



# City Performance Committee

6:30pm  
Wednesday 9 April 2025

**Venue:**  
Committee Room, Botany Town Hall  
1423 Botany Road, Botany  
(Corner of Edward Street and Botany Road, Botany)

**Contact Us:**

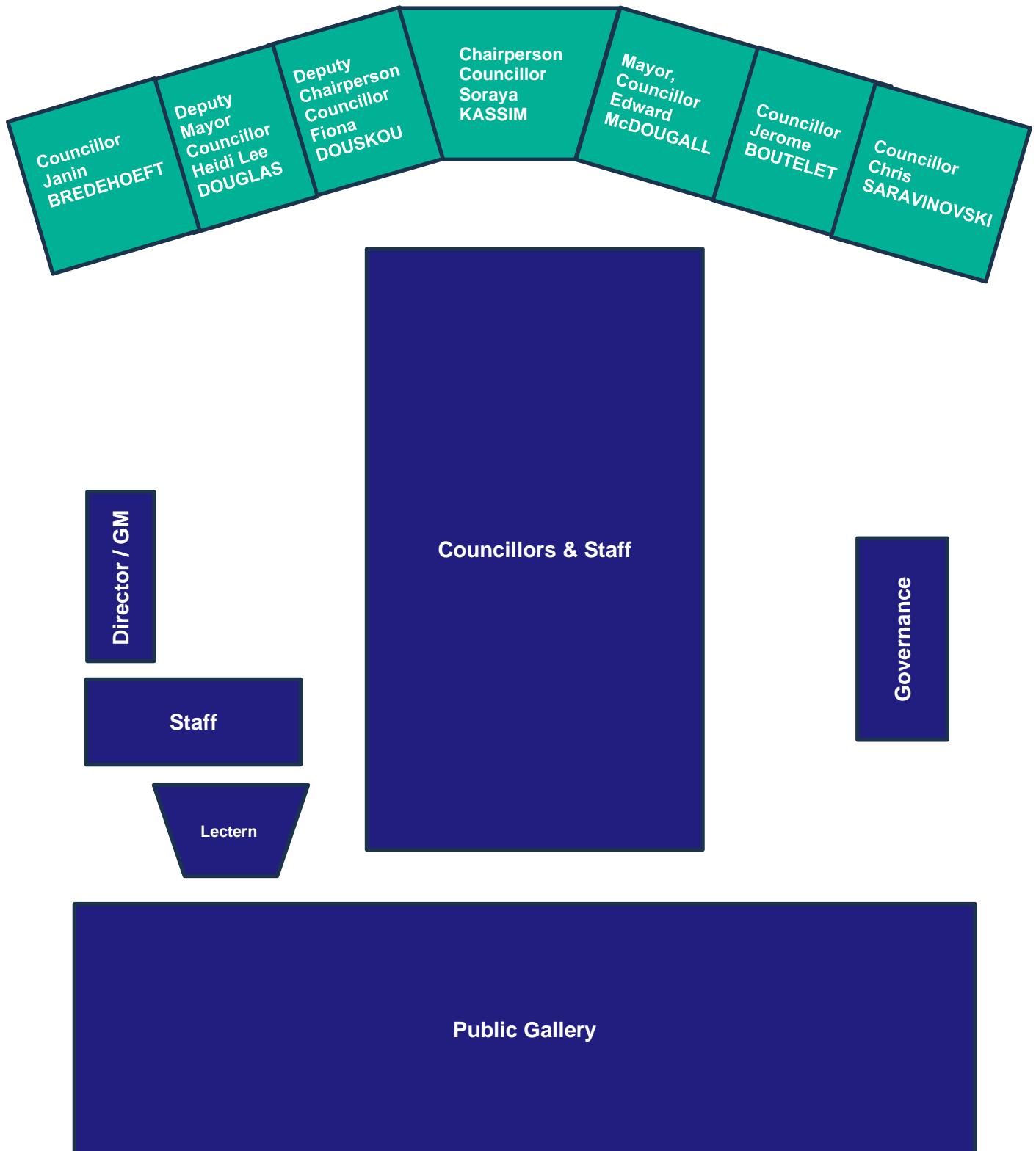
1300 581 299 or 9562 1666

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

PO Box 21, Rockdale NSW 2216

ABN: 80 690 785 443

## City Performance Committee Seating Plan



# Statement of Ethical Obligations

## Obligations

### Oath [Affirmation] of Office by Councillors

#### Oath

I swear that I will undertake the duties of the office of councillor in the best interests of the people of Bayside Local Government Area and the Bayside Council and that I will faithfully and impartially carry out the functions, powers, authorities and discretions vested in me under the *Local Government Act 1993* or any other Act to the best of my ability and judgment.

#### Affirmation

I solemnly and sincerely declare and affirm that I will undertake the duties of the office of councillor in the best interests of the people of Bayside Local Government Area and the Bayside Council and that I will faithfully and impartially carry out the functions, powers, authorities and discretions vested in me under the *Local Government Act 1993* or any other Act to the best of my ability and judgment.

## Code of Conduct conflict of interests

### Pecuniary interests

A Councillor who has a **pecuniary interest** in any matter with which the council is concerned, and who is present at a meeting of the council at which the matter is being considered, must disclose the nature of the interest to the meeting.

The Councillor must not be present at, or in sight of, the meeting:

- a) at any time during which the matter is being considered or discussed, or
- b) at any time during which the council is voting on any question in relation to the matter.

### Non-pecuniary conflicts of interests

A Councillor who has a **non-pecuniary conflict of interest** in a matter, must disclose the relevant private interest in relation to the matter fully and on each occasion on which the non-pecuniary conflict of interest arises in relation to the matter.

### Significant non-pecuniary interests

A Councillor who has a **significant** non-pecuniary conflict of interest in relation to a matter under consideration at a council meeting, must manage the conflict of interest as if they had a pecuniary interest in the matter.

### Non-significant non-pecuniary interests

A Councillor who determines that they have a non-pecuniary conflict of interest in a matter that is **not significant** and does not require further action, when disclosing the interest must also explain why conflict of interest is not significant and does not require further action in the circumstances.

## MEETING NOTICE

A meeting of the  
**City Performance Committee**  
will be held in the Committee Room, Botany Town Hall  
1423 Botany Road, Botany  
(Corner of Edward Street and Botany Road, Botany)  
on **Wednesday 9 April 2025 at 6:30pm**

## AGENDA

<b>1</b>	<b>ACKNOWLEDGEMENT OF COUNTRY.....</b>	<b>6</b>
<b>2</b>	<b>APOLOGIES, LEAVE OF ABSENCE &amp; ATTENDANCE VIA AUDIO-VISUAL LINK</b>	<b>6</b>
<b>3</b>	<b>DISCLOSURES OF INTEREST .....</b>	<b>6</b>
<b>4</b>	<b>MINUTES OF PREVIOUS MEETINGS .....</b>	<b>7</b>
	4.1 Minutes of the City Performance Committee Meeting - 12 February 2025 .....	7
<b>5</b>	<b>ITEMS BY EXCEPTION .....</b>	<b>12</b>
<b>6</b>	<b>PUBLIC FORUM .....</b>	<b>12</b>
<b>7</b>	<b>REPORTS .....</b>	<b>13</b>
	CP25.005 Response to Notice of Motion - Development Application (DA) Performance Dashboard and Prioritising Customer Service.....	13
	CP25.006 Response to Councillor Visioning at Strategic Planning Day .....	16
	CP25.007 Draft Delivery Program 2025-2029.....	32
	CP25.008 Draft Asset Management Policy, Draft Asset Management Strategy 2025-2035 & Draft Asset Management Plans for Property, Transport, Stormwater and Open Space.....	37
	CP25.009 Draft Workforce Management Strategy 2025-2029 .....	47
	CP25.010 Draft Long-Term Financial Plan 2025-2035.....	50
	CP25.011 Draft Operational Plan & Budget 2025-26 and Draft Fees & Charges 2025-26 .....	57
	CP25.012 Lydham Hall Committee.....	67

The meeting will be video recorded and live streamed to the community via Council's YouTube channel, in accordance with Council's Code of Meeting Practice.

Meredith Wallace  
**General Manager**

**1 ACKNOWLEDGEMENT OF COUNTRY**

Bayside Council acknowledges the Bidjigal Clan, the traditional owners of the land on which we meet and work and acknowledges the Gadigal people of the Eora Nation. Bayside Council pays respects to Elders past and present.

**2 APOLOGIES, LEAVE OF ABSENCE & ATTENDANCE VIA AUDIO-VISUAL LINK**

**3 DISCLOSURES OF INTEREST**

In accordance with Council's Code of Meeting Practice, Councillors are reminded of their Oath or Affirmation of Office made under Section 233A of the Local Government Act and their obligations under the Council's Code of Conduct to disclose and appropriately manage conflicts of interest.

## **4 MINUTES OF PREVIOUS MEETINGS**

### **City Performance Committee**

**9/04/2025**

Item No	4.1
Subject	<b>Minutes of the City Performance Committee Meeting - 12 February 2025</b>
Report by	Richard Sheridan, Director City Performance
File	SF24/8148

---

### **Officer Recommendation**

That the Minutes of the City Performance Committee meeting held on 12 February 2025 be noted.

---

### **Present**

Councillor Edward McDougall, Mayor  
Councillor Soraya Kassim, Chairperson  
Councillor Chris Saravinovski (via Audio-Visual link)  
Councillor Jerome Boutelet

### **Also present**

Meredith Wallace, General Manager  
Richard Sheridan, Director City Performance  
Sally Fernandez, Manager Customer Experience  
Helen Tola, Manager Governance & Risk (via Audio-Visual link)  
Luke Phillips, Manager Finance  
Waisale Iowane, Head of Financial Strategy & Reporting  
Karen Barrass, Lead Governance  
Linda Hackett, Governance Officer  
Nabin Bhattarai, IT Service Management Officer

---

The Chairperson opened the meeting in the Committee Room, Botany Town Hall at 7:06 pm.

## **1 Acknowledgement of Country**

Bayside Council acknowledges the Bidjigal Clan, the traditional owners of the land on which we meet and work and acknowledges the Gadigal people of the Eora Nation. Bayside Council pays respects to Elders past and present.

## **2 Apologies, Leave of Absence & Attendance Via Audio-Visual Link**

### **Apologies**

#### **Committee Recommendation** (Councillors McDougall and Boutelet)

That the following apologies be received and leave of absence granted:

- Councillor Heidi Lee Douglas, Deputy Mayor
- Councillor Douskou, Deputy Chairperson
- Councillor Bredehoeft

### **Attendance Via Audio-Visual Link**

#### **Committee Recommendation** (Councillors McDougall and Boutelet)

That Councillor Saravinovski's attendance at tonight's meeting via audio-visual link be granted.

## **3 Disclosures of Interest**

There were no disclosures of interest.

## **4 Minutes of Previous Meetings**

### **[4.1 Minutes of the City Performance Committee Meeting - 4 December 2024](#)**

#### **Committee Recommendation**

Moved by Councillor McDougall and Boutelet

That the Minutes of the City Performance Committee meeting held on 4 December 2024 be noted.

### **4.2 Business Arising**

The Committee notes that the Minutes of the City Performance Committee of Wednesday 4 December 2024 were received and the recommendations therein were adopted by the Extraordinary Council Meeting of 11 December 2024 with the exception of the following:

#### **11.4 CP24.024 De-amalgamation Community Consultation Results**

##### **RESOLUTION**

Minute No. 2024/001

Resolved on the motion of Councillors Nagi and Strong



- 1 That the report De-amalgamation Community Consultation Results be received and noted.
- 2 That the de-amalgamation business case prepared earlier this year be referred to the Minister for Local Government, the Hon Ron Hoenig, for consideration.
- 3 That Council does not continue to pursue the de-amalgamation unless any costs associated with the assessment of the business case and, going forward, all costs related to the de-amalgamation process be funded by the NSW Government, so that the ratepayers of Bayside are not financially disadvantaged.
- 4 That Council publish on its website the full report and also the most recent report provided to Councillors detailing the record of income and expenditure of Council since amalgamation, reported in accordance with the boundaries of the former Rockdale and Botany Councils.

