Committee**

This Committee has a number of community representatives, Council staff, and up to 3 Councillor representatives. Its main objective is to assist Council with the development and implementation of one or more floodplain risk management plans for its service area.

#### **CivicRisk Mutual**

Bayside Council is a long-term member of CivicRisk Mutual. CivicRisk Mutual is a self-funded, self-managed, member-based Mutual supporting NSW Councils with risk management and mitigation services, helping them better protect and serve their communities. It provides insurance and risk management products and services solely for the benefit of members.

#### **Bayside Garden Centre**

Bayside Garden Centre is a joint venture between Bayside Council and the Intellectual Disability Foundation of St George. The purpose of this committee is to direct the operations of the nursery by providing guidance, professional advice, funding and community support to the Nursery Manager. The committee is made up of representatives from Council and the Intellectual Disability Foundation of St George. Established as the Rockdale Community Nursery in 1994, and renamed Bayside Garden Centre 2018, the nursery operates on a wholesale and retail basis, supplying plants to Councils, landscapers, builders and the general public while providing diverse employment opportunities to people with a disability. The Committee has one Council representative.



#### Southern Sydney Regional Organisation of Councils (SSROC)

SSROC provides a forum through which the member Councils can exchange ideas and work collaboratively to solve regional issues. They also advocate on behalf of the region to ensure major issues are addressed by all levels of government. SSROC also plays a vital role in helping member Councils to achieve best value sustainable procurement.

#### Sydney Coastal Councils Committee (SCCC)

SCCC promotes collaboration between member Councils on environmental issues relating to the sustainable management of the urban coastal and estuarine environment. The Group consists of 9 Councils as well as government agencies and community representatives

adjacent to Sydney marine and estuarine environments and associated waterways and represents nearly 1.3 million Sydneysiders.

#### Bayside Local Emergency Management Committee (LEMC)

The role of the LEMC is to Prevent, Prepare, Respond and Recover from emergencies within Bayside. The Committee includes a number of emergency services such as NSW Police, NSW Health, SES, Fire & Rescue NSW, Marine Rescue as well as other Government agencies such as TfNSW, Public Works Advisory NSW, Red Cross etc. Due to Bayside's unique infrastructure other key organisations also attend the Bayside LEMC meetings. Such as, Sydney Airport, NSW Ports and Botany Industrial Park. The Committee ensures the Bayside Emergency Management Plan is reviewed and fit for purpose.

### Sect 217 (1) (a9) | Equal Employment Opportunity (EEO) Activities

Council embraces the principles of EEO and is committed to building a diverse and inclusive workplace where the skill perspectives and experiences of our people are valued and respected. Council's EEO Management Plan sets out 4 focus areas as follows:

- **Focus Area 1** - Recruitment and selection of EEO Target Groups.
- **Focus Area 2** - Retention and professional development of EEO Target Groups.
- **Focus Area 3** - A workplace free from discrimination, harassment, and bullying.
- **Focus Area 4** - A workplace culture that displays fair practices and behaviours.

To achieve the aims of this EEO management plan, the EEO action plan makes specific reference to initiatives that specifically target each of focus areas. During the financial year several initiatives were implemented against Council's EEO focus areas.

#### Focus Area 1:

- Broadened our recruitment advertising on platforms such as 'Mob Jobs' to encourage diverse pool of applicants from EEO target groups.
- Expanded our trainee, apprentice, student and graduate employment programs which has led to greater employment opportunities for younger people, including from a broad range of cultural groups.

#### Focus Areas 2, 3 and 4:

- Staff across Council are recognised and rewarded for high performance through Council's Annual Staff Awards.
- Workshops have been delivered to educate staff in the prevention of workplace bullying and harassment.
- An active staff induction program embeds our values and expected standards of behaviour that drive a positive workplace culture.
- A leadership and emerging leaders program is established to promote expected behaviours and encourages leadership development.

- Council's Reconciliation Action Plan complements and enhances our EEO commitment. Council has also renewed and consulted on our Disability Inclusion Action Plan.

- Council has developed and implements a comprehensive L&D program to ensure career paths are available to our employees.
- Our Performance, Planning & Review process enables feedback on performance, workplace behaviours and focus competencies and opportunity for feedback to supervisors and request for development.
- Council encourages participation in diverse and inclusive events like Harmony Day to enable a greater understanding / appreciation of diversity and inclusivity in the community we serve and our colleagues.

**Sect 217 (1) (b) (i), (ii), (iii), (iv), (v) | Total Remuneration - General Manager**

Item	Amount
Salary	\$444,278.72
Other Payments (bonuses etc)	\$0
Superannuation	\$27,305.00
Non cash benefits	\$4,738.64
FBT for non-cash benefits	\$10,655.36

**Sect 217 (1) (c) (i), (ii), (iii), (iv), (v) | Total Remuneration - Other Senior Staff**

Item	Amount
Salary	\$1,190,444
Other Payments (bonuses etc)	\$0
Superannuation	\$107,874
Non cash benefits	\$6,980
FBT for non-cash benefits	\$26,621

**Sect 217 (1) (d) (i), (ii), (iii), (iv) | Persons who performed paid work**

The total number of persons who performed paid work for Council on Wednesday 14 February 2024:

- 621 on a permanent full-time basis
- 48 on a permanent part-time basis
- 198 on a casual basis
- 50 under a fixed-term contract
- 5 as senior staff members
- 2 Apprentices
- 30 under a contract or other arrangement with the person's employer, that is wholly or principally for the labour of the person.

**Sect 217 (1) (e) | Annual Charge - Stormwater Management Services**

Council levied an annual charge during the financial year for stormwater management services. The stormwater management service charge, which is levied against privately owned urban land, assists with funding the cost of providing new or additional stormwater management services for the community. The services will result in a stormwater system that provides a cleaner and safer environment for the local community.

Total collected - \$1,374,164 | Total spent -\$817,942. The funds were used for the following activities:

- Stormwater Drainage Rehab and Renewal Program - \$282,959
- Drainage Maintenance - \$250,000
- Stormwater Capital patching and Repair - \$168,350
- Stormwater Renewal Short Street Banksia - \$45,000
- Design for stormwater upgrade works in Botany Lane Mascot - \$28,000
- Flood Mitigation Baxter Road & Robey Road Detailed Design - \$28,000
- Stormwater Asset Condition Investigation - \$9,790
- Binnamitalong Gardens Bush Regeneration - \$5,843

**Sect 217 (1) (e1) | Annual Charge - Coastal Protection Services**

Council did not levy an annual charge for coastal protection services during the financial year.

## Sect 217 (1) (f) | Companion Animals Act | Annual reporting under Companion Animal Guidelines - Chapter 16

Council has a role in enforcing, and ensuring compliance with, the provisions of the Companion Animals Act 1998 and Regulation. Council investigates complaints in relation to noise nuisance by a dog or cat within a residential property, dogs roaming outside of property, and dogs unleashed whilst in public open space or reserve. The walking of dogs and roaming cats are prohibited in designated areas especially beaches, playgrounds and Wildlife Protection Areas. Council also investigates complaints regarding the aggressive behaviour of companion animals towards a person or another animal.

### 16.1.2 a) Impounded animals

Our responsibility is to reunite animals with their owner. If this is not possible, the animal will be rehomed. We have a commercial arrangement with a local veterinary shelter to act as our pound and the numbers of impounded animals are reported to the OLG annually.

### 16.1.2 b) (and 16.1.3) Reporting dog attacks to the Department

Council received and investigated 121 dog attack reports with all attacks reported directly to Council entered into the Companion Animals Register within 72 hours as required under the act.

### 16.1.2 c) Expenditure on companion animal management and activities

\$1,056,094 for companion animal management and control, being:

- \$715,860 for pound services (Sydney Dogs and Cats Home), and \$340,234 for contracted animal seizure / impounding (St George Animal Rescue), and
- \$269,839 for staff and other resources for Regulatory Enforcement.

### 16.1.2 d) Community education programs & Strategies to promote and assist in desexing

Meetings have been held with Veterinary Practices in Bayside regarding seized animals. A new Companion Animal Action Plan is being developed, including education programs, microchipping, and events.

Desexing of dogs and cats is promoted in the following ways:

- Regulations Inspectors educate pet owners while working with them and investigating complaints.
- Education via Council's webpage and at the annual spring fair.