## 5 Items by Exception

There were no items by exception.

## 6 Public Forum

There were no speakers for Public Forum.

## 7 Reports

### [CP25.001 2024-25 Quarterly Budget Review Statement \(QBRs\) - December 2024](#)

Note: A presentation was given by Waisale Iowane, Head of Financial Strategy & Reporting.

### **Committee Recommendation**

Moved by Councillor Boutelet and McDougall

- 1 That Council Review the Quarterly Budget Review Statement by the Responsible Accounting Officer (RAO) for the Quarter ended 31 December 2024 and it be received and noted.
- 2 That Council, in accordance with clauses 203 and 211 of the Local Government (General) Regulations 2021, adopt the proposed variations to the revised budget detailed in Attachment 1 to this report are adopted by Council and the changes to income, expenditure and reserve items be voted.

**CP25.002    Response to Notice of Motion - Identifying cost savings in Council operations for community projects**

Note: A presentation was given by Richard Sheridan, Director City Performance.

**Committee Recommendation**

Moved by Councillor Boutelet and McDougall

That Council receive and note this report, Response to Notice of Motion - Identifying cost savings in Council operations for community projects.

**Procedural Motion – Adjournment of Meeting**

Councillor Kassim adjourned the meeting at 7.24 pm for a period of 5 minutes in the absence of a quorum.

The meeting reconvened at 7.29 pm with all Councillors previously present (in person and/or via audio visual link) in attendance.

**CP25.003    Customer Experience Statistics**

Note: A presentation was given by Richard Sheridan, Director City Performance and Sally Fernandez, Manager Customer Experience.

**Committee Recommendation**

Moved by Councillor McDougall and Boutelet

That Council receive and note the Customer Experience operating statistics report.

**CP25.004    The Glen Village Limited - Request to Transfer Share**

Note: A presentation was given by Richard Sheridan, Director City Performance.

**Committee Recommendation**

Moved by Councillor McDougall and Boutelet

That Council resolve to transfer the “Z” Class share it holds in The Glen Village Limited ABN 96 001 570 743 (“Company”) to the Company for consideration of \$1 and delegate authority to the General Manager to execute all documents necessary or reasonably required to effect the transfer.

The next meeting will be held in the Committee Room at Botany Town Hall on Wednesday 12 March 2025.

The Chairperson closed the meeting at 7:35 pm.

## **Attachments**

Nil

**5 ITEMS BY EXCEPTION**

These are items that have been identified to be confirmed in bulk in accordance with the Officer Recommendation and without debate. These items will not include items identified in the Public Forum, items in which councillors have declared a Significant Conflict of Interest and a Pecuniary Interest, items requiring a Division and any other item that a Councillor has identified as one they intend to speak on or vote against the recommendation

**6 PUBLIC FORUM**

Members of the public, who have applied to speak at the meeting, will be invited to address the meeting.

Any item the subject of the Public Forum will be brought forward and considered after the conclusion of the speakers for that item.

## 7 REPORTS

### City Performance Committee

9/04/2025

Item No	CP25.005
Subject	<b>Response to Notice of Motion - Development Application (DA) Performance Dashboard and Prioritising Customer Service</b>
Report by	Meredith Wallace, General Manager
File	F24/38

---

### Summary

This report is in response to a Notice of Motion submitted at Councils meeting of 27 November 2024 by Councillors Poulos and Nagi which resolved that:

That Council adopts the standard set by the Department of Planning, Housing & Infrastructure (DPHI) by considering establishing its own development application (DA) performance dashboard to be published on its website and within all Customer Service Centres.

That Council provides a report showcasing how the performance dashboard portal could be expanded to incorporate additional service level tools to inform residents and ratepayers about our delivery channels and programs (including costs, timings, and development).

---

### Officer Recommendation

That Council receives and notes the presentation and report.

---

### Background

A notice of Motion by Councillors Poulos and Nagi was submitted to the 27 November 2024 Council meeting and resolved that:

That Council adopts the standard set by the Department of Planning, Housing & Infrastructure (DPHI) by considering establishing its own development application (DA) performance dashboard to be published on its website and within all Customer Service Centres.

That Council provides a report showcasing how the performance dashboard portal could be expanded to incorporate additional service level tools to inform residents and ratepayers about our delivery channels and programs (including costs, timings, and development).

As requested a Bayside DA Dashboard will be featured on our website, offering a clear overview of monthly Development Application statistics, including:

- Bayside's average lodgement days against the NSW Planning's expected lodgement timeframe
- Bayside's average assessment days
- Number of applications assessed

In addition to the DA Dashboard, we've developed a *Bayside at a Glance* monthly performance dashboard. This will provide the community with valuable insights into Council operations, covering aspects such as service timing, service volume, operational efficiency, and performance across various key areas.

This will be featured on all digital screens within our libraries and customer service centres, on social media channels and featured in our electronic newsletters, Talking Bayside and Inside Bayside.

Each month, a rotating theme will spotlight a key area, such as Waste, Presentation, Recreation & Events, Environment, Libraries, Engagement, and Projects. Planning performance and customer service statistics will be included in every feature.

### Financial Implications

Not applicable	<input checked="" type="checkbox"/>	
Included in existing approved budget	<input type="checkbox"/>	<<Enter comment if required or delete>>
Additional funds required	<input type="checkbox"/>	<<Enter comment if required or delete>>

### Community Strategic Plan

Theme One – In 2035 Bayside will be a vibrant and liveable place	<input type="checkbox"/>
Theme Two – In 2035 Our Bayside community will be connected and feel that they belong	<input checked="" type="checkbox"/>
Theme Three – In 2035 Bayside will be green, resilient and sustainable	<input type="checkbox"/>
Theme Four – In 2035 Bayside will be financially sustainable and support a dynamic local economy	<input type="checkbox"/>

### Risk Management – Risk Level Rating

No risk	<input checked="" type="checkbox"/>
Low risk	<input type="checkbox"/>
Medium risk	<input type="checkbox"/>
High risk	<input type="checkbox"/>
Very High risk	<input type="checkbox"/>
Extreme risk	<input type="checkbox"/>

### Community Engagement

Not applicable

## **Attachments**

Nil

## City Performance Committee

9/04/2025

Item No	CP25.006
Subject	<b>Response to Councillor Visioning at Strategic Planning Day</b>
Report by	Richard Sheridan, Director City Performance
File	SF25/274

---

### Summary

On Saturday 1 February 2025, the Executive and key staff led a Strategic Planning Day for our Mayor and Councillors.

At this Planning Day we asked the Mayor and Councillors the following question:  
'By 2028 I would be very proud if these things were achieved for Bayside (new or expanded services / projects / advocacy campaigns)'.

The responses from the Mayor and Councillor have been catalogued and matched against the Service & Facilities list we survey our customers on and linked to the relevant Delivery Program Objective / Operational Plan Action that will address them.

The purpose of this report to the Mayor and Councillors that items were considered and where applicable these have been included and informed the Council's Delivery Program and Operational Plan as part of the Integrated Planning & Reporting framework as being considered this evening.

---

### Officer Recommendation

That the Committee recommends that Council receives and notes this report as a summary of the Councillor Strategic Planning Day Outcomes.

---

### Background

As mentioned previously, at the Planning Day on 1 February 2025, our Mayor and Councillors were asked to answer the following question:

**'By 2028 I would be very proud if these things were achieved for Bayside (new or expanded services / projects / advocacy campaigns)'.**

Further to the Council Planning Day, the following summary has been prepared to collate the responses and to catalogue and match these against the Service & Facilities list we survey our customers on and linked to the relevant Delivery Program Objective that will address them.

The Executive Committee, Corporate Planner and Manager Governance & Risk have reviewed the various matters raised by Mayor and Councillors have been considered and where applicable these have been included and informed the Council's Delivery Program and Operational Plan as part of the Integrated Planning & Reporting framework as being considered this evening.



A summary table of the matters raised by the Mayor and Councillors has been collated and is presented as **Attachment 1** for noting by the Committee.

---

## Financial Implications

Not applicable	<input checked="" type="checkbox"/>
Included in existing approved budget	<input type="checkbox"/>
Additional funds required	<input type="checkbox"/>

---

## Community Strategic Plan

Theme One - In 2035 Bayside will be a vibrant and liveable place	<input checked="" type="checkbox"/>
Theme Two - In 2035 our Bayside community will be connected and feel that they belong	<input checked="" type="checkbox"/>
Theme Three - In 2035 Bayside will be green, resilient and sustainable	<input checked="" type="checkbox"/>
Theme Four - In 2035 Bayside will be financially sustainable and support a dynamic local economy	<input checked="" type="checkbox"/>

---

## Risk Management – Risk Level Rating

No risk	<input type="checkbox"/>
Low risk	<input type="checkbox"/>
Medium risk	<input checked="" type="checkbox"/>
High risk	<input type="checkbox"/>
Very High risk	<input type="checkbox"/>
Extreme risk	<input type="checkbox"/>

---

## Community Engagement

Not applicable.

---

## Attachments

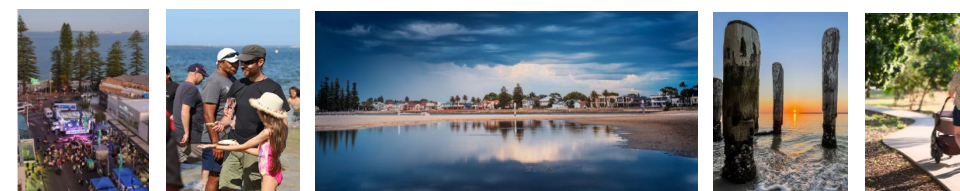
1 [↓](#) Councillor Strategic Planning Day Summary

## Councillor Strategic Planning Day Summary of Mayor and Councillor Feedback



Community Survey (Service & Facilities/Service Group)	Topic	Details	Community Strategic Plan Theme	Deliver / Partner / Advocate	Delivery Program Ref #	Delivery Program Objective	Operational Plan Action 2025-26	Staff Comment
<b>Activation (Planning &amp; Development)</b>	Public Space activation	Creation of hotspots for regular public. Space activation e.g. Permit Plug Play style programming, and encouragement/facilitation of later trading hours for businesses around these spaces	N/A	N/A	N/A	N/A	N/A	Future Opportunity for consideration.
<b>Affordable Housing (Planning &amp; Development)</b>	Affordable Housing	Increase affordable housing stock	One - vibrant & liveable	Deliver	1.1.3.1	The Affordable Housing Strategy is developed and being implemented	Prepare a Planning Proposal to implement an Affordable Housing Contribution Scheme	Notice of Motion considered recently for action.
<b>Anti-Social Behaviour - Public Safety (Regulation &amp; Compliance)</b>	Jet Skis	Coastline restorations including Jet Ski prohibition/exclusion zones and more protection for shorebirds.	One - vibrant & liveable	Deliver	1.1.1.3	Our Community Safety Strategy is relevant and actively implemented	Deliver the Summer Foreshore Program	Notice of Motion considered recently for action.
	Noise cameras	Fine implementation and more noise cameras (e.g. Clareville and Moate Avenue)	One - vibrant & liveable	Partner	1.1.1.2	Council has effectively developed and maintained key partnerships to improve community safety	Develop and maintain the partnership the NSW Police to support Council programs and initiatives	Objective in Delivery Program and Action in Operational Plan. Noise cameras are already being trialled in Bayside Council Local Government Area. TfNSW initiative. Fine implementation is a Business as Usual activity.
	Collaboration with police on anti-social behaviour	Anti-social behaviour – hooning, graffiti (include outreach programs)	One - vibrant & liveable	Deliver	1.1.1.3	Our Community Safety Strategy is relevant and actively implemented	Deliver year 3 of the Community Safety Strategy action plan	Objective in Delivery Program and Action in Operational Plan. Community Safety Strategy contains various actions e.g. Maintain effective partnerships with police and other stakeholders through Local Community Safety Precinct Committees (LCSPC) to better understand crime and antisocial behaviour. E.g Advocate for increased road safety including greater enforcement by NSW Police in anti –social hotspot locations.

## Councillor Strategic Planning Day Summary of Mayor and Councillor Feedback



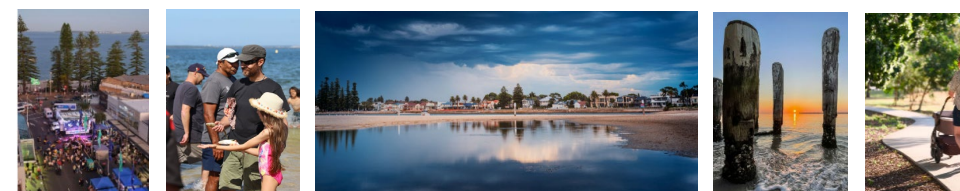
Community Survey (Service & Facilities/Service Group)	Topic	Details	Community Strategic Plan Theme	Deliver / Partner / Advocate	Delivery Program Ref #	Delivery Program Objective	Operational Plan Action 2025-26	Staff Comment
<b>Appearance of local area/town centres (Parks &amp; Open Space)</b>	King Street Mall	King Street Mall extended to the railway. Any future approval to the CBA Building should factor in a continuation of King Street and we must include this in our DCP/LEP.	N/A	N/A	N/A	N/A	N/A	DCP and LEP already include provisions requiring the widening of the lane when adjoining sites redevelop.
	Walz Street, Rockdale (improvements)	Walz Street side of Rockdale has to be improved a lot of work and construction has been done on the west side, more needs to be done on the east side of Rockdale.	N/A	N/A	N/A	N/A	N/A	Notice of Motion.
	Green Space	Green spaces, parks, verges etc are well maintained, more trees across the wards, allocation of resources is fair and equal across the whole council e.g. Bardwell Valley, more open spaces.	One - vibrant & liveable	Deliver	1.1.4.1 & 1.3.2.2	Bayside's parks and open spaces are and fit for purpose and well-maintained PLUS Bayside's public spaces are maintained to maximise their attractiveness	Deliver the turf mowing maintenance program for all parks and reserves PLUS Deliver the residential street sweeping program PLUS Deliver Town Centres Cleaning Program PLUS Landscape and maintain Council's gardens	Business as usual.
	Streetscape presentation	More budget allocated to presentation and services e.g. street sweeping, tree trimming, flood mitigation, park presentation, garden bed beautification and annuals.	One - vibrant & liveable	Deliver	1.1.4.1 & 1.3.2.2	Bayside's parks and open spaces are and fit for purpose and well-maintained PLUS Bayside's public spaces are maintained to maximise their attractiveness	Deliver the turf mowing maintenance program for all parks and reserves PLUS Deliver the residential street sweeping program PLUS Deliver Town Centres Cleaning Program PLUS Landscape and maintain Council's gardens	Business as usual.
	Streetscape presentation	Flood Study for Wolli Creek and Associated Actions.	Three - green & Resilient	Deliver	3.1.2.1	Council's built and natural environments are more resilient to natural disasters	N/A	Existing Flood Study.
<b>Can engage with Council in a manner of my choosing –</b>	Customer Experience	Invest in the Customer Experience - Staff training, use of Artificial Intelligence (AI)/ automation / Improving customer service including through new tools,	Four - sustainable & dynamic	Deliver	4.3.3.3	Council's use of AI (Artificial Intelligence) and technology has enhanced our customers experience	N/A	Current being investigated and trialled at Customer Service. Business as Usual activity.

## Councillor Strategic Planning Day Summary of Mayor and Councillor Feedback



Community Survey (Service & Facilities/Service Group)	Topic	Details	Community Strategic Plan Theme	Deliver / Partner / Advocate	Delivery Program Ref #	Delivery Program Objective	Operational Plan Action 2025-26	Staff Comment
<b>Customer Service (Community)</b>		e.g. AI being increasingly used to improve productivity.						
	Seamless Customer experiences	Monitoring via real time NPS, coaching, training.	Four - sustainable & dynamic	Deliver	4.3.3.1	The organisations culture reflects that a positive customer experience is central to all our actions and decisions	Develop and implement a program to regularly capture and report on customer experience satisfaction	Objective in Delivery Program and Action in Operational Plan.
<b>Car parking (Infrastructure)</b>	Parking	Parking is a major problem in the Bayside LGA we need to urgently revisit paid parking.	N/A	N/A	N/A	N/A	N/A	Future Opportunity for consideration.
	Parking projects – Ward 3	Once paid and built the costs Council would incur with the parking projects would dramatically decrease as a one off payment to build-only costs. Only other costs are maintenance and locking it up if needs be.	N/A	N/A	N/A	N/A	N/A	Future Opportunity for consideration.
	Boulevard car park and Bay Street/Brighton Le Sands Car Park Upgrade	Boulevard car park and Bay Street/Brighton Le Sands Car Park Upgrade.	One - vibrant & liveable	Deliver	1.1.2.1 & Bold Move	The Boulevard Car Park is fully designed and the Development Application submitted	Tender for design developed and advertised	Objective in Delivery Program and Action in Operational Plan. Bold Move.
	Angelo Anestis Aquatic Centre (Parking)	More parking at Angelo Anestis Aquatic Centre (Bexley Aquatic).	Two - connected and belong	Deliver	2.2.4.4	Effectively manage Council's Aquatic Centres	N/A	More parking at Angelo Anestis Aquatic Centre already completed.
<b>Climate change preparedness (Environment &amp; Waste)</b>	EV Charging	More EV charging facilities in council spaces.	Three - green & Resilient	Deliver & Advocate	3.1.4.1	Council's Environment & Resilience Strategy is relevant and actively implemented	N/A	Electric Vehicle (EV) Infrastructure referenced in the Environment & Resilience Strategy.

## Councillor Strategic Planning Day Summary of Mayor and Councillor Feedback



Community Survey (Service & Facilities/Service Group)	Topic	Details	Community Strategic Plan Theme	Deliver / Partner / Advocate	Delivery Program Ref #	Delivery Program Objective	Operational Plan Action 2025-26	Staff Comment
	Solar/Battery Wall	Cost Benefit Analysis if solar and battery wall and identify suitable sites of council properties.	Three - green & Resilient	Deliver	3.2.1.1	Councils greenhouse gas emissions are reduced by deliberate actions to improve our sustainability	Incorporate renewable and energy efficiencies in the design and construction of Council facilities when they are being built or renewed where this is practical and cost effective	Objective in Delivery Program and Action in Operational Plan.
	Environment	Protection Environment.	Three - green & Resilient	Deliver	3.1.4.1	Council's Environment & Resilience Strategy is relevant and actively implemented	Deliver the Heat Smart Program in line with the Net Zero Emissions Pathway Plan	Business as usual - refer to Environment & Resilience Strategy.
<b>Community facilities buildings/halls (Community)</b>	Bexley North Community Centre	Bexley North Community Centre - Clear indication on works to be done.	N/A	N/A	N/A	N/A	N/A	Future Opportunity for consideration.
	Arncliffe Community Hall	Arncliffe Community Hall.	One - vibrant & liveable	Deliver	1.3.2.3 & Bold Move	The Arncliffe Community Hub is open and being enjoyed by the community	Develop and adopt the design for the interior fit out	Objective in Delivery Program and Action in Operational Plan. Bold Move.
	Brighton Library/Community Hub	Brighton Library/Community Hub.	Two - connected and belong	Deliver & Partner	2.2.4.2	We have optimised opportunities to activate our public spaces as safe, functional, vibrant and accessible for our diverse community	N/A	
<b>Community groups and support networks for residents (Community)</b>	Service Delivery	Service delivery - prompt, respectful service delivery for our community. Reduced time to serve, because active maintenance.	Four - sustainable & dynamic	Deliver	4.3.3.1	The organisations culture reflects that a positive customer experience is central to all our actions and decisions	Develop and implement a program to regularly capture and report on customer experience satisfaction	Objective in Delivery Program and Action in Operational Plan.
<b>Connectivity (Community)</b>	Wolli Creek/Cahill Park	Footbridge linking Wolli Creek and Cahill Park.	N/A	N/A	N/A	N/A	N/A	Advocacy piece Princes Highway.
	Kamay Greenway	Kamay Greenway.	One - vibrant & liveable	Deliver	1.2.1.1 & Bold Move	Kamay Greenway Active Transport Corridor construction has commenced	Develop Draft Master Plan	Objective in Delivery Program and Action in Operational Plan. Bold Move.



## Councillor Strategic Planning Day Summary of Mayor and Councillor Feedback



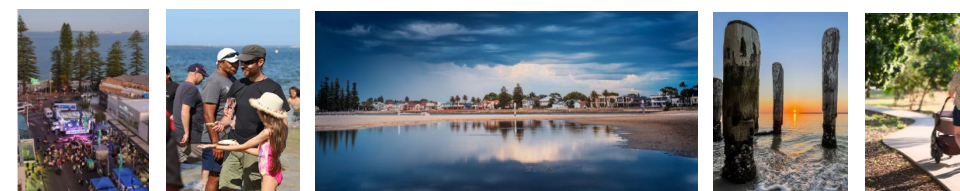
Community Survey (Service & Facilities/Service Group)	Topic	Details	Community Strategic Plan Theme	Deliver / Partner / Advocate	Delivery Program Ref #	Delivery Program Objective	Operational Plan Action 2025-26	Staff Comment
	Lighting improvements	Ongoing improvement of recreational and active transport corridors, such as link improvement (e.g. incomplete sections of Barton and Riverine Park walkway) and lighting improvements (e.g. Cook Park foreshore)	One - vibrant & liveable	Deliver	1.2.1.2 & Bold Move	Arncliffe to Barton Park Active Transport Corridor is open and being enjoyed by the community	Complete Stage 1 Design	Objective in Delivery Program and Action in Operational Plan.
	Sir Joseph Banks Park North End	Sir Joseph Banks (SJB) North end renewal/activation See: Lachlan Swamp Centennial Park, Auburn Botanic Gardens, National Arboretum	One - vibrant & liveable	Deliver	1.3.2.6 & Bold Move	Sir Joseph Banks Park improvements are completed and being enjoyed by the community	N/A	Future Opportunity for consideration.
	Nature trail	Nature trail from Bay to Bardwell Valley and connecting through to Wolli Creek (bikes and pedestrians).	Three - green & Resilient	Deliver	3.3.5.3	Bayside's waterways and wetlands are healthy and enjoyed by our community	N/A	Active Transport and Business as Usual.
	Centennial Park to Sir Joseph Banks nature trail	Centennial Park to Sir Joseph Banks nature trail over/through wetlands/waterways (see Malabar Headland)	Three - green & Resilient	Deliver	1.3.2.6 & Bold Move	Sir Joseph Banks Park improvements are completed and being enjoyed by the community	N/A	Future Opportunity for consideration.
<b>Council decision-making reflects community opinion (Executive Management &amp; Governance)</b>	Gateway and Town Centre	Gateway and Town Centre public and developed through existing local engagement across each local community in order to ensure that it is timely, speak to the local community (e.g. Forest Road over railway line / First Street).	N/A	N/A	N/A	N/A	N/A	Future Opportunity for consideration. Further information required.
	Peace Initiatives and ethical governance	Champion Peace initiatives advocating for ethical governance by ensuring our council makes responsible choices regarding international supply chains, divestment, and peacebuilding, in line with my broader commitment to justice, including Indigenous rights and sustainable policy.	N/A	N/A	N/A	N/A	N/A	Noted.