### 16.1.2 e) Strategies to seek alternatives to euthanasia for unclaimed animals

In relation to section 64 of the Companion Animals Act, all dogs and cats associated with Council are kept at the Sydney Dogs and Cats Home Inc (the pound). A total of 126 dogs and 657 cats were received by the pound for this reporting period. Of these, 80 or 63% of dogs and 17 or 3 % of cats were reunited with their owners. Further, the Pound continues their successful rehoming program for pets with 31 or 24% of dogs and 457 or 70% of cats rehomed during the year.

### 16.1.2 f) Off-Leash areas provided in the Council Area

Council maintains and monitors 18 'dogs off leash' exercise areas, including one designated 'off leash beach' area at Kyeemagh. The locations are promoted on Council's website and Council's Regulations Inspectors also provide information to dog owners encouraging the use of the designated exercise areas.

### 16.1.4 Details on how the Fund money has been used

\$121,515 was generated in the management of companion animals, being \$92,794 in animal registrations and \$28,721 fines income. These funds were put towards the expenditure detailed in 16.1.2 (c) Expenditure on companion animal management and activities.

Note the increase in animal management fees is due to a larger number of animals seized, an increase of 55.6% of cats and 8% of dogs.

## OLG Capital Expenditure Guidelines

### Capital Works Projects

The report on our Capital Works Projects is featured earlier in this document in the section titled 'The Year in Review'.

## Carers (Recognition) Act 2010

### Sect 8 (2) | Compliance with Carers (Recognition Act) 2010

The objectives of the NSW Carers (Recognition) Act 2010 are to enact a Carers Charter to recognise the role and contribution of carers to our community and to the people they care for, and to increase awareness of the valuable contribution that carers make to our community.

#### Liaison and Educational Strategies

Council has established strong partnerships with various carers groups to support and promote the significant contribution carers make to our community. This included hosting activities for people with dementia including 'Remember When' bus tour of Bayside and arranging for seniors and people with disability to attend various Council events. These initiatives give carers much-needed respite.

Council partnered with Anglicare to deliver 7 monthly Carer Connect programs for carers to come together for support, from September 2023 to January 2024 and 4 *Healthy Mind, Healthy You* brain health information sessions in community languages, including Macedonian, Arabic and Greek.

Council facilitated a *Know Your Rights and Stay Safe* information session in September 2023 for older people and their support people/carers, with presentations from the Benevolent Society, My Aged Care Regional Assessment Service and Seniors Rights Service.

Staff have also distributed Carer's Gateway information packs at community programs and events.

#### Staff who are carers

Council continues to provide all employees with information about work practices and policies that may assist with carer responsibilities. This includes consideration of flexible work hours and working from home arrangements on an individual basis, where operational requirements allow. Council offers carer's leave to staff who need time off to care for family members.

Council promotes R U OK Day each year, focusing on the mental health of staff by reminding them of the four action steps to start a conversation. Council also provides an Employee Assistance Program offering confidential counselling for work-related or personal concerns, which is also available to immediate family members.

## Disability Inclusion Act 2014

### Sect 13 (1) | implementation of Disability Inclusion Action Plan

Council is committed to working to build a more inclusive community, reducing discrimination and increase access for people with a disability in community life. Ensuring everyone in the community can fully participate in community life without barriers to achieve their goals.

#### Community Profile of Bayside

In 2021 in Bayside: 20,166 live with disability; In 2021 8,849 people needed assistance and 5.0% of Bayside's population, needed assistance compared to 5.2% in Greater Sydney.

Bayside's Disability Inclusion Action Plan (DIAP) 2022-2026 was adopted in May 2022 after extensive community engagement. It details the actions Council is taking until 2026 to improve the way people with a disability access Council services and participate in community life. The DIAP identifies key areas for action to reduce barriers that restrict the ability of people with disability to fully participate in the following areas:

- ▶ **Liveable Communities** - Creating liveable communities means designing opportunities for people with disability to participate fully in community life, including accessing Council services, events and programs and engagement activities. By engaging people with lived experience of disability in the design process and adopting Universal Design Principles, Council can ensure people with disability have better access to the built environment, including libraries, sport and recreational facilities, transport, and parks and beaches. Costly retrofits are avoided if access planning occurs at the design stage.

- ▶ **Systems and Processes** - Improving systems and processes means putting measures in place to ensure people with disability can access Council information, website accessibility, and to be part of community engagement processes.
- ▶ **Access to Meaningful Employment** - Access to meaningful employment refers to creating welcoming and inclusive workplaces and building an inclusive workplace culture. This can be achieved through the provision of training and resources, recruitment practices, work experience / mentorship programs and flexible working arrangements.
- ▶ **Attitudes and Behaviours** - Promoting positive attitudes and behaviours improves the way people with disability are seen and responded to publicly and is an important factor in increasing social inclusion. By creating opportunities that include people with disability on boards and access committees, ensuring positive images of people with disability are included in Council's publications ensures Council is building positive attitudes and behaviour towards people with disability.

### Progress on Actions

#### Liveable Communities

- ▶ Ensuring Bayside Council's events, services, information, and programs are accessible.
- ▶ Ensuring public places and Council facilities are accessible.

Council's commitment to building liveable communities has seen a number of achievements in this key focus area, including:

- Partnering with Walking Football NSW to establish a regular Walking Football game at McCarthy Reserve, Rockdale, that is free to the community. This gentler adaptation of the game of soccer caters to older members of our community as well as those with limited mobility seeking a safe and enjoyable playing experience.
- Bexley Aquatic Centre continued to host the Rainbow Club which offers a fun, social and safe community for children with a disability to have personalised swimming lessons catered to their needs.
- Council offers Auslan interpretation upon request. An Auslan Interpreter was engaged to translate a community information session on how to use the online demographic profile tool, ID, to gain deeper insights into the make up of the Bayside community.
- Council undertook an audit of all public accessible toilets and updated the National Public Toilet Map.
- Council engaged an independent auditor to undertake a Deaf-Hearing Audit of Council's Customer Service Centres and public areas. Council will now prioritise and seek to secure funding to implement the audit recommendations.
- Bayside's Business Awards includes an Inclusion and Accessibility category to recognise businesses that incorporate inclusive approaches for all customers through business design, culture, advertising, recruitment, training and/or customer service.

#### Systems and processes

- ▶ Ensure inclusive technology and practices are adopted across Bayside Council's systems and processes.

Council's commitment to accessible systems and processes has seen a number of achievements in this key focus area, including:

- Information on our website is provided in line with the Web Contact Accessibility Guidelines 2.2
- Council has filmed an eLearning video to improve awareness and understanding of disability and inclusive ways of working, as well as universal design principles, and the importance of working with people with disability to codesign inclusive services, facilities, and programs. The video form part of Council's induction program and will be available on the eLearning platform.
- Frontline staff and staff who develop community programs have been invited to Autism Training which will be facilitated by ASPECT in August 2024.

#### Access to Meaningful Employment

- ▶ Bayside is Bayside Council is an inclusive employer.

- ▶ Promote employment opportunities for people with disability.
- ▶ Promote the benefits of being an inclusive employer to local businesses and provide advice on how to be an inclusive employer.

Council continued to provide employment opportunities for people with disability. Bayside staff are supported through the Employment Assistance Program.

- The Bayside Garden Centre is a joint venture between Bayside Council and the Intellectual Disability Foundation of St George. The venture was developed to enhance the lives of people with intellectual disabilities by offering a vocation and a meaningful wage.
- Bayside Council steers the Bayside, St George and Sutherland Council Disability Interagency Employment Working Party Group. The Working Group facilitates the connections and partnerships required to provide people with a disability the opportunity to access work experience, employment, and continued education.

#### Attitudes and Behaviours

- ▶ Delivering programs and projects that enable staff and community to build an inclusive culture.
  - Bayside Council libraries are a safe and accessible place for people with disabilities. All libraries acknowledged International Day of People with a Disability in December with books that focus on inclusion and also offered Sensory Time programs for children with disabilities who are non-verbal, have autism and/or other sensory needs.
  - Council established a DIAP Working Group in 2023, which meets quarterly to drive and advise on the implementation of the DIAP. It also provides feedback and advice as required on programs, services and infrastructure, as well as on strategies, policies and plans.
  - During Seniors' Festival, Council partnered with Anglicare to deliver a 'Remember When' bus tour for people with dementia and their support people/carers.
- Council also partnered with Anglicare to facilitate 7 monthly Carer Connect programs for carers to come together for support, from September 2023 to January 2024; and 4 Healthy Mind, Healthy You brain health information sessions in community languages, including Macedonian, Arabic and Greek.
- Council facilitated a Know Your Rights and Stay Safe information session in September 2023 for older people and their support people/carers, with presentations from the Benevolent Society, My Aged Care Regional Assessment Service and Seniors Rights Service.
- Staff have also distributed Carer's Gateway information packs at community programs and events.