## Councillor Strategic Planning Day Summary of Mayor and Councillor Feedback



Community Survey (Service & Facilities/Service Group)	Topic	Details	Community Strategic Plan Theme	Deliver / Partner / Advocate	Delivery Program Ref #	Delivery Program Objective	Operational Plan Action 2025-26	Staff Comment
	Protecting green spaces and increased canopy	Environmental justice, protecting green spaces, increased canopy and advocating for stronger policies on renewable energy, waste reduction, and sustainable development to ensure Bayside leads in climate action and circular economic principles.	N/A	N/A	N/A	N/A	N/A	Noted.
<b>Cultural Events &amp; Activities (Community)</b>	Arts and Culture	Rockdale is Arts and Culture hub - Lydham Hall, Guild Theatre updates - bringing in Graffiti art and street festivals.	One - vibrant & liveable	Deliver, Advocate & Partner	1.2.4.1	Our Arts & Culture Strategy is relevant and actively implemented	Activate creative suburbs to strengthen growing creative precincts	Actions in Arts & Culture Strategy
	Artist in Residence	Site for an artist in residence program.	One - vibrant & liveable	Deliver, Advocate & Partner	1.2.4.1	Our Arts & Culture Strategy is relevant and actively implemented	Activate creative suburbs to strengthen growing creative precincts	Actions in Arts & Culture Strategy
	History, Arts and Culture	History, Art and Culture trail Rockdale (Lydham Hall, Guild Theatre History).	Two - connected and belong	Deliver	2.1.1.1 & 4.2.1.1	Council respects and celebrates its history and heritage	N/A	Year 2 Operational Plan Action.
<b>Cycleways (Infrastructure)</b>	Cycleways	Cycle ways particularly east/west connections.	One - vibrant & liveable	Deliver	1.2.3.1	Council's spaces and places are better connected	Scope funded short term actions in the Bike Plan	Objective in Delivery Program and Action in Operational Plan.
	Walk and Cycle	Make it easy for people to walk and cycle.	One - vibrant & liveable	Deliver	1.2.3.1	Council's spaces and places are better connected	Scope funded short term actions in the Bike Plan	Objective in Delivery Program and Action in Operational Plan.
	Parks – Bicycle/Walking Track	All new park replacements to have if possible a children's size bicycle/walking track.	One - vibrant & liveable	Deliver	1.2.3.1	Council's spaces and places are better connected	Scope funded short term actions in the Bike Plan	Objective in Delivery Program and Action in Operational Plan.
<b>Events &amp; Festivals (Community)</b>	Open Streets Program	Open streets program with unifying branding.	One - vibrant & liveable	Deliver & Partner	1.3.1.1	Bayside's local areas and town centres are vibrant and active	N/A	Future Opportunity.
	Festival and Events	Festivals and events - multicultural and fun.	Two - connected and belong	Deliver	2.1.2.1	Bayside's events, arts and culture activities encourage participation and creativity from our diverse community	N/A	Deliver Major Events Program is a Business as Usual activity. Annual Events Plan is be reported to Council in May 2025. Business as usual.

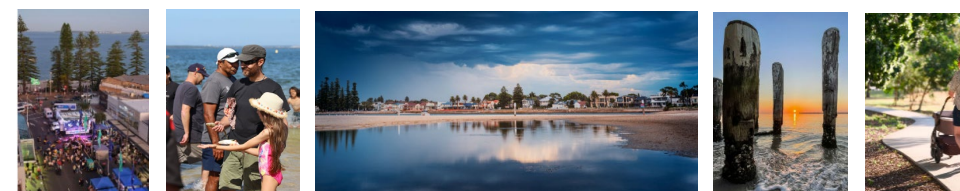
## Councillor Strategic Planning Day Summary of Mayor and Councillor Feedback



Community Survey (Service & Facilities/Service Group)	Topic	Details	Community Strategic Plan Theme	Deliver / Partner / Advocate	Delivery Program Ref #	Delivery Program Objective	Operational Plan Action 2025-26	Staff Comment
	Major Events identify	Improving the identify of our major event schedule e.g., creating more cohesion around the program so that events are less ad hoc/one-off	Two - connected and belong	Deliver	2.1.2.1	Bayside's events, arts and culture activities encourage participation and creativity from our diverse community	N/A	Deliver Major Events Program is a Business as Usual activity. Annual Events Plan is be reported to Council in May 2025. Business as usual.
	Co organisation of community events i.e. riverside Wolli Creek Festival or Rockdale Lanes Event	Promoting the co-organisation of community events like a potential riverside Wolli Creek Festival, a multicultural, community-driven event that celebrates diversity, art, and environmental sustainability while strengthening local connections. Similarly, a Rockdale Lanes Event could inject new energy into the area by showcasing youth and all ages culture, music, art, and food, creating economic opportunities for local businesses and fostering a dynamic public space. I really think we need to put on a pro diversity and pro multicultural events soon to bring people together in this crisis of polarisation we are currently experiencing.	Two - connected and belong	Deliver	2.1.2.1	Bayside's events, arts and culture activities encourage participation and creativity from our diverse community	Investigate opportunities to activate sites or deliver art to reflect our commitment to Arts and Culture	Noted
<b>Financial Management (Corporate Services)</b>	Property	Have a clear outcome in relation to Bexley North Bowling Club. 72 Laycock Street, Bexley	Four - sustainable & dynamic	Deliver	4.3.5.2	Council's Land & Property Strategy is relevant and actively implemented, meeting our community's expectations for these assets	Develop and adopt option for the optimisation of 72 Laycock Avenue Bexley North	Objective in Delivery Program and Action in Operational Plan.
	Sustainable Income streams	Billboard advertising, paid parking for non-residents	Four - sustainable & dynamic	Deliver	4.3.6.3	Council actively seeks revenue opportunities to enhance its financial sustainability	N/A	Future Opportunity for consideration.

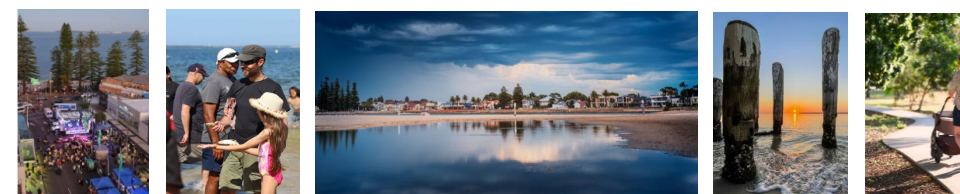


## Councillor Strategic Planning Day Summary of Mayor and Councillor Feedback



Community Survey (Service & Facilities/Service Group)	Topic	Details	Community Strategic Plan Theme	Deliver / Partner / Advocate	Delivery Program Ref #	Delivery Program Objective	Operational Plan Action 2025-26	Staff Comment
<b>Graffiti is adequately removed + Litter control and illegal dumping (Regulation &amp; Compliance)</b>	Seek power-washing hiring companies, invest in the equipment	If investment is made it can be undertaken quarterly or annually on high pedestrian crossings (i.e. at Brighton footpaths), Council plaques and historical artifacts. Only training if we purchase them – one-off cost. This will beautify the Council, look clean and aesthetic and hopefully push to stop littering in the area if the streets are clean	N/A	N/A	N/A	N/A	N/A	Business as usual.
<b>Litter control and illegal dumping (Regulation &amp; Compliance)</b>	Vehicles/Unregistered/Dumped	Being so close to the airport a lot of vehicles are dumped around streets close to the airport and we need to have technology to identify unregistered vehicles and vehicles without number plates.	N/A	N/A	N/A	N/A	N/A	Business as usual.
<b>Management of coastline / beaches (Waste &amp; Environment)</b>	Renewal of Dolls Point Baths.	Renewal of Dolls Point Baths.	N/A	N/A	N/A	N/A	N/A	Future Opportunity for consideration.
	Pollution Free	Plan for pollution free Botany Bay-PFAS and micro plastics free!	Three - green & Resilient	Deliver	3.3.2.1	The Bayside community will be more actively involved in improving our natural environment and biodiversity	N/A	Council can only take on an advocacy role only.
	Spring Creek Revitalisation	Spring Creek Revitalisation/Naturalisation	N/A	N/A	Bold move	N/A	N/A	This project is progressing in conjunction with the Riverine Park Masterplan. Design of the first stage is progressing using a Federal Grant.
<b>Ovals &amp; Sporting Fields (Parks &amp; Open Space)</b>	Synthetic Fields	Synthetic fields - we need an open spaces strategy and a field surfaces strategy to have a thorough process around options for sporting facilities.	N/A	N/A	N/A	N/A	N/A	Addressed in Capital Project Plan, following Council resolution.
	Synthetic sports fields	Synthetic sports fields ward 1/2 Jellicoe/L'Estrange.	One - vibrant & liveable	Deliver	1.3.4.1	Our strategic plans are relevant and being actively implemented	Develop and adopt the L'Estrange Park Master Plan	Addressed in Capital Project Plan, following Council resolution.
	All weather fields	Delivery of all-weather fields at Jellicoe Park and L'Estrange Park.	One - vibrant & liveable	Deliver	1.3.4.1	Our strategic plans are relevant and being actively implemented	Develop and adopt the L'Estrange Park Master Plan	Addressed in Capital Project Plan, following Council resolution.

## Councillor Strategic Planning Day Summary of Mayor and Councillor Feedback



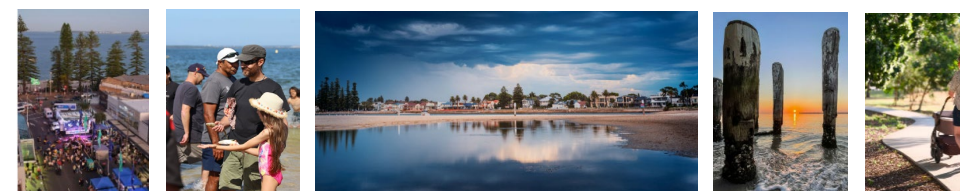
Community Survey (Service & Facilities/Service Group)	Topic	Details	Community Strategic Plan Theme	Deliver / Partner / Advocate	Delivery Program Ref #	Delivery Program Objective	Operational Plan Action 2025-26	Staff Comment
	Synthetic sports fields	Masterplan for Le'Strange Park Mascot - Synthetic Park	One - vibrant & liveable	Deliver	1.3.4.1	Our strategic plans are relevant and being actively implemented	Develop and adopt the L'Estrange Park Master Plan	Addressed in Capital Project Plan.
	Open Space	More Open Space in Mascot - Linear Park Development	One - vibrant & liveable	Deliver, Advocate & Partner	1.3.3.1	New developments in Bayside are improving the amenity of the area	N/A	Future Opportunity for consideration.
<b>Parks and playgrounds (Parks &amp; Open Space)</b>	Temporary parks	Areas awaiting development like in Belmore St Arncliffe – currently an eyesore and dump ground – could be turned into temporary parks until development happens. Also the large grass space at the corner of Turrella and Walter St Turrella currently fenced off could be open for dog walkers etc	N/A	N/A	N/A	N/A	N/A	Noted. Temporary Parks not proposed to be investigated or planned.
	Parks	Small pocket parks (like Inner West Council).	One - vibrant & liveable	Deliver	1.1.4.1	Bayside's parks and open spaces are and fit for purpose and well-maintained	N/A	References in Development Contributions Plan.
	Riverine Park Renewal	Riverine Park Renewal with addition of mountain bike training / play area on future field that is unleased / unlicensed so far.	One - vibrant & liveable	Deliver	N/A	N/A	N/A	Future Opportunity for consideration.
	Dog Park	Linear Park dog park.	Two - connected and belong	Deliver	2.2.3.2	Pets are valued and welcome in Bayside	N/A	Future Opportunity for consideration. Report being considered by Committees.
<b>Planning for local economic development &amp; growth (Planning &amp; Development)</b>	Rockdale Strip	Upgrade to boost small businesses in Rockdale Strip.	Four - sustainable & dynamic	Deliver	1.3.2.1	Rockdale Centre Master Plan is adopted and being actively implemented.	Finalise the Master Plan for adoption.	Objective in Delivery Program and Action in Operational Plan. 10 Bold move. Future Opportunity for consideration.
	Night-time Economy	Further steps towards development of the nighttime economy, particularly in high density town centre areas (e.g. Mascot/ Wolli Creek).	Four - sustainable & dynamic	Deliver & Partner	4.1.4.1	There is a nighttime economy in Bayside and it is vibrant and safe	Establish a night-time economy plan that is inclusive of activation, night safety, increased night-time business	Objective in Delivery Program.
	Social Cohesion	Further improvement in social cohesion through concerted action to consciously build bridging social capital with opportunities for conversations across difference.	Four - sustainable & dynamic	Deliver & Partner	4.1.2.1	Council is an active member of the relevant regional networks		This is not a current focus of the Council.

## Councillor Strategic Planning Day Summary of Mayor and Councillor Feedback



Community Survey (Service & Facilities/Service Group)	Topic	Details	Community Strategic Plan Theme	Deliver / Partner / Advocate	Delivery Program Ref #	Delivery Program Objective	Operational Plan Action 2025-26	Staff Comment
	Night-time Economy	More vibrancy and night-time activation across LGA	Four - sustainable & dynamic	Deliver	4.1.4.1	There is a nighttime economy in Bayside and it is vibrant and safe	N/A	Objective in Delivery Program.
	TipShop	TipShop - circular economy	N/A	N/A	N/A	N/A	N/A	Noted. Bower Reuse & Repair Centre is located in Marrickville (in the adjoining LGA).
	Sustainable Income streams	Sustainable Income streams i.e. food/wellbeing.	N/A	N/A	N/A	N/A	N/A	Noted. A Notice of Motion is required to enable Council to consider such and make a decision.
	Rockdale Masterplan	Rockdale Masterplan and renewal of Town Centre.	One - vibrant & liveable	Deliver	1.3.2.1 & Bold Move	Rockdale Centre Master Plan is adopted and being actively implemented.	Finalise the Master Plan for adoption	Objective in Delivery Program and Action in Operational Plan.
	Boulevard car park and Brighton Le Sands Masterplan	Brighton Town Centre Masterplan Boulevard car park under construction and Brighton Le Sands Masterplan completed and endorsed	One - vibrant & liveable	Deliver	1.1.2.1 & Bold Move	The Boulevard Car Park is fully designed and the Development Application submitted	Tender for design developed and advertised	Objective in Delivery Program and Action in Operational Plan.
	Rockdale Spine	Master planning completed and early works planned for Rockdale Spine	One - vibrant & liveable	Deliver	1.3.2.1 & Bold Move	Rockdale Centre Master Plan is adopted and being actively implemented	Finalise the Master Plan for adoption	Objective in Delivery Program and Action in Operational Plan.
<b>Planning for local economic development &amp; growth</b>	Building a more vibrant, inclusive, and sustainable Bayside.	Building a more vibrant, inclusive, and sustainable Bayside.	One - vibrant & liveable	Deliver	1.3.1.1	Bayside's local areas and town centres are vibrant and active	N/A	Objective in Delivery Program.

## Councillor Strategic Planning Day Summary of Mayor and Councillor Feedback



Community Survey (Service & Facilities/Service Group)	Topic	Details	Community Strategic Plan Theme	Deliver / Partner / Advocate	Delivery Program Ref #	Delivery Program Objective	Operational Plan Action 2025-26	Staff Comment
<b>(Planning &amp; Development)</b>	Revitalise King Street	With Council sponsoring the first event, by 2028 King St events would dramatically decrease use of Council resources due a magnitude of factors, as the bigger the events get the more local businesses would contribute to workshops, pop up stores, decorations. Seek corporate sponsors that will shift and cover Council's costs. If looking into the past when the previous Rockdale Council held events these turned out with packed out crowds, community united in joy of celebrating cultural events and enjoying the local businesses. We have the Ramadan markets at Walz St which has been around over recent years but the other side of Seven ways at King St has been forgotten about and a ghost town of its former vibrant past.	Two - connected and belong	Deliver	2.1.2.1	Bayside's events, arts and culture activities encourage participation and creativity from our diverse community	Investigate opportunities to activate sites or deliver art to reflect our commitment to Arts and Culture	Objective in Delivery Program and Action in Operational Plan.
	Protection of Heritage	Protection of heritage - walls, buildings - heritage orders over our LGA.	Four - sustainable & dynamic	Deliver	4.2.1.1	Council respects and celebrates its history and heritage		Current Notice of Motion.
	Heritage Strategy	Heritage Strategy.	N/A	N/A	N/A	N/A	N/A	There is a NOM from March Council seeking information on the scope of work and cost for a heritage study. Council will provide further direction once this information is provided.
	Parks – Signage	Important is the signage upgrades in the parks that have a history e.g. Evatt Park Bexley	Two - connected and belong	Deliver	2.1.1.1 & 4.2.1.1	Council respects and celebrates its history and heritage	N/A	Business as Usual, signage implementation occurs in park upgrades.
	First Nations	True and active engagement with our First Nations History - re-issue plaques.	Two - connected and belong	Deliver	2.1.1.2	Cultural diversity is supported and celebrated in Bayside	Implement the Reconciliation Action Plan 2022-26 - Stage 2 - INNOVATE	Reconciliation Action Plan (RAP) references interpretive signage. Additionally, Council's Memorial Policy references plaques which are business as usual.
	First Nations	Recognition of our First Nations Community and History on Foreshore Botany Bay and conaming (eg Barton Park).	Two - connected and belong	Deliver	2.1.1.2	Cultural diversity is supported and celebrated in Bayside	Implement the Reconciliation Action Plan 2022-26 - Stage 2 - INNOVATE	Reconciliation Action Plan (RAP) references Contribution to the Aboriginal naming of places and roads.

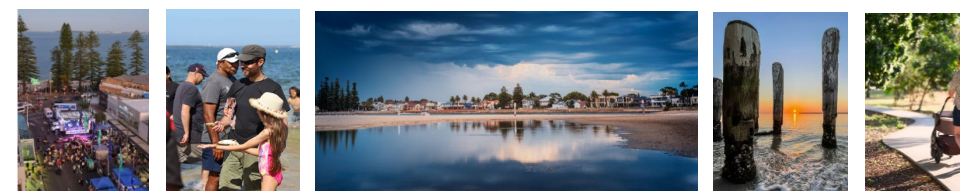


## Councillor Strategic Planning Day Summary of Mayor and Councillor Feedback



Community Survey (Service & Facilities/Service Group)	Topic	Details	Community Strategic Plan Theme	Deliver / Partner / Advocate	Delivery Program Ref #	Delivery Program Objective	Operational Plan Action 2025-26	Staff Comment
	Acknowledgement of Aboriginal History in LGA	Greater acknowledgement of Aboriginal History in our LGA (the site of initial European Contact) - include signage.	Two - connected and belong	Deliver	2.1.1.1	Council respects and celebrates its history and heritage	N/A	Reconciliation Action Plan (RAP)
<b>Public Safety (Regulation &amp; Compliance)</b>	Safer lighting	Safer lighting - addressing women's safety	One - vibrant & liveable	Deliver	1.1.1.3	Our Community Safety Strategy is relevant and actively implemented	Deliver year 3 of the Community Safety Strategy action plan	Objective in Delivery Program and Action in Operational Plan.
<b>Public Transport (Infrastructure)</b>	Active Transport	Active transport routes connect through Bayside and beyond.	One - vibrant & liveable	Deliver	Transport Strategy	Transport Strategy.	N/A	Transport Strategy.
<b>Quality of Footpaths / Connectivity (Infrastructure)</b>	Pedestrianisation	Pedestrianisation / partial pedestrianisation of Bay Street (in time for M6 opening)	N/A	N/A	N/A	N/A	N/A	Advocacy piece only.
	Pedestrianisation	Improve Safety Princes Highway Wolli Creek (Overhead Pass)	N/A	N/A	N/A	N/A	N/A	Advocacy piece only.
	Open Space	Would like to see more open space around units.	One - vibrant & liveable	Deliver	1.1.4.1	Bayside's parks and open spaces are and fit for purpose and well-maintained	N/A	Considered in Development Contributions Plan. Business as usual.
<b>Quality of local planning developments (Planning &amp; Development and Environment &amp; Waste)</b>	Open Space expansion	Investment in open space expansion through strategic property acquisition and improvement of underutilised open space, particularly around Wolli Creek and Arncliffe	One - vibrant & liveable	Deliver	1.1.4.1	Bayside's parks and open spaces are and fit for purpose and well-maintained	N/A	Considered in Development Contributions Plan. Business as usual.
	Deep soil tree plantings	Deep soil tree plantings in all developments	One - vibrant & liveable	Deliver	1.3.3.1	New developments in Bayside are improving the amenity of the area	N/A	Apartment Design Guide. Business as usual.
<b>Recycling/waste management (Environment &amp; Waste)</b>	Waste Council pick up	More organised Waste Council pick up	Three - green & Resilient	Deliver	3.4.3.1	The volume of waste diverted from landfill has increased through the community's increased participation in resource recovery programs	Deliver community recycling drop off events	Operational Plan Action references current opportunities. Not more opportunities.

## Councillor Strategic Planning Day Summary of Mayor and Councillor Feedback



Community Survey (Service & Facilities/Service Group)	Topic	Details	Community Strategic Plan Theme	Deliver / Partner / Advocate	Delivery Program Ref #	Delivery Program Objective	Operational Plan Action 2025-26	Staff Comment
<b>Sporting facilities in the area meet your needs (Community)</b>	Parks - Fitness Stations	Consider fitness stations in larger park renewals "Tindale Reserve" has been asked for a few times.	One - vibrant & liveable	Deliver	1.1.4.1	Bayside's parks and open spaces are and fit for purpose and well-maintained	N/A	All options are considered when Masterplans are developed. Business as usual.
	Fitness Station	Light Horse Park Eastlakes fitness station.	One - vibrant & liveable	Deliver	1.1.4.1	Bayside's parks and open spaces are and fit for purpose and well-maintained	N/A	All options are considered when Masterplans are developed. Business as usual.
	Basketball Courts	A full basketball court in Eastlakes and Hillsdale (potentially part of Eastlakes shopping centre redevelopment).	One - vibrant & liveable	Deliver	1.1.4.2	The opportunities for the community to use Council's sporting facilities is optimised	N/A	All options are considered when Masterplans are developed. Business as usual.
	Fitness Station	Sir Joseph Banks fitness station.	One - vibrant & liveable	Deliver	1.3.2.6 & Bold Move	Sir Joseph Banks Park improvements are completed and being enjoyed by the community	Commence construction of the new amenities and carpark upgrade	Not in current Operational Plan. To be considered when developing other parks.
	Muddy Creek Renewal and Kayak Launching	Muddy Creek Renewal and Kayak Launching	Three - green & resilient	Deliver	3.3.5.3	Bayside's waterways and wetlands are healthy and enjoyed by our community	N/A	Not in current Operational Plan.
<b>Support for the multicultural community (Community)</b>	Strengthening our commitment to Diversity, Equity and Inclusion (DEI) is strengthened regardless of national political shifts.	Make sure our commitment to Diversity, Equity and Inclusion (DEI) is strengthened regardless of national political shifts.	Two - connected and belong	Deliver	2.1.4.1	People with disability are included and considered in Council's planning and decision making	Review and update the Disability Inclusion Action Plan	Objective in Delivery Program and Action in Operational Plan.
<b>Traffic Management (Infrastructure)</b>	M5	M5 Liberals Bexley ruined. Need to lobby the Members for Rochdale and Kogarah.	N/A	N/A	N/A	N/A	N/A	Advocacy piece only.
	Safe Streets	Safe streets - bringing trucks off Forest Road, reducing speed, close to train stations and overpasses.	N/A	N/A	N/A	N/A	N/A	Advocacy piece only.
	Trucks	Trucks off Stoney Creek Road and Forest Road	N/A	N/A	N/A	N/A	N/A	Advocacy piece only.
	Heavy vehicles using Stoney Creek and Forest Roads	Remove heavy vehicles off Forest Road and Stoney Creek Road – revival of Bexley	N/A	N/A	N/A	N/A	N/A	Advocacy piece only.