## Environmental Planning & Assessment Act 1979,

### s 7.5 (5) Information about Planning Agreements (PA)

Reference	Related Development Application (DA)	Description of Works	Other Party to PA	Primary Street Address	Date Executed	Status
PA-F14/410	Awaiting DA	Open space land dedication and monetary contribution to be applied to the provision of amenities or public services in the Rockdale Town Centre	Janside Pty limited	591-597 Princes Highway Rockdale	6-6-2018	Executed
PA-F16/864	DA-2016/241	43 public carparking spaces (easement), public domain improvements and road widening	Combined Projects (Rockdale) Pty Ltd	15-21 Bay Street and 1-11 Chapel Street Rockdale	17-7-2018	Finalised

Reference	Related Development Application (DA)	Description of Works	Other Party to PA	Primary Street Address	Date Executed	Status
PA-F15/224	DA-2023/361	Improvements for roads and streetscape	Zoe Holdings Rockdale Pty Limited	75-81 Railway Street Rockdale	26-11-2018	Executed
PA-F18/1155	DA-2017/1140 DA-2017/1141 DA-2017/1142 DA-2018/1135 DA-2018/1183	Monetary contributions to Council, on a sign by sign basis, to be used by Council towards Public Purpose transport and traffic matters.	oOh!media Fly Pty Ltd	40-54 Baxter Road Mascot	20-03-2019	Executed
PA-F20/165	MP09_0146	A \$1,550,000 staged Monetary Contributions to Council to be applied towards upgrades to or establishment of new community facilities or public spaces within a 2km radius of the Land at the discretion of Council. A \$3,000,000 staged Monetary Contributions to Council to be applied towards Affordable Housing at the discretion of Council. Developer to carry out road upgrades being a roundabout between Evans Avenue and Racecourse Avenue Eastlakes.	Crown Eastlakes Developments Pty Ltd (Developer) Crown Eastlakes Pty Ltd (Landowner) Stateland East Pty Ltd (Landowner) Stateland BKK Pty Ltd (Landowner)	19A Evans Avenue Eastlakes	30-06-2021	Executed
PA-F19/680	DA-2019/319	Annual Monetary Contribution for the duration of the Term of \$22,166.70 + CPI 5% of the annual display time allocated to Council to advertise Council events and community information	Bishop Outdoor Advertising Pty Ltd (Developer) Geoffrey William Keato (Landowner) Arthur Leslie Robinson (Landowner)	119 Robey Street Mascot	13-01-2022	Executed
PA-F20/162	DA-2019/403	Monetary contribution to Council in connection with the display of advertisements in accordance with State Environmental Planning Policy (Industry & Employment) 2021	Isak Investments Pty Ltd	210 O'Riordan Street & 133-137 Baxter Road Mascot	7-7-2022	Executed
PA-F18/1182	Awaiting DA	Monetary contribution of \$12m (base figure) (indexed) to be used for the acquisition of land for open space and/or community facilities, and/or embellishment of open space within Catchment 5 (as delineated in the draft Social Infrastructure Strategy). The Planning Authority has identified John Curtin Reserve as a potential open space improvement site, with such	Denco Pty Ltd Monash Developments Pty Ltd Trend Property Company Casteel Pty Ltd	215-235 O'Riordan Street & 1-3 Ewan Street Mascot	4-11-2022	Executed

Reference	Related Development Application (DA)	Description of Works	Other Party to PA	Primary Street Address	Date Executed	Status
		generally to be undertaken in the area shown in Annexure A. Payment prior to first occupation certificate.	The Owners-Strata Plan No 48926			
PA-F18/740	DA-2019/386 DA-2020/296 DA-2020/303 DA-2020/408 DA-2021/1 DA-2021/261 DA-2021/368	<p>Dedication of 45 Affordable Housing Units, with a total of 100 bedrooms.</p> <p>Embellishment and dedication to Council of no less than 16,995 sqm of public open space and embellishment and public access easement over no less than 3,131 sqm of publicly accessible open space.</p> <p>Dedication of public roads.</p> <p>Monetary contribution of \$23,900,000 (ex GST), over 3 payments.</p> <p>Monetary contribution that was part of the BATA I Planning Agreement but was not realised due to the development payment trigger being deferred to the BATA II development which consists of \$2,478,000 indexed in accordance with CPI from 2 March 2018.</p> <p>Payment of equivalent local Infrastructure contributions (s7.11)</p> <p>Planning Agreement varied on 14-6-2023 as follows: The Developer and Bayside Council have agreed to minor amendments to the Planning Agreement, facilitating a change in future land tenure over the lot Open Space 01 (OS1 land), without comprising public benefits of the Developer's obligations under the PA.</p> <p>The PA requires the OS1 land to be dedicated to Bayside Council. The slight amendment will permit OS1 land to be combined with the adjoining development Lot A.</p> <p>The easement terms under Schedule 7 of the PA state the OS1 land will remain as open space and a public access easement will be applied over that part of the site to ensure the right of the public to use the land for access, leisure, and recreation purposes.</p> <p>This ensures the public maintains the same level of benefit but reduces the future management and maintenance burden for Bayside Council.</p>	Karimbla Properties (No. 39) Pty Ltd (Developer) Meriton Properties Pty Ltd (Guarantor)	128-130 & 150 Bunnerong Road Pagewood	28-10-2021 Variation dated 14-6-2023	Executed



Reference	Related Development Application (DA)	Description of Works	Other Party to PA	Primary Street Address	Date Executed	Status
PA-23/395	DA-2021/95	Monetary Contribution to Council for public purposes relating to the upgrading and/or embellishment of open space, recreation and/or public infrastructure in Monterey.	Sydney Eastern City Planning Panel Monterey Equity Pty Ltd (Developer)	119 Barton Street Monterey	19-9-2023	Executed

## Environmental Planning & Assessment Regulation 2021

### 218A (1) | Details on Expenditure - Development Contributions & Levies by Plan

Contributions Plan	Project ID	Project Description	Public Amenity / Service	Expenditure from Plan 2023-24
Arncliffe and Banksia Local Infrastructure Contribution Plan 2020 - Revision 1 Former City of Botany Bay S7.11 Development Contributions Plan 2016 - Amendment 1 Rockdale Section 94 Contributions Plan 2004 (Incorporating Amendment 1-5)	101236	Administration of Development Contributions Plans	Open Space	\$74,062
Arncliffe and Banksia Local Infrastructure Contribution Plan 2020 - Revision 1	101780 33	Playspace Renewal - Gardiner Park	Open Space	\$29,645
Arncliffe and Banksia Local Infrastructure Contribution Plan 2020 - Revision 1	102096 16	New footpath Chestnut Dr	Roads & Transport	\$119,367
City of Botany Bay Section 94A Development Contributions Plan 2016 - Amendment 1	101177	Seniors & Community Centre - Accessible Toilet Upgrades	Community Facilities	\$39,783
Former City of Botany Bay S7.11 Development Contributions Plan 2016 - Amendment 1	101389	Footpath - Rosebery Shops	Transport	\$343,598
Former City of Botany Bay S7.11 Development Contributions Plan 2016 - Amendment 1	101322	City Design	Other	\$201,512
Former City of Botany Bay S7.11 Development Contributions Plan 2016 - Amendment 1	102121 R4.60	Road Renewal - Tierney Avenue	Transport	\$85,000