## Councillor Strategic Planning Day Summary of Mayor and Councillor Feedback



Community Survey (Service & Facilities/Service Group)	Topic	Details	Community Strategic Plan Theme	Deliver / Partner / Advocate	Delivery Program Ref #	Delivery Program Objective	Operational Plan Action 2025-26	Staff Comment
	Integrated Active Transport Links	Integrated active transport links, including after mapping against major travel to work routes and connecting populations centres to local recreational assets, and bridging the physical divide between east and west of our LGA. Collaboration with City of Sydney regarding transport links in future to Alexandria and beyond.	One - vibrant & liveable	Deliver	1.4.3.1	Bayside's Transport systems and plans are robust and support the current and future needs of the area	Scope funded short term actions in the Transport Strategy.	Objective in Delivery Program and Action in Operational Plan.
<b>Tree and canopy management (Environment &amp; Waste)</b>	Avenues of trees	Melaleuca Walk in Sir Joseph Banks (SJB)	One - vibrant & liveable	Deliver	1.3.2.6 & Bold Move	Sir Joseph Banks Park improvements are completed and being enjoyed by the community	Commence construction of the new amenities and carpark upgrade	Objective in Delivery Program and Action in Operational Plan. Future consideration of Melaleuca Walk.
	Tree – Masterplan	Street Tree Masterplan.	Three - green & Resilient	Deliver	3.3.1.1	Council's Urban Forest Strategy is relevant and actively implemented	Inspect and carry out necessary works on Councils trees including replanting	Objective in Delivery Program and Action in Operational Plan.
	More tree canopies	More tree canopies	Three - green & Resilient	Deliver	3.3.1.1	Council's Urban Forest Strategy is relevant and actively implemented	Deliver the Urban Forest Strategy year 2 key actions	Objective in Delivery Program and Action in Operational Plan.

## City Performance Committee

9/04/2025

Item No	CP25.007
Subject	<b>Draft Delivery Program 2025-2029</b>
Report by	Richard Sheridan, Director City Performance
File	SF24/5477

---

### Summary

The Integrated Planning & Reporting framework requires Council to prepare and adopt a Delivery Program by 30 June of the year following a Council election.

The Community Strategic Plan 2025-2035, adopted by Council at its meeting of 26 March 2025, identifies the community's main priorities and aspirations for the future of Bayside and includes Community Outcomes and Strategies for achieving these goals.

The Delivery Program is Council's 4 year commitment to achieving the identified priorities of the Community Strategic Plan during its term of office. All plans, projects, activities, funding, and resource allocations conducted by Council are directly linked to the Delivery Program.

The Program states the objectives that show where we will be by 2029 and the directorates responsible for implementing and reporting the actions to get there.

Also included are details on the area and our community, our elected officials and the organisation that is Bayside Council.

Council's updated 10 Bold Moves are featured and projected expenditure on Capital Projects and Service Groups for the term are incorporated. Service Reviews are also introduced in more detail. As is detail on our commitment to the community as a local government entity.

The Draft Delivery Program 2025-29 will go on public exhibition for 28 days as described in Community Engagement section of this report.

Accompanying the Delivery Program will be the Draft Resourcing Strategies and the Draft Operational Plan & Budget for 2025-26. These are being presented separately to this Committee then reported to the April Council meeting for endorsement to go on exhibition.

---

### Officer Recommendation

That the Committee:

- 1 Recommends that Council, at its Ordinary Council Meeting of 23 April 2025, endorses the Draft Delivery Program 2025-2029 (Attachment 1) for the purpose of public exhibition for a period of 28 days.
- 2 Authorises the General Manager to approve any minor editorial and design changes prior to public exhibition.



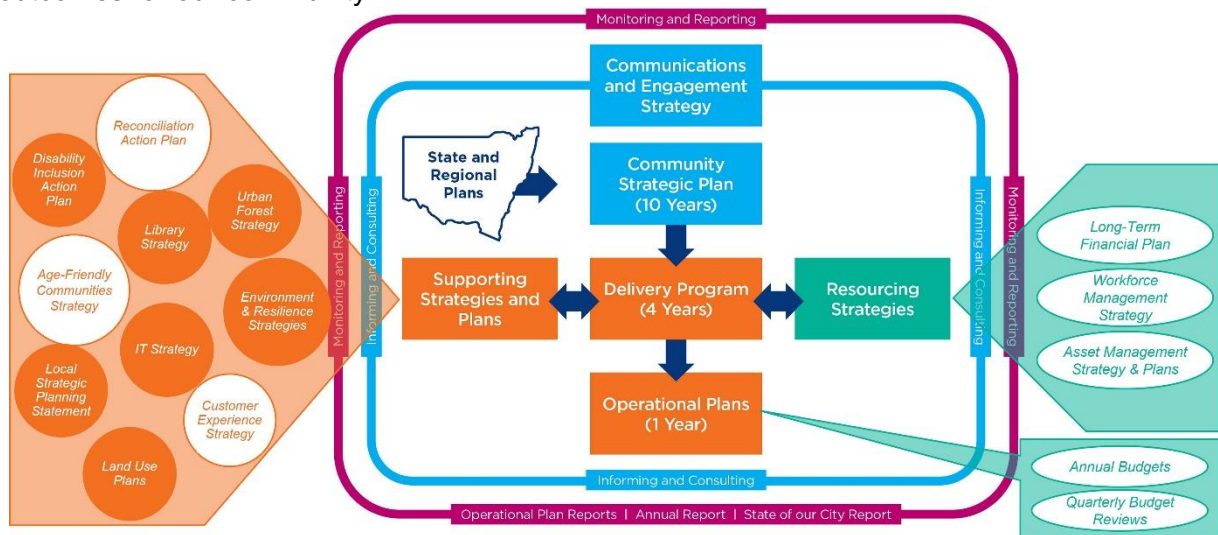
- 3 Notes that a further report will be presented to the City Performance Committee in June following the public exhibition period, detailing submissions received, and amendments made, and recommending adoption of the document.

## Background

### 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.



This report addresses part of the **Plan** section of the framework where Council sets the objectives and actions we are committed to delivering for our community, specifically:

- **Delivery Program** Council's 4 year commitment to achieving the identified priorities of the Community Strategic Plan during its term of office. It sets the outcomes 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.
- **Supporting Strategies and Plans** The Delivery Program is supported by strategies and plans developed to set the standards and direction for the services and outcomes we deliver. The supporting strategies and plans are crucial in addressing specific issues and / or details on how we are managing important areas of Bayside's people, built and natural environments.

### Developing this Delivery Program

For this term of Council we are producing a separate Delivery Program, rather than the combined Delivery Program and Operational Plan in the past.

Separating the Delivery Program enables Council to demonstrate a clear 4 year vision by stating it's objectives for the term based on the priorities from the Community Strategic Plan (CSP).

The Operational Plan therefore returns to an annual action plan detailing our specific actions and budget to achieve those objectives.

Consultation and consolidation of many pieces of work formed the basis of the Draft Delivery Program. The Delivery Program Outcomes were written to meet deliverable expectations of the CSP and address Councillor requirements.

The Community Strategic Plan (CSP) was the main driver given it reflections of the community's priorities and aspirations. The current Operational Plan was then reviewed to determine if any actions would carry over and then sort them into 4 year deliverables and 1 year actions against the new CSP with renewed Themes, Community Outcomes and Strategies.

Outcomes from the 2 Councillor Strategy sessions (October 2024 and February 2025) were a key driver in the development of the objectives, given this document is Council's commitment to the community on what it will deliver during its term.

Supporting strategies and plans were reviewed to determine the key actions and objectives for inclusion to ensure the voice of the community and Councillors recorded against these topics was incorporated.

Interviews were then held with Council's Directors and Managers to check the draft documents, ensuring all key priorities were represented and the objectives and actions were achievable.

This document, whilst setting the objectives for the next four years, will be reviewed annually and updated as required to reflect emerging issues or changed priorities. The State of Our City Report will report against the Delivery Program Outcomes.

---

### Financial Implications

- |                                      |                                     |
|--------------------------------------|-------------------------------------|
| Not applicable                       | <input checked="" type="checkbox"/> |
| Included in existing approved budget | <input type="checkbox"/>            |
| Additional funds required            | <input type="checkbox"/>            |

---

### Community Strategic Plan

- |  |                                     |
|--|-------------------------------------|
| Theme One - In 2035 Bayside will be a vibrant and liveable place                                 | <input checked="" type="checkbox"/> |
| Theme Two - In 2035 our Bayside community will be connected and feel that they belong            | <input checked="" type="checkbox"/> |
| Theme Three - In 2035 Bayside will be green, resilient and sustainable                           | <input checked="" type="checkbox"/> |
| Theme Four - In 2035 Bayside will be financially sustainable and support a dynamic local economy | <input checked="" type="checkbox"/> |

---

## Risk Management – Risk Level Rating

No risk	<input type="checkbox"/>
Low risk	<input type="checkbox"/>
Medium risk	<input type="checkbox"/>
High risk	<input checked="" type="checkbox"/>
Very High risk	<input type="checkbox"/>
Extreme risk	<input type="checkbox"/>

---

## Community Engagement

This document will go on public exhibition for 28 days with the Draft Asset Management Strategy 2025-2035 & Plans, Draft Workforce Management Strategy 2025-2029, Draft Long-Term Financial Plan 2025-2035 and the Draft Operational Plan & Budget (inc Fees & Charges) 2025-26 being presented to this Committee tonight.

### Engagement Plan

#### The Message

Your Voice, Your Vision – Our Plan to Deliver.

Bayside Council is inviting the community to provide feedback on a suite of draft documents that explain how we will implement the outcomes of your Community Strategic Plan (CSP).

- Delivery Program - a 4 year plan developed to translate the community's long-term goals from the CSP into deliverable outcomes.
- Resource Strategies, developed to ensure that Council is in the best possible position to deliver community priorities while continuing to provide services at current levels.

These documents are:

- ♦ Asset Management Strategy and 4 Asset Management Plans (Open Space, Transport, Property, and Stormwater)
- ♦ Workforce Management Strategy
- ♦ Long-Term Financial Plan
- The Operational Plan & Budget for 2025-26 (including Fees & Charges) specifies the detailed actions and funding for each activity that will be delivered and reported on annually to achieve the objectives of the Delivery Program.
  - ♦ Fees & Charges 2025-26 - Councils in NSW set specific fees and charges within a framework established by the State Government for activities and service like hiring of parks and facilities, use of libraries, certificates and applications etc. This document details the proposed Fees & Charges for Bayside for 2025-26

#### Engagement Period

The draft plans will be open for feedback from 24 April to 23 May 2025.

#### Key Engagement Activities

1. Online Participation - A dedicated 'Have Your Say' page will be available, including a survey to collect community input.

2. Informational Video – A short video explaining the key documents and the Integrated Planning & Reporting process, enabling a better understanding of the reason and expectation of the documents on exhibition.
  3. Face-to-Face Engagement – Using the Town Hall suggestion adopted via the Notice of Motion considered at Council on 26 February 2025, a public engagement session is being planned at Rockdale Town Hall on Tuesday 20 May 2025 offering an opportunity for in-person discussions. This will also be an opportunity to showcase the projects and outcomes planned for the term of Council.
  4. Promotion & Outreach - Council will actively promote the engagement process through various communication channels including social media to encourage broad community participation.
- 

## **Attachments**

- 1 [↗](#) Draft Delivery Program 2025-2029 - for Public Exhibition (Under separate cover Attachments Part One)

---

## City Performance Committee

9/04/2025

Item No	CP25.008
Subject	<b>Draft Asset Management Policy, Draft Asset Management Strategy 2025-2035 &amp; Draft Asset Management Plans for Property, Transport, Stormwater and Open Space</b>
Report by	Peter Barber, Director City Futures
File	SF24/5480

---

### Summary

The Integrated Planning & Reporting framework requires Council to adopt Resourcing Strategies, which includes the Asset Management Policy, Asset Management Strategy and Asset Management Plans for each class of asset (Property, Transport, Stormwater and Open Space), to support the Community Strategic Plan and Delivery Program.

This suite of documents serves as a strategic roadmap for managing and utilising asset resources to maximise value and efficiency. It demonstrates Council's commitment to best practice asset management and provides principles for sound asset investment decision making. Aligning assets with organisational goals it ensures sustainability, intergenerational equity, better resource allocation, and mitigation of risks.

As public facing documents, they inform the community on how we will manage community assets to deliver planned services and outcomes.

These documents are required to be publicly exhibited for 28 days. Once endorsed they will be included in the larger suite of Integrated Planning & Reporting documents being shared with the community for feedback and comments. The Engagement Plan is included in the report to this Committee on the Draft Delivery Program.