Contributions Plan	Project ID	Project Description	Public Amenity / Service	Expenditure from Plan 2023-24
Former City of Botany Bay S7.11 Development Contributions Plan 2016 - Amendment 1	101944 OS56 OS57	McBurney Reserve embellishment	Open Space	\$62,500
Former City of Botany Bay S7.11 Development Contributions Plan 2016 - Amendment 1	102075 OS17	Nilson Avenue Reserve upgrade following play removal	Open Space	\$50,000
Former City of Botany Bay S7.11 Development Contributions Plan 2016 - Amendment 1	102167	Booralee Park War Memorial Handrails	Open Space	\$16,205
Former City of Botany Bay S7.11 Development Contributions Plan 2016 - Amendment 1	101996	Mill Pond/Botany Shared Path	Transport	\$5,683
Former City of Botany Bay S7.11 Development Contributions Plan 2016 - Amendment 1	100623 OS8	Sir Joseph Banks Park - Bush Regen & High Priority Weed Control	Open Space	\$4,657
Former City of Botany Bay S7.11 Development Contributions Plan 2016 - Amendment 1	101771	Page Street Pedestrian Crossing lighting	Transport	\$75,934
Former City of Botany Bay S7.11 Development Contributions Plan 2016 - Amendment 1	102072 OS55	Mascot Memorial Fence	Open Space	\$39,460
Former City of Botany Bay S7.11 Development Contributions Plan 2016 - Amendment 1 City of Botany Bay Section 94A Development Contributions Plan 2016 - Amendment 1	100847 OS91	Botany Aquatic Centre Redevelopment	Open Space	\$1,365,697
Former City of Botany Bay S7.11 Development Contributions Plan 2016 - Amendment 1	100937 ML17	Wentworth Avenue/ Baker St/ Page St Intersections	Transport	\$334,809
Former City of Botany Bay S7.11 Development Contributions Plan 2016 - Amendment 1	101986 OS8	Sir Joseph Banks Park - car park and toilet design	Open Space	\$264,572
Former City of Botany Bay S7.11 Development Contributions Plan 2016 - Amendment 1	102036 OS90	Mascot Oval Upgrade Works	Open Space	\$90,288
Rockdale Section 94 Contributions Plan 2004 (Incorporating Amendment 1-5)	102295	16 Edgehill St Carlton property purchase	Open Space	\$150,000
Rockdale Section 94 Contributions Plan 2004 (Incorporating Amendment 1-5)	101483	Rockdale Community and Civic Centre Renewal	Community Facilities	\$35,573
Rockdale Section 94 Contributions Plan 2004 (Incorporating Amendment 1-5)	102081	Angelo Anestis - Hard cover shelter over Grandstand	Community Facilities	\$14,300

Contributions Plan	Project ID	Project Description	Public Amenity / Service	Expenditure from Plan 2023-24
Rockdale Section 94 Contributions Plan 2004 (Incorporating Amendment 1-5)	101797	Rockdale Town Centre Public Domain Plan	Transport	\$3,497
Rockdale Section 94 Contributions Plan 2004 (Incorporating Amendment 1-5)	102082	Angelo Anestis Concept design for upper level carpark	Community Facilities	\$52,319
Rockdale Section 94 Contributions Plan 2004 (Incorporating Amendment 1-5)	100228	Lady Robinson's Beach - Dune Embellishment	Open Space	\$33,570
Rockdale Section 94 Contributions Plan 2004 (Incorporating Amendment 1-5)	100217	Binnamitalong Gardens Bush Regeneration	Open Space	\$16,232
Rockdale Section 94A Contributions Plan 2008 - Amendment 1	102123 68 72	Bestic Street Traffic Facilities	Transport	\$400,000
Rockdale Section 94A Contributions Plan 2008 - Amendment 1 Arncliffe and Banksia Local Infrastructure Contribution Plan 2020 - Revision 1	101406 21	Barton Park Open Space and Recreation Renewal	Open Space	\$28,214,117
Rockdale Section 94A Contributions Plan 2008 - Amendment 1	100224 45	BadoBerong Creek	Open Space	\$35,070
Rockdale Section 94A Contributions Plan 2008 - Amendment 1	100222 47 48	Central Scarborough Park Rehabilitation - Biodiversity Program	Open Space	\$90,791
Rockdale Section 94A Contributions Plan 2008 - Amendment 1	100215 43	Bardwell Valley Bush Regeneration	Open Space	\$55,946
Rockdale Section 94A Contributions Plan 2008 - Amendment 1	100223 46	Hawthorne Street Rehabilitation - Biodiversity Program	Open Space	\$40,800
Rockdale Section 94A Contributions Plan 2008 - Amendment 1	100221 49	Bicentennial Park Rehabilitation - Biodiversity Program	Open Space	\$34,297
Rockdale Section 94A Contributions Plan 2008 - Amendment 1	100267 44	Scott Park Creek Rehabilitation - Biodiversity Program	Open Space	\$15,253
Rockdale Section 94A Contributions Plan 2008 - Amendment 1	100220 38a	Northern Wetlands Corridor Rehabilitation of EEC's & Theatre	Open Space	\$14,287

Contributions Plan	Project ID	Project Description	Public Amenity / Service	Expenditure from Plan 2023-24
Wolli Creek & Bonar Street Precincts Urban Renewal Area Contributions Plan 2019	101469 BS 1.4.1	Bonar Street Stormwater Stage 2	Stormwater Management	\$2,730,494
Wolli Creek & Bonar Street Precincts Urban Renewal Area Contributions Plan 2019	101841 WC 2.6.1	Wolli Creek Town Park	Open Space	\$1,824,845
Wolli Creek and Bonar Street Precincts Urban Renewal Area Contributions Plan 2019	101806 WC 3.1.1	Cahill Park Oval irrigation	Stormwater Management	\$342,682
Wolli Creek and Bonar Street Precincts Urban Renewal Area Contributions Plan 2019	101166 BS 1.3.2	Bonar Street & Mt Olympus Lighting	Transport	\$23,850
Wolli Creek and Bonar Street Precincts Urban Renewal Area Contributions Plan 2019	101625 RG 1.1.1	Cahill Park Cricket Net Reallocation	Community Facilities	\$7,732
	101826	Rockdale Spine Review		\$34,346
	100218	Stotts Reserve Bushland & Creek line Rehabilitation	Open Space	\$26,516
	100219	Fry's Reserve Bushland & Creek line Rehabilitation	Open Space	\$21,420

**Sect 218A (2) (a), (b), (c), (d), (e), (f), (g) | Details on Expenditure - Development Contributions & Levies by Project**

Project ID	Project Description	Contributions Plan	Public Amenity / Service	Total Project Expenditure 2023-24	Expended from Contributions 2023-24	% of cost Funded by Contributions	Other funding sources in 2023-24	Value of land &/or material public benefit used	Temporary Borrowing	Project Status
101469 BS 1.4.1	Bonar Street Stormwater Stage 2	Wolli Creek & Bonar Street Precincts Urban Renewal Area Contributions Plan 2019	Stormwater Management	\$2,730,494	\$2,730,494	100%	N/A	\$0		Completed

Project ID	Project Description	Contributions Plan	Public Amenity / Service	Total Project Expenditure 2023-24	Expended from Contributions 2023-24	% of cost Funded by Contributions	Other funding sources in 2023-24	Value of land &/or material public benefit used	Temporary Borrowing	Project Status
101841 WC 2.6.1	Wolli Creek Town Park	Wolli Creek & Bonar Street Precincts Urban Renewal Area Contributions Plan 2019	Open Space	\$1,824,845	\$1,824,845	100%	N/A	\$0		Underway
102123 68 72	Bestic Street Traffic Facilities	Rockdale Section 94A Contributions Plan 2008 - Amendment 1	Transport	\$404,557	\$400,000	99%	Advertising Sign Planning Agreements	\$0	Borrowed from Rockdale Section 94 Contributions Plan 2004 (Incorp Amendment 1-5)	Underway
101389	Footpath - Rosebery Shops	Former City of Botany Bay S7.11 Development Contributions Plan 2016 - Amendment 1	Transport	\$359,720	\$343,598	96%	Community & Environmental Projects	\$0		Completed
101806 WC 3.1.1	Cahill Park Oval irrigation	Wolli Creek and Bonar Street Precincts Urban Renewal Area Contributions Plan 2019	Stormwater Management	\$342,682	\$342,682	100%	N/A	\$0		Underway

Project ID	Project Description	Contributions Plan	Public Amenity / Service	Total Project Expenditure 2023-24	Expended from Contributions 2023-24	% of cost Funded by Contributions	Other funding sources in 2023-24	Value of land &/or material public benefit used	Temporary Borrowing	Project Status
101322	City Design	Former City of Botany Bay S7.11 Development Contributions Plan 2016 - Amendment 1	Other	\$858,116	\$201,512	23%	General Fund	\$0		Annual Recurring
102295	16 Edgehill St Carlton property purchase	Rockdale Section 94 Contributions Plan 2004 (Incorp Amendment 1-5)	Open Space	\$150,000	\$150,000	100%	N/A	\$0		Underway
102121 R4.60	Road Renewal - Tierney Avenue	Former City of Botany Bay S7.11 Development Contributions Plan 2016 - Amendment 1	Transport	\$118,553	\$85,000	72%	Infrastructure Levy	\$0		Completed
101826	Rockdale Spine Review			\$34,346	\$34,346	100%	N/A	\$0		Underway