---

### Officer Recommendation

That the Committee:

- 1 Recommends that Council adopts the Draft Asset Management Policy (Attachment 1).
- 2 Recommends that Council endorses, for Public Exhibition for a period of 28 days, the:
  - 2.1 Draft Asset Management Strategy 2025-2035 (Attachment 2);
  - 2.2 Draft Asset Management Plan - Property 2025-2035 (Attachment 3);
  - 2.3 Draft Asset Management Plan - Transport 2025-2035 (Attachment 4);
  - 2.4 Draft Asset Management Plan - Stormwater 2025-2035 (Attachment 5); and
  - 2.5 Draft Asset Management Plan - Open Space 2025-2035 (Attachment 6).
- 3 Authorises the General Manager to approve any minor editorial and design changes prior to public exhibition.

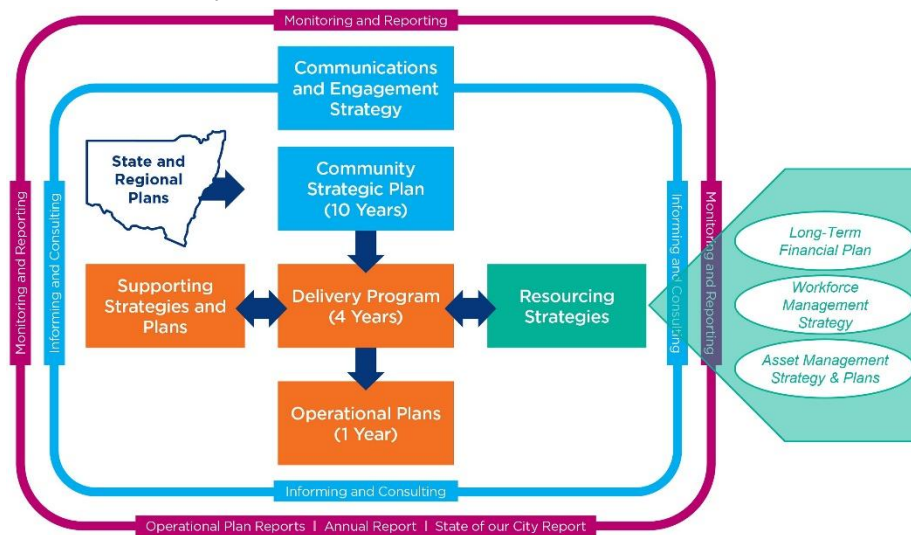
- 4 Notes a further report will be presented to the City Performance Committee in June following the public exhibition period, detailing submissions received and amendments made, and recommending adoption of the documents.

## Background

### 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.



This report addresses part of the **Fund** section of the framework where Council identifies asset resources needed to deliver planned services and outcomes for our community.

### Resourcing Strategies

The Asset Management Strategy and Plans are part of the Resourcing Strategies. These Strategies articulate how Council will allocate resources to deliver planned services and outcomes.

### Asset Management Framework

The NSW Local Government asset management framework is comprised of three key components:

#### Asset Management Policy

The Local Government Act and the Integrated Planning & Reporting framework requires Council to prepare and adopt an Asset Management Policy that states the approach to achieving the vision and principles detailed in the Asset Management Strategy and Plans.

It provides a high level framework for how a council will manage its assets, and is a Council adopted, public facing document. Its main purposes are to:

- Ensure sustainable management of public assets to meet community expectations.
- Establish principles for asset management, including accountability, transparency, and continuous improvement.
- Define roles and responsibilities for asset management within Council.

#### Asset Management Strategy

The Asset Management Strategy must be for a minimum timeframe of 10 years and should be adopted by Council by 30 June of the year following a Council election.

The Asset Management Strategy must identify assets that are critical to Council's operations and outline risk management strategies for these assets. It must include specific actions required to improve Council's asset management capability and projected resource requirements and timeframes.

The Strategy outlines the approach and long-term direction for asset management. Its key purposes include:

- Identifying critical assets and outlining risk management strategies.
- Aligning asset management with Council's strategic objectives and long-term financial plans.
- Providing a roadmap for implementing the Asset Management Policy and achieving desired service levels.

#### Asset Management Plans

Asset Management Plans must be for a minimum timeframe of 10 years and should be adopted by Council by 30 June of the year following a Council election.

Asset Management Plans must encompass all the assets under Council's control, identify asset service standards and contain long-term projections of asset maintenance, rehabilitation and replacement, including forecast costs (for reflection in the Long-Term Financial Plan). The four individual Asset Management Plans and overarching Asset Management Strategy (AMS) form part of this resourcing strategy.

The Plans are detailed documents that translate the strategy into actionable plans. Their main purposes are to:

- Detail the specific actions, resources, and timelines required to manage assets effectively.
- Include maintenance, renewal, and disposal plans for different asset categories.
- Ensure that asset management activities are aligned with Council's budget and service delivery goals.

---

### **Financial Implications**

Not applicable	<input checked="" type="checkbox"/>	
Included in existing approved budget	<input type="checkbox"/>	



---

Additional funds required	<input type="checkbox"/>
---------------------------	--------------------------

---

## Community Strategic Plan

- |  |                                     |
|--|-------------------------------------|
| Theme One - In 2035 Bayside will be a vibrant and liveable place                                 | <input checked="" type="checkbox"/> |
| Theme Two - In 2035 our Bayside community will be connected and feel that they belong            | <input checked="" type="checkbox"/> |
| Theme Three -In 2035 Bayside will be green, resilient and sustainable                            | <input checked="" type="checkbox"/> |
| Theme Four - In 2035 Bayside will be financially sustainable and support a dynamic local economy | <input checked="" type="checkbox"/> |
- 

## Risk Management – Risk Level Rating

- |                |                                     |
|----------------|-------------------------------------|
| No risk        | <input type="checkbox"/>            |
| Low risk       | <input checked="" type="checkbox"/> |
| Medium risk    | <input type="checkbox"/>            |
| High risk      | <input type="checkbox"/>            |
| Very High risk | <input type="checkbox"/>            |
| Extreme risk   | <input type="checkbox"/>            |
- 

## Community Engagement

These documents will be publicly exhibited for 28 days from as per the Engagement Plan included with the Delivery Program reported to this committee earlier tonight.

---

## Attachments

- 1 [↓](#) Draft Asset Management Policy - February 2025
- 2 [⇒](#) Draft Asset Management Strategy 2025-2035 - for Public Exhibition (Under separate cover Attachments Part One)
- 3 [⇒](#) Draft Asset Management Plan - Property 2025-2035 - for Public Exhibition (Under separate cover Attachments Part One)
- 4 [⇒](#) Draft Asset Management Plan - Transport 2025-2035 - for Public Exhibition (Under separate cover Attachments Part One)
- 5 [⇒](#) Draft Asset Management Plan - Stormwater 2025-2035 - for Public Exhibition (Under separate cover Attachments Part One)
- 6 [⇒](#) Draft Asset Management Plan - Open Space 2025-2035 - for Public Exhibition (Under separate cover Attachments Part One)





# Draft Asset Management Policy

**February 2025**



## Contents

<b>1</b>	<b>Introduction .....</b>	<b>3</b>
1.1	Purpose.....	3
1.2	Definitions .....	3
1.3	Scope.....	3
<b>2</b>	<b>Policy Statement .....</b>	<b>3</b>
2.1	Asset Management Policy Goals and Objectives .....	3
2.2	Asset Management Policy Practice and Procedures .....	3
2.3	Asset Management Audit and Review.....	4
<b>3</b>	<b>Policy implementation .....</b>	<b>4</b>
3.1	Policy responsibilities .....	4
3.1.1	Councillors .....	4
3.1.2	General Manager.....	4
3.1.3	Strategic Asset Management Committee .....	4
3.1.4	Directors and Business Unit Managers .....	4
3.1.5	Council Staff .....	4
<b>4</b>	<b>Document control.....</b>	<b>5</b>
4.1	Review .....	5
4.2	Related documents .....	5
4.3	Version history .....	5
	<b>Glossary .....</b>	<b>6</b>

© Bayside Council

Asset Management Policy  
File: F12/321 Document: 25/50480  
Policy Register: F16/951 Policy No.: TBD  
Class of document: Council Policy

Enquiries: Manager City Infrastructure



Telephone Interpreter Services - 131 450 Τηλεφωνικές Υπηρεσίες Διερμηνέων بخدمة الترجمة الهاتفية 電話傳譯服務處 Служба за преведување по телефон

## 1 Introduction

### 1.1 Purpose

Assets deliver important services to communities. The purpose of this policy is to provide a framework for the management of assets of which Council is the custodian. The framework ensures Bayside's infrastructure assets continue to meet community needs for current and future generations. This is achieved through continuous improvement approach to asset management, which includes maintaining and delivering infrastructure related services in a financially sustainable manner that ensure the city meet legislative requirements for asset management.

### 1.2 Definitions

Related definitions are outlined in the ***Glossary at the end of this Policy.***

### 1.3 Scope

This policy applies to all infrastructure assets owned or controlled by Bayside Council, assets which are critical to Council's service delivery and assets which are incorporated in the Community Strategic Plan and Delivery Program.

## 2 Policy Statement

### 2.1 Asset Management Policy Goals and Objectives

The goal of asset management is to meet a required level of service in the most cost-effective way through planning, creation, acquisition, maintenance, operation, rehabilitation and disposal of assets to provide for present and future customers. The principles of asset management planning and decision-making focus on:

- Ensuring service delivery needs based on consumer demand forms the basis of asset management.
- Integrating asset management with corporate governance, strategic, financial, business and budgetary planning.
- Informed decision making, incorporating a lifecycle approach to asset management.
- Establishing accountability and responsibility for asset condition, use and performance, and
- Sustainability, providing for present needs while sustaining resources for future generations.
- Maintain the balance between Council's Community Service Obligation and the commercial aspects of the management of the assets.

### 2.2 Asset Management Policy Practice and Procedures

Council aims to put in place asset management strategies and practices. This means that Council will continually be developing and improving its knowledge, systems and processes and strategies to ensure it is providing the level of asset management necessary to competently, responsibly and sustainably manage the community's assets now and into the future.

## **2.3 Asset Management Audit and Review**

As a minimum there will be annual internal reviews of the Bayside Asset Management Strategy, asset management systems, asset management practices and asset management plans.

More comprehensive external reviews and audits of asset classes will be conducted at least every 4 years to coincide with Councils infrastructure asset revaluation cycle in line with guidance set out in AASB116.

# **3 Policy implementation**

## **3.1 Policy responsibilities**

Sustainable asset management is the responsibility of all elected representatives and employees within Council. Accountability and responsibility is as follows:

### **3.1.1 Councillors**

Are primarily responsible in ensuring that their decisions represent and reflect the needs of the wider community. Council will engage with the community to determine their main priorities and expectations for the future and through the Community Strategic Plan and Delivery Program will detail the strategies and resources that will be used to achieve these goals.

### **3.1.2 General Manager**

Primarily responsible in ensuring the development and resourcing of Council's strategic asset management plans, processes and systems to ensure they comply with all requirements of the Integrated Planning & Reporting framework under the Local Government Act.

### **3.1.3 Strategic Asset Management Committee**

Ensure all asset management activities are consistent with the objectives of Community Strategic Plan, Asset Management Plan and the City's Long Term Financial Plan and regulate the process and systems that develop and implement asset management plans and delivery.

### **3.1.4 Directors and Business Unit Managers**

Develop and implement infrastructure assets management plans, systems, policies and procedures.

### **3.1.5 Council Staff**

Have specific responsibility for asset management development, planning and implementation in accordance with the Bayside Asset Management Strategy. Officers will continuously seek opportunities to improve adherence to the Bayside Asset Management Strategy, by establishing specific asset monitoring, auditing and review mechanisms. The end purpose is to deliver the services and expectations of the community through Council's assets in the most efficient and cost-effective manner.

## 4 Document control

### 4.1 Review

This Policy shall be reviewed at least every 4 years. Minor editorial amendments may be approved by the General Manager.