Project ID	Project Description	Contributions Plan	Public Amenity / Service	Total Project Expenditure 2023-24	Expended from Contributions 2023-24	% of cost Funded by Contributions	Other funding sources in 2023-24	Value of land &/or material public benefit used	Temporary Borrowing	Project Status
101236	Administration of Development Contributions Plans	Arncliffe and Banksia Local Infrastructure Contribution Plan 2020 - Revision 1 Former City of Botany Bay S7.11 Development Contributions Plan 2016 - Amendment 1 Rockdale Section 94 Contributions Plan 2004 (Incorp Amendment 1-5)	Open Space	\$74,062	\$74,062	100%	N/A	\$0		Annual Recurring
101944 OS56 OS57	McBurney Reserve embellishment	Former City of Botany Bay S7.11 Development Contributions Plan 2016 - Amendment 1	Open Space	\$142,875	\$62,500	44%	Other Contributions	\$0		Completed
102075 OS17	Nilson Avenue Reserve upgrade following play removal	Former City of Botany Bay S7.11 Development Contributions Plan 2016 - Amendment 1	Open Space	\$50,208	\$50,000	100%	N/A	\$0		Completed

Project ID	Project Description	Contributions Plan	Public Amenity / Service	Total Project Expenditure 2023-24	Expended from Contributions 2023-24	% of cost Funded by Contributions	Other funding sources in 2023-24	Value of land &/or material public benefit used	Temporary Borrowing	Project Status
101483	Rockdale Community and Civic Centre Renewal	Rockdale Section 94 Contributions Plan 2004 (Incorp Amendment 1-5)	Community Facilities	\$75,506	\$35,573	47%	Infrastructure Levy	\$0		Underway
101166 BS 1.3.2	Bonar Street & Mt Olympus Lighting	Wolli Creek and Bonar Street Precincts Urban Renewal Area Contributions Plan 2019	Transport	\$23,850	\$23,850	100%	N/A	\$0		Underway
102167	Booralee Park War Memorial Handrails	Former City of Botany Bay S7.11 Development Contributions Plan 2016 - Amendment 1	Open Space	\$16,205	\$16,205	100%	N/A	\$0	Borrowed from Rockdale Section 94 Contributions Plan 2004 (Incorp Amendment 1-5)	Completed
102081	Angelo Anestis - Hard cover shelter over Grandstand	Rockdale Section 94 Contributions Plan 2004 (Incorp Amendment 1-5)	Community Facilities	\$14,300	\$14,300	100%	N/A	\$0		Underway



Project ID	Project Description	Contributions Plan	Public Amenity / Service	Total Project Expenditure 2023-24	Expended from Contributions 2023-24	% of cost Funded by Contributions	Other funding sources in 2023-24	Value of land &/or material public benefit used	Temporary Borrowing	Project Status
101625 RG 1.1.1	Cahill Park Cricket Net Reallocation	Wolli Creek and Bonar Street Precincts Urban Renewal Area Contributions Plan 2019	Community Facilities	\$174,529	\$7,732	4%	Infrastructure Levy	\$0		Completed
101996	Mill Pond/Botany Shared Path	Former City of Botany Bay S7.11 Development Contributions Plan 2016 - Amendment 1	Transport	\$58,698	\$5,683	10%	Grant Funding	\$0		Completed
100623 OS8	Sir Joseph Banks Park - Bush Regen & High Priority Weed Control	Former City of Botany Bay S7.11 Development Contributions Plan 2016 - Amendment 1	Open Space	\$14,657	\$4,657	32%	Other Contributions	\$0		Underway
101797	Rockdale Town Centre Public Domain Plan	Rockdale Section 94 Contributions Plan 2004 (Incorp Amendment 1-5)	Transport	\$3,497	\$3,497	100%	N/A	\$0		Completed

Project ID	Project Description	Contributions Plan	Public Amenity / Service	Total Project Expenditure 2023-24	Expended from Contributions 2023-24	% of cost Funded by Contributions	Other funding sources in 2023-24	Value of land &/or material public benefit used	Temporary Borrowing	Project Status
10140621	Barton Park Open Space and Recreation Renewal	Rockdale Section 94A Contributions Plan 2008 - Amendment 1 Arncliffe and Banksia Local Infrastructure Contribution Plan 2020 - Revision 1	Open Space	\$32,969,978	\$28,214,117	86%	Grant Funding	\$0		Completed
101771	Page Street Pedestrian Crossing lighting	Former City of Botany Bay S7.11 Development Contributions Plan 2016 - Amendment 1	Transport	\$75,934	\$75,934	100%	N/A	\$0	Borrowed from City of Botany Bay Section 94A Development Contributions Plan 2016 - Amendment 1	Underway
102082	Angelo Anestis Concept design for upper level carpark	Rockdale Section 94 Contributions Plan 2004 (Incorp Amendment 1-5)	Community Facilities	\$52,319	\$52,319	100%	N/A	\$0		Underway
102072 OS55	Mascot Memorial Fence	Former City of Botany Bay S7.11 Development Contributions Plan 2016 - Amendment 1	Open Space	\$39,460	\$39,460	100%	N/A	\$0		Completed

Project ID	Project Description	Contributions Plan	Public Amenity / Service	Total Project Expenditure 2023-24	Expended from Contributions 2023-24	% of cost Funded by Contributions	Other funding sources in 2023-24	Value of land &/or material public benefit used	Temporary Borrowing	Project Status
100224 45	BadoBerong Creek	Rockdale Section 94A Contributions Plan 2008 - Amendment 1	Open Space	\$35,070	\$35,070	100%	N/A	\$0	Borrowed from Borrowed from Rockdale Section 94 Contributions Plan 2004 (Incorp Amendment 1-5)	Completed
101780 33	Playspace Renewal - Gardiner Park	Arncliffe and Banksia Local Infrastructure Contribution Plan 2020 - Revision 1	Open Space	\$29,645	\$29,645	100%	N/A	\$0		Completed
102096 16	New footpath Chestnut Dr	Arncliffe and Banksia Local Infrastructure Contribution Plan 2020 - Revision 1	Roads & Transport	\$119,367	\$119,367	100%	N/A	\$0		Completed
100222 47 48	Central Scarborough Park Rehabilitation - Biodiversity Program	Rockdale Section 94A Contributions Plan 2008 - Amendment 1	Open Space	\$105,791	\$90,791	86%	Grant Funding	\$0		Completed
100215 43	Bardwell Valley Bush Regeneration	Rockdale Section 94A Contributions Plan 2008 - Amendment 1	Open Space	\$55,946	\$55,946	100%	N/A	\$0		Completed

Project ID	Project Description	Contributions Plan	Public Amenity / Service	Total Project Expenditure 2023-24	Expended from Contributions 2023-24	% of cost Funded by Contributions	Other funding sources in 2023-24	Value of land &/or material public benefit used	Temporary Borrowing	Project Status
100223 46	Hawthorne Street Rehabilitation - Biodiversity Program	Rockdale Section 94A Contributions Plan 2008 - Amendment 1	Open Space	\$52,957	\$40,800	77%	General Fund	\$0		Completed
101177	Seniors & Community Centre - Accessible Toilet Upgrades	City of Botany Bay Section 94A Development Contributions Plan 2016 - Amendment 1	Community Facilities	\$169,853	\$39,783	23%	Infrastructure Levy	\$0		Completed
100221 49	Bicentennial Park Rehabilitation - Biodiversity Program	Rockdale Section 94A Contributions Plan 2008 - Amendment 1	Open Space	\$34,297	\$34,297	100%	N/A	\$0		Completed
100228	Lady Robinson's Beach - Dune Embellishment	Rockdale Section 94 Contributions Plan 2004 (Incorp Amendment 1-5)	Open Space	\$33,570	\$33,570	100%	N/A	\$0	Borrowed from Rockdale Section 94A Contributions Plan 2008 - Amendment 1	Underway
100218	Stotts Reserve Bushland & Creek line Rehabilitation		Open Space	\$26,516	\$26,516	100%	N/A	\$0		Completed
100219	Fry's Reserve Bushland & Creek line Rehabilitation		Open Space	\$21,420	\$21,420	100%	N/A	\$0		Completed

Project ID	Project Description	Contributions Plan	Public Amenity / Service	Total Project Expenditure 2023-24	Expended from Contributions 2023-24	% of cost Funded by Contributions	Other funding sources in 2023-24	Value of land &/or material public benefit used	Temporary Borrowing	Project Status
100217	Binnamitalong Gardens Bush Regeneration	Rockdale Section 94 Contributions Plan 2004 (Incorp Amendment 1-5)	Open Space	\$22,075	\$16,232	74%	Stormwater Levy	\$0	Borrowed from Rockdale Section 94A Contributions Plan 2008 - Amendment 1	Completed
100267 44	Scott Park Creek Rehabilitation - Biodiversity Program	Rockdale Section 94A Contributions Plan 2008 - Amendment 1	Open Space	\$15,253	\$15,253	100%	N/A	\$0		Completed
100220 38a	Northern Wetlands Corridor Rehabilitation of EEC's & Theatre	Rockdale Section 94A Contributions Plan 2008 - Amendment 1	Open Space	\$29,287	\$14,287	49%	Grant Funding	\$0		Underway
102036 OS90	Mascot Oval Upgrade Works	Former City of Botany Bay S7.11 Development Contributions Plan 2016 - Amendment 1	Open Space	\$90,288	\$90,288	100%	N/A	\$0		Underway
101986 OS8	Sir Joseph Banks Park - car park and toilet design	Former City of Botany Bay S7.11 Development Contributions Plan 2016 - Amendment 1	Open Space	\$264,572	\$264,572	100%	N/A	\$0		Underway

Project ID	Project Description	Contributions Plan	Public Amenity / Service	Total Project Expenditure 2023-24	Expended from Contributions 2023-24	% of cost Funded by Contributions	Other funding sources in 2023-24	Value of land &/or material public benefit used	Temporary Borrowing	Project Status
100847 OS91	Botany Aquatic Centre Redevelopment	Former City of Botany Bay S7.11 Development Contributions Plan 2016 - Amendment 1 City of Botany Bay Section 94A Development Contributions Plan 2016 - Amendment 1	Open Space	\$1,365,697	\$1,365,697	100%	N/A	\$0		Underway
100937 ML17	Wentworth Avenue/ Baker St/ Page St Intersections	Former City of Botany Bay S7.11 Development Contributions Plan 2016 - Amendment 1	Transport	\$334,809	\$334,809	100%	N/A	\$0		Underway

**Sect 218A (3) (a), (b) | Values of Contributions & Levies received and expended during the year**

Plans	Cash Contributions received during the year	Cash contributions spent during the year
S7.11 Developer Contributions - under a plan	\$7,799,054	\$12,100,605
S7.12 Developer Contributions - under a plan	\$2,239,284	\$24,741,714
S7.4 Planning Agreements	\$2,983,223	\$1,656,591
<b>Total</b>	<b>\$13,021,561</b>	<b>\$38,498,910</b>

## Fisheries Management Act 1994

### Sect 220ZT (2) | Recovery and Threat abatement Plans

Bayside Council has extensive waterfront along Botany Bay (Kamay) from Port Botany to the mouth of the Georges River. We are committed to complying with Recovery and Threat Abatement Plans under the *Fisheries Management Act 1994*.

Type of Plan	Description of Plan	Council's Response
<b>Threat Abatement Plans</b>	<p><b>Removal of large woody debris from NSW rivers and streams 2007</b></p> <p>Under Part 7 of the Fisheries Management Act 1994 large woody debris is protected by controls over dredging and reclamation activities that are harmful to fish habitat (under Division 3 of the Act). Under the NSW DPI Fish Habitat Protection Plan No. 1 (developed in accordance with s193, Part 7 of the Fisheries Management Act 1994), local Councils are required to notify the NSW DPI of any proposed works that involve the lopping, realignment, relocation or removal of large woody debris</p>	<p>No large woody debris were removed from waterways in the 2023/24 financial year.</p> <p>Council notes that fish habitat is present in saltmarshes and mangroves, Tonbridge Creek (important fish habitat nursery), Muddy Creek, Wollie Creek, Bardwell Creek and other creeks in Bayside.</p>
<b>Recovery Plans</b>	<p><b>Grey Nurse Shark National Recovery Plan 2014</b></p> <p>Grey nurse sharks are located at:</p> <ul style="list-style-type: none"> <li>▪ Magic Point Maroubra 3.2km east of Bayside</li> <li>▪ Merries Reef Cronulla 5.8km SE of Bayside</li> <li>▪ Osborn Shoal 7.6km SE of Bayside</li> </ul>	<p>Council's projects and operations are planned and implemented to protect water quality within our area and surrounding waters, eg Botany Bay (Kamay).</p>
	<p><b>NSW Black Rockcod Recovery Plan 2012</b></p> <p>The nearest recorded Black Rockcod is at Malabar 2.7km east of Bayside. Atlas of Living Australia recordings Black Rockcod, <i>Epinephelus daemeli</i> (Günther, 1876) - The Australian Museum.</p> <p>MA 13: Negotiate with local Councils and industry groups regarding the type and scale of development near key areas known to support populations of Black Rockcod. Recovery plans must also be considered by consent authorities.</p> <p>MA 15: Implement the NSW Diffuse Source Water Pollution Strategy to coordinate efforts to reduce diffuse source water pollution impacting on Black Rockcod habitat.</p>	<p>Council's projects and operations are planned and implemented to protect water quality within our area and surrounding waters, eg Botany Bay (Kamay).</p> <p>As a consent authority, Council assesses impacts of development applications on Black Rockcod, including consideration of recovery plans.</p> <p>Council is a financial member of Cooks River Alliance, Georges Riverkeeper and Sydney Coastal Councils Groups. All three organisations are focused on reducing impacts from diffuse source water pollutants (eg stormwater management, Get the Site Right, and Coastal Management Program).</p> <p>Council conducts regular beach cleaning from the mouth of the Cooks River at Kyeemagh to the Georges River at Dolls Point. In addition to beach cleaning, Council provides serviced rubbish bins along the beachfront, has a series of gross pollutant traps that are regularly emptied, and partners with various groups to conduct clean</p>

Type of Plan	Description of Plan	Council's Response
		<p>ups along the beachfront and catchments to remove litter, monitor and prevent litter from entering the Bay.</p> <p>Our Summer Foreshore program includes litter prevention education.</p>
<p><b>Priorities Action Statements</b></p>	<p><b>Endangered White's Seahorse Hippocampus whitei - Priorities Action Statement, Draft action</b></p> <p>Habitat protection and rehabilitation - Develop and trial artificial habitats to promote recovery of White's Seahorse populations (High priority).</p> <p>Enhance, modify or implement NRM planning processes to minimize adverse impacts on threatened species -</p> <ul style="list-style-type: none"> <li>▪ Negotiate with relevant authorities to encourage the identification, assessment and modification of natural resource management plans and policies to minimise impacts on White's Seahorse habitats and water quality (Medium priority).</li> </ul> <p>Implement the NSW Diffuse Source Water Pollution Strategy to coordinate efforts to reduce diffuse source water pollution impacting on White's Seahorse habitat (Low priority).</p> <p><b>Great White Sharks</b></p> <p>Objective to ensure the recovery and ongoing viability of Great White Sharks along the NSW coast.</p>	<p>Endangered White's Seahorses were released in Botany Bay (Kamay) in June 2024. This release is part of a recovery conservation project in collaboration with the Gamay Rangers, Sydney Institute of Marine Science and NSW Department of Primary Industries.</p> <p>Council plans and implements its operations to minimise impacts on water quality and White's Seahorse in Botany Bay (Kamay).</p> <p>Council is a financial member of Cooks River Alliance, Georges Riverkeeper and Sydney Coastal Councils Group. All three organisations are focused on reducing impacts from diffuse source water pollutants (eg stormwater management, Get the Sight Right, Coastal Management Program).</p> <p>Bayside is a member of the Cooks River Catchment Litter Prevention Steering Group, and Georges Riverkeeper Litter Prevention Roadmap. These actions help to reduce impacts on White's Seahorse.</p> <p>Council conducts regular beach cleaning from the mouth of the Cooks River at Kyeemagh to the Georges River at Dolls Point. In addition to beach cleaning, Council provides serviced rubbish bins along the beachfront, has a series of gross pollutant traps that are regularly emptied, and partners with various groups to conduct clean ups along the beachfront and catchments to remove litter, monitor and prevent litter from entering the Bay.</p> <p>Our Summer Foreshore program includes litter prevention education.</p> <p>Council's projects and operations are planned and implemented to protect water quality within Bayside and surrounding waters, eg Botany Bay (Kamay).</p>



## Government Information (Public Access) Act 2009

The Government Information (Public Access) Act 2009 (GIPA Act) gives members of the public the means to access information from government authorities. Information is only restricted when there is an overriding public interest against disclosure. Easy access to information and documents engenders a more open and accountable Council.

Council received 931 requests for information in this reporting period. 152 of those were formal access applications (including withdrawn applications but not invalid applications) and they were decided in the period. All other requests were dealt with as open or informal requests. Council is proud of these statistics as it indicates information is being provided informally, without the accompanying fee, and facilitating improved public access to information in accordance with the intentions of the GIPA Act.

Under Section 7 of the GIPA Act, Council must review its programs for the release of information to identify the types that can be made publicly available. This review is done at least once every 12 months, or as documents are identified. Council's program includes identifying documents and information that is often requested and making these available online where possible.

Statistical information relating to formal GIPA access applications is outlined in the following tables:

### Schedule 2

**Table A: Number of applications by type of applicant and outcome\***

	Access granted in full	Access granted in part	Access refused in full	Information not held	Information already available	Refuse to deal with application	Refuse to confirm / deny if information is held	Application withdrawn
Media	0	0	0	0	0	0	0	0
Members of Parliament	0	0	0	0	0	0	0	0
Private sector business	57	6	0	1	0	0	0	11
Not for profit organisations or community groups	3	0	0	0	0	0	0	0
Members of the public (app by legal representative)	10	0	0	2	0	0	0	0
Members of the public (other)	50	5	1	5	0	0	0	1

\* More than one decision can be made in respect of a particular access application. If so, a recording must be made in relation to each such decision. This also applies to Table B

**Table B: Number of applications by type of application and outcome**

	Access granted in full	Access granted in part	Access refused in full	Information not held	Information already available	Refuse to deal with application	Refuse to confirm/deny whether information is held	Application withdrawn
Personal information applications*	45	6	0	5	0	0	0	0
Access applications (other than personal information applications)	75	5	1	3	0	0	0	12
Access applications that are partly personal information applications and partly other	0	0	0	0	0	0	0	0

\* A personal information application is an access application for personal information (as defined in clause 4 of Schedule 4 to the Act) about the applicant (the applicant being an individual).

**Table C: Invalid applications**

Reason for invalidity	No of applications
Application does not comply with formal requirements (section 41 of the Act)	0
Application is for excluded information of the agency (section 43 of the Act)	0
Application contravenes restraint order (section 110 of the Act)	0
<b>Total number of invalid applications received</b>	<b>0</b>
Invalid applications that subsequently became valid applications	0

**Table D: Conclusive presumption of overriding public interest against disclosure: matters listed in Schedule 1 to Act**

	Number of times consideration used*
Overriding secrecy laws	0
Cabinet information	0
Executive Council information	0
Contempt	0

**Table D: Conclusive presumption of overriding public interest against disclosure: matters listed in Schedule 1 to Act**

	Number of times consideration used*
Legal professional privilege	0
Excluded information	0
Documents affecting law enforcement and public safety	0
Transport safety	0
Adoption	0
Care and protection of children	0
Ministerial code of conduct	0
Aboriginal and environmental heritage	0
Information about complaints to Judicial Commission	0
Information about authorised transactions under Electricity Network Assets (Authorised Transactions) Act 2015	0
Information about authorised transaction under Land and Property Information NSW (Authorised Transaction) Act 2016	0

\* More than one public interest consideration may apply in relation to a particular access application and, if so, each such consideration is to be recorded (but only once per application). This also applies in relation to Table E.

**Table E: Other public interest considerations against disclosure: matters listed in table to section 14 of Act**

	Number of occasions when application not successful
Responsible and effective government	0
Law enforcement and security	0
Individual rights, judicial processes and natural justice	1
Business interests of agencies and other persons	1
Environment, culture, economy and general matters	0
Secrecy provisions	0
Exempt documents under interstate Freedom of Information legislation	0

**Table F: Timeliness**

	Number of applications
Decided within the statutory timeframe (20 days plus any extensions)	152
Decided after 35 days (by agreement with applicant)	0
Not decided within time (deemed refusal)	0
<b>Total</b>	<b>152</b>

**Table G: Number of applications reviewed under Part 5 of the Act (by type of review and outcome)**

	Decision varied	Decision upheld	Total
Internal review	1		1
Review by Information Commissioner*	0		0
Internal review following recommendation under section 93 of Act	0		0
Review by NCAT	0		0
<b>Total</b>	<b>1</b>		<b>1</b>

\* The Information Commissioner does not have the authority to vary decisions but can make recommendations to the original decision-maker. The data in this case indicates that a recommendation to vary or uphold the original decision has been made by the Information Commissioner.

**Table H: Applications for review under Part 5 of the Act (by type of applicant)**

	Number of applications for review
Applications by access applicants	0
Applications by persons to whom information the subject of access application relates (see section 54 of the Act)	2

**Table I: Applications transferred to other agencies under Division 2 of Part 4 of the Act (by type of transfer)**

	Number of applications transferred
Agency-initiated transfers	0
Applicant-initiated transfers	0

## Public Interest Disclosures Act 1994

### Sect 31 and Regulation 2011 Clause 4 - Reports by Public Authorities

Council has adopted a Public Interest Disclosures Policy in accordance with the requirements of the Act. The Policy provides a mechanism for Council officials to make protected disclosures about serious wrongdoing.

There was no public interest disclosure reports received and/or finalised during the financial year.

Council initiatives in place include:

- Increased number of Disclosure Officers
- Compulsory new starter training
- Compulsory annual refresher training for all staff
- A video has been produced, featuring the General Manager, as part of Disclosure Officer training
- Information on Council's Intranet.
- Posters on workplace noticeboards - See something! Hear something! Say something!

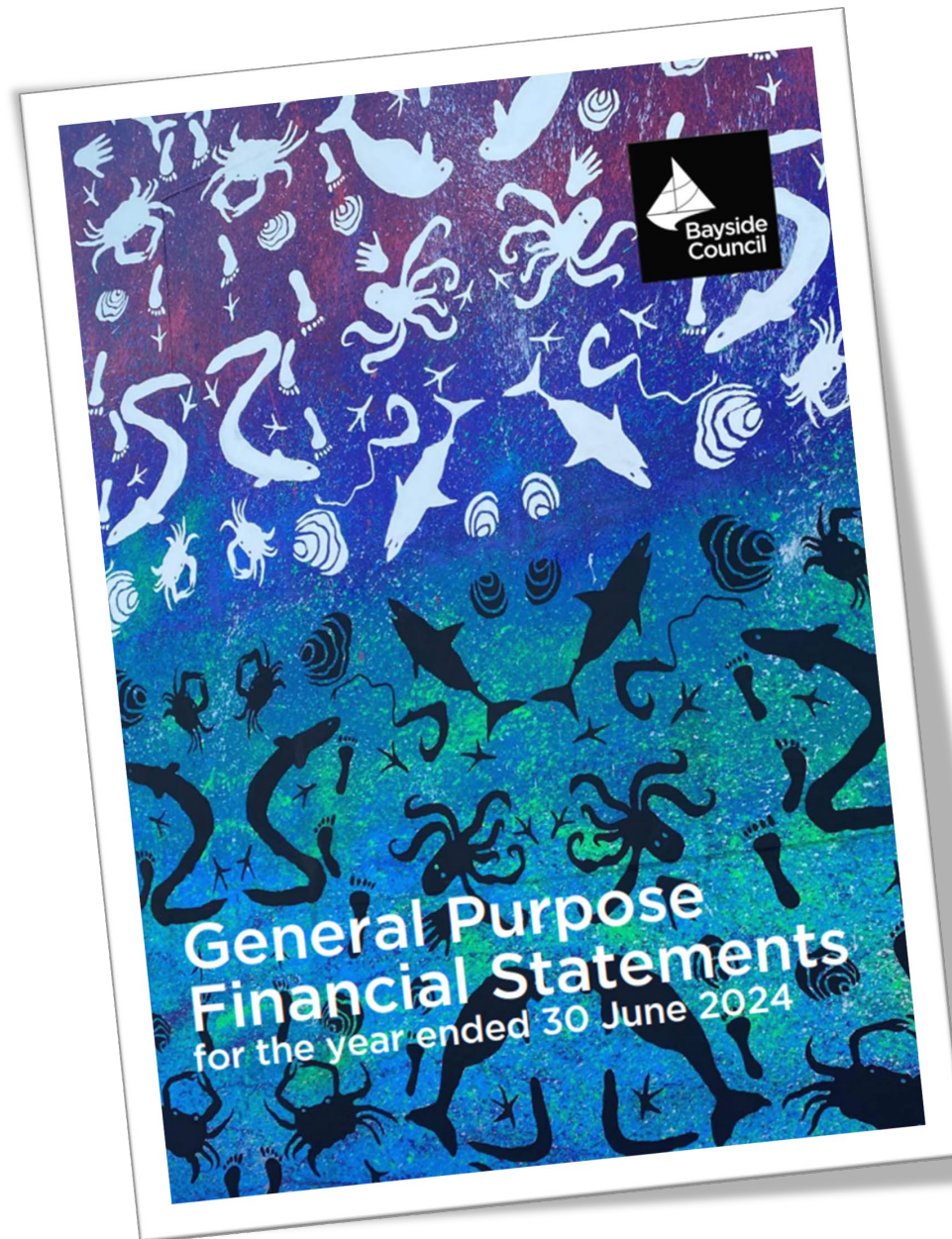
## Swimming Pools Act 1992

### Sect 22F (2) | Swimming Pool Inspections

A total number of 293 Inspections were undertaken of swimming pool barrier fences for the reporting period. Of these, there were:

- 0 inspections required of tourist and visitor accommodation, due every 3 years. All 6 are up to date.
- 15 inspections required of premises with more than 2 dwellings, due every 3 years.
- 261 inspections resulted in the issuance of a Certificate of Compliance.
- 22 inspections resulted in the issuance of a Certificate of non-compliance, for properties subject to a sale.

Other inspections resulted in an Emergency Order and Notices of Proposed Direction. Some are awaiting issue of a building information certificate or occupation certificate.



## Financial Statements

Council manages significant finances and assets on behalf of our community. We must responsibly manage these in order to provide the services and facilities that are required.

To this end Councils have multiple financial reporting requirements including the audited annual financial reports. Known as the General Purpose Financial Statements these are prepared, audited and submitted by 31 October to the Office of Local Government.

They are also appended to the Annual Report and submitted to the Department of Local Government by the end of November.

Financial reporting provides information to Councillors and staff to assist their decision making and to our community to demonstrate effective stewardship and accountability.

This document is published separately on our website.



## State of our City Report

The 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.

It objectively assesses progress with respect to the implementation and effectiveness of the Community Strategic Plan.

Prepared by each outgoing Council it is noted by the incoming Council and provides information that includes achievements to date and sets the scene for the new Council and highlights future challenges and work to be undertaken.

This document is published separately on our website.

# Appendix 1 - Principles, Roles & Responsibilities

## Council's Role

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

## Principles for Local Government

### Exercise of functions generally (section 8A (1))

The following general principles apply to the exercise of functions by Councils. Councils should:

- ♦ provide strong and effective representation, leadership, planning and decision-making.
- ♦ carry out functions in a way that provides the best possible value for residents and ratepayers.
- ♦ plan strategically, using the integrated planning and reporting framework, for the provision of effective and efficient services and regulation to meet the diverse needs of the local community.
- ♦ apply the integrated planning and reporting framework in carrying out their functions so as to achieve desired outcomes and continuous improvements.
- ♦ work co-operatively with other Councils and the state government to achieve desired outcomes for the local community.
- ♦ manage lands and other assets so that current and future local community needs can be met in an affordable way.
- ♦ work with others to secure appropriate services for local community needs.
- ♦ act fairly, ethically and without bias in the interests of the local community.
- ♦ be responsible employers and provide a consultative and supportive working environment for staff.

### Decision making (section 8A (2))

The following principles apply to decision making by Councils (subject to any other applicable law). Councils should

- ♦ recognise diverse local community needs and interests.

- ♦ consider social justice principles.
- ♦ consider the long term and cumulative effects of actions on future generations.
- ♦ consider the principles of ecologically sustainable development.

Council decision making should be transparent and decision-makers are to be accountable for decisions and omissions.

### Community participation (section 8A (3))

Councils should actively engage with their communities, through the use of the integrated planning and reporting framework and other measures.

### Sound financial management (section 8B)

The following principles of sound financial management apply to Councils. Councils should:

- ♦ invest in responsible and sustainable infrastructure for the benefit of the local community.
- ♦ have effective financial and asset management, including sound policies and processes for performance management and reporting; asset maintenance and enhancement; funding decisions; and risk management practices.
- ♦ have regard to achieving intergenerational equity, including ensuring policy decisions are made after considering their financial effects on future generations; and the current generation funds the cost of its services
- ♦ Council spending should be responsible and sustainable, aligning general revenue and expenses.



### Integrated planning and reporting (section 8C)+

The following principles apply to the development of the integrated planning and reporting framework by Councils. Councils should:

- ♦ identify and prioritise key local community needs and aspirations and consider regional priorities.
- ♦ identify strategic goals to meet those needs and aspirations.
- ♦ develop activities, and prioritise actions, to work towards the strategic goals.
- ♦ ensure that the strategic goals and activities to work towards them may be achieved within Council resources.

### Roles & Responsibilities

Chapter 9 of the Act clearly define the roles and responsibilities of the governing body, mayors, Councillors and general managers in respect of IP&R. These are summarised below:

The **governing body** is to (sections 223(1) (b)-(g)):

- ♦ provide effective civic leadership to the local community
- ♦ ensure as far as possible the financial sustainability of Council
- ♦ ensure as far as possible that Council acts in accordance with the principles set out in Chapter 3 of the Act and the
- ♦ plans, programs, strategies and policies of Council
- ♦ develop and endorse the Community Strategic Plan, Delivery Program and other strategic plans, programs, strategies and policies of Council
- ♦ determine and adopt a rating and revenue policy and Operational Plans that support the optimal allocation of Council's resources to implement the strategic plans (including the Community Strategic Plan) of Council and for the benefit of the local area
- ♦ keep under review the performance of Council, including service delivery.

The **Mayor** is to (section 226(g)-(k)):

- ♦ ensure the timely development and adoption of the strategic plans, programs and policies of Council
- ♦ promote the effective and consistent implementation of the strategic plans, programs and policies of Council
- ♦ promote partnerships between Council and key stakeholders

- ♦ regularly review and evaluate progress towards achieving strategic goals.
- ♦ maintain an integrated approach to planning, delivering, monitoring and reporting on strategic goals.
- ♦ collaborate with others to maximise achievement of strategic goals.
- ♦ manage risks to the local community or area or to Council effectively and proactively.
- ♦ make appropriate evidence-based adaptations to meet changing needs and circumstance

- ♦ advise, consult with and provide strategic direction to the general manager in relation to the implementation of the strategic plans and policies of Council
- ♦ in conjunction with the general manager, ensure adequate opportunities and mechanisms for engagement between Council and the local community.

**Councillors** (section 232 (1)(c)) are to:

- ♦ participate in the development of the documents of the IP&R framework.

The **General Manager** is to (sections 335 (a), (c)-(e), (j)):

- ♦ conduct the day-to-day management of Council in accordance with the strategic plans, programs, strategies and policies of Council
- ♦ advise the mayor and the governing body on the development and implementation of the strategic plans, programs, strategies and policies of Council
- ♦ advise the mayor and the governing body on the appropriate form of community consultation on the strategic plans, programs, strategies and policies of Council and other matters related to Council
- ♦ prepare, in consultation with the mayor and the governing body, Council's Community Strategic Plan, Community Engagement Strategy, Resourcing Strategy, Delivery Program, Operational Plan and Annual Report
- ♦ implement Council's Workforce Management Strategy.



**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 8:30 am - 4:30 pm

Rockdale Library - 444-446 Princes Highway

Westfield Eastgardens - 152 Bunnerong Road

**Post**

Bayside Council

PO Box 21

ROCKDALE NSW 2216