### 4.2 Related documents

- Local Government Act 1993
- Bayside Community Strategic Plan
- Bayside Asset Management Strategy
- Bayside Asset Management Plans

### 4.3 Version history

Include the details of the original adoption / approval and subsequent changes. Version 1.0 is the initial adopted/approved version.

Version	Release Date	Author	Reason for Change
1.0	February 2025	Manager City Infrastructure	New Policy

## Glossary

The Bayside Asset Management System adopts the glossary of terms from the International Infrastructure Management Manual.

Asset	An item, thing or entity that has potential or actual value to an organisation. (Such as plant, machinery, buildings, etc.)
Asset Management (AM)	The systematic and coordinated activities and practices of an organisation to optimally and sustainably deliver on its objectives through the cost-effective lifecycle management of assets.
Asset Management Framework	The overarching AM hierarchy including the AM Policy, Objectives, Strategy and the AM Plan.
Asset Management Plan (AM Plan)	Long-term plans (usually 10-20 years or more for infrastructure assets) that outline the asset activities and programmes for each service area and resources applied to provide a defined level of service in the most cost-effective way.
Asset Management Policy	A high-level statement of an organisation's principles and approach to asset management.
Asset Management Practices	The AM processes and techniques that an organisation undertakes, as outlined in this Manual, such as demand forecasting, developing and monitoring levels of service, risk management.
Asset Management Strategy	A high-level action plan that gives effect to an organisation's AM Policy. A Strategic Asset Management Plan (SAMP) is a form of, and meets the requirements for, an AM Strategy.
Asset Management System	A set of interrelated or interacting elements of an organisation, including the AM policy, AM objectives, AM Strategy, AM Plans, and the processes to achieve these objectives.
Infrastructure Assets	Stationary systems forming a network or a portfolio of assets serving whole communities, where the system as a whole is intended to be maintained indefinitely at a particular level of service potential by the continuing replacement and refurbishment of its components. The network may include normally recognised ordinary assets as components.
Long Term Financial Plan	The Long-Term Financial Plan (LTFP) is a ten-year financial planning document that contains financial strategies and accompanying performance indicators that the City considers when making significant strategic decisions about financial resource allocation.
Strategic Asset Management Plan	Plan that documents and specifies how the organizational objectives are to be converted into AM objectives, the approach for developing AM Plans and the role of the AM system in supporting the achievement of AM objectives.
Strategic Plan	A plan containing the long-term goals and strategies of an organisation. Strategic plans have a strong external focus, cover major portions of the organisation and identify major targets, actions and resource allocations relating to the long-term survival, value and growth of the organisation.
Strategic Asset Management Committee	Strategic and operational panel to provide outcome focussed oversight and management control for the City's asset management policy, strategy, objectives and targets

---

**City Performance Committee**

**9/04/2025**

Item No	CP25.009
Subject	<b>Draft Workforce Management Strategy 2025-2029</b>
Report by	Meredith Wallace, General Manager
File	SF24/5479

---

**Summary**

The Integrated Planning & Reporting framework requires Council to prepare and adopt Resourcing Strategies, which includes the Workforce Management Strategy, to support the delivery of the objectives in Delivery Program.

Council is committed to effective workforce planning to ensure we have the right people, in the right jobs, in the right place at the right time. Our workforce works across a wide variety of disciplines to deliver services to our community.

With the needs of our community growing and evolving, delivering the right initiatives to build capability in our workforce is critical. This includes that our workforce has the required skills and experience taking into account the challenges of the future.

The Workforce Management Strategy provides detail on Council's current workforce, challenges affecting our workforce and our future workforce needs.

This document is required to be publicly exhibited for 28 days. Once endorsed it will be included in the larger suite of Integrated Planning & Reporting documents being shared with the community for feedback and comments. The Engagement Plan is included in the report to this Committee on the Draft Delivery Program.

---

**Officer Recommendation**

That the committee:

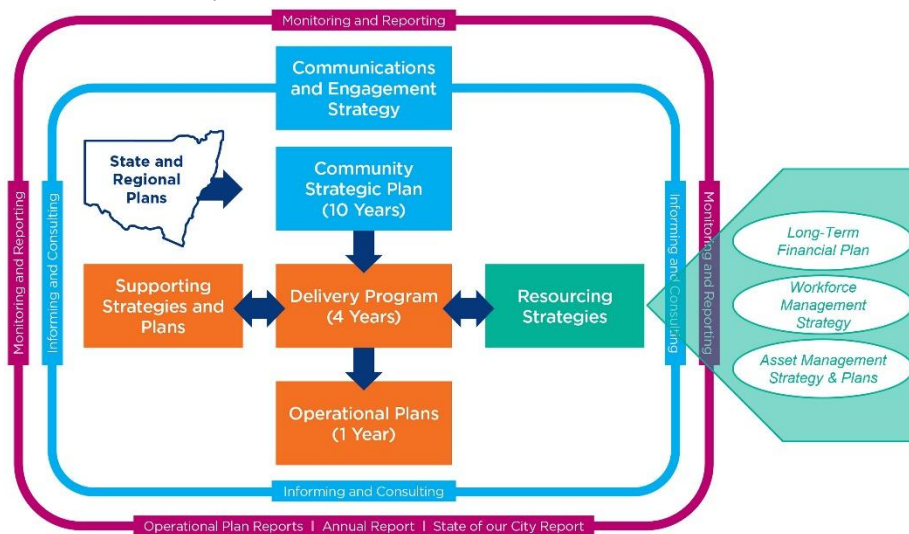
- 1 Recommends that Council, at its Ordinary Council Meeting of 23 April 2025, endorses the Draft Workforce Management Strategy 2025-2029 - for Public Exhibition (Attachment 1) for the purpose of public exhibition for a period of 28 days.
  - 2 Authorises the General Manager to approve any minor editorial and design changes prior to public exhibition.
  - 3 Notes that a further report will be presented to the City Performance Committee in June following the public exhibition period, detailing submissions received and amendments made, and recommending adoption of the document.
-

## Background

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

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

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



This report addresses part of the **Fund** section of the framework where Council identifies resources needed to deliver planned services and outcomes for our community.

### Resourcing Strategies

The Workforce Management Strategy is part of the Resourcing Strategies. These Strategies articulate how Council will allocate resources to deliver planned services and outcomes set out in the Delivery Program and Operational Plans.

### Workforce Management Strategy

This strategy addresses the human resourcing requirements of Council's Delivery Program. It provides detail on Council's current workforce, challenges affecting our workforce and our future workforce needs. This Strategy is to be reviewed and updated every 4 years along with the Delivery Program.

The relevant strategies contained in the Workforce Management Strategy must be reflected in the Operational Plan and the costs associated with delivering the Workforce Management Strategy must be reflected in the Long-Term Financial Plan.

## Financial Implications

- |                                      |                                     |
|--------------------------------------|-------------------------------------|
| Not applicable                       | <input checked="" type="checkbox"/> |
| Included in existing approved budget | <input type="checkbox"/>            |
| Additional funds required            | <input type="checkbox"/>            |



---

## Community Strategic Plan

- Theme One - In 2035 Bayside will be a vibrant and liveable place ☒
- Theme Two - In 2035 our Bayside community will be connected and feel that they belong ☒
- Theme Three - In 2035 Bayside will be green, resilient and sustainable ☒
- Theme Four - In 2035 Bayside will be financially sustainable and support a dynamic local economy ☒
- 

## Risk Management – Risk Level Rating

- No risk ☐
- Low risk ☐
- Medium risk ☐
- High risk ☐
- Very High risk ☐
- Extreme risk ☐
- 

## Community Engagement

This document will be publicly exhibited for 28 days from as per the Engagement Plan included with the Delivery Program reported to this committee earlier tonight.

---

## Attachments

- 1 [↗](#) Workforce Management Strategy 2025-2029 - Draft for Public Exhibition (Under separate cover Attachments Part One)

## City Performance Committee

9/04/2025

---

Item No	CP25.010
Subject	<b>Draft Long-Term Financial Plan 2025-2035</b>
Report by	Richard Sheridan, Director City Performance
File	SF24/5478

---

### Summary

The Integrated Planning & Reporting framework requires Council to prepare and adopt a Long-Term Financial Plan (LTFP). The LTFP must be reviewed in detail as part of the 4-yearly review of the Community Strategic Plan and reported to Council for adoption by 30 June in the year following a Council election.

The LTFP is a 10-year rolling plan that informs decision-making and demonstrates how the strategies, objectives and commitments of Council articulated in the Community Strategic Plan, Delivery Program, Workforce Management Strategy, Asset Management Strategy and Plans and Operational Plans will be resourced and funded.

The LTFP's starting point is the 2025-26 budget and the 4-year capital projects program. Assumptions are included to calculate subsequent years, including estimates of the financial impacts from the opening of the new Botany Aquatic Centre and Boulevard Carpark. The LTFP only includes known grant revenue and excludes operating costs for future contributed assets that have not been handed over to Council.

Based on the assumptions used in the LTFP model, that table below shows that Council has a positive statutory financial position over the next 10 years. However, when taking into account the impact of restricted revenue and expenses on Council's operations, it will need to consider measures in the medium to long-term to address potential operational and capital funding gaps.

This is all factored into the Long-Term Financial Plan that is attached to this report.

This document is required to be publicly exhibited for 28 days. Once endorsed it will be included in the larger suite of Integrated Planning & Reporting documents being shared with the community for feedback and comments. The Engagement Plan is included in the Draft Delivery Program report to this Committee.

---

### Officer Recommendation

That the Committee:

- 1 Recommends that Council, at its Ordinary Council Meeting of 23 April 2025, endorses the Draft Long-Term Financial Plan 2025-2035 - for Public Exhibition (Attachment 1) for the purpose of public exhibition for a period of 28 days.
- 2 Authorises the General Manager to approve any minor editorial and design changes prior to public exhibition.

- Notes that a further report will be presented to the City Performance Committee in June following the public exhibition period, detailing submissions received and amendments made, and recommending adoption of the document.

## Background

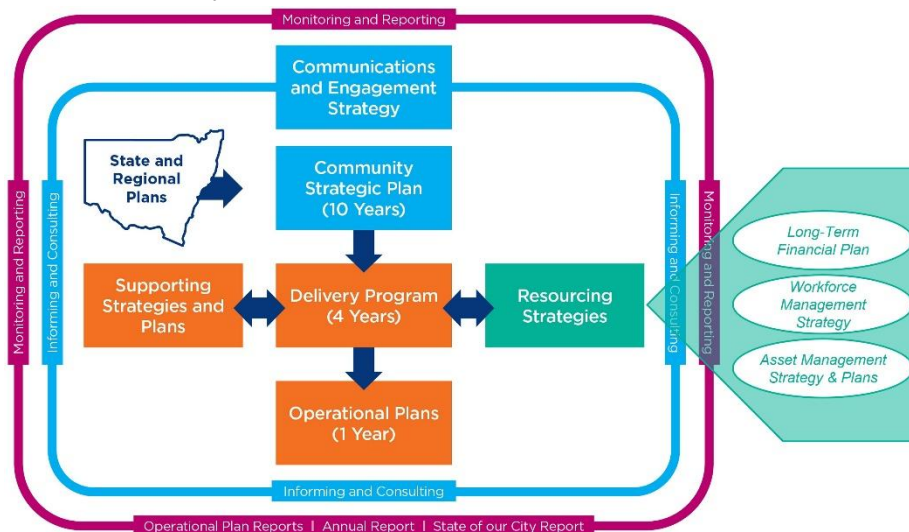
The LTFP incorporates the lifecycle costings of assets and detail workforce requirements. These forecasts should be brought together through relevant data and supported by clear assumptions for at least 10 years.

The 2025-26 draft budget forms the base year forecast for the LTFP. The LTFP also incorporates the updated Capital Projects Program (CPP), which covers all the projects that Council plans to deliver during this term of Council, along with assumptions on forecasted expenditure from Council's current Contribution Plans for items outlined in those plans.

## Integrated Planning & Reporting (IP&R)

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

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



This report addresses part of the **Fund** section of the framework where Council identifies resources needed to deliver planned services and outcomes for our community.

## Resourcing Strategies

These Strategies articulate how Council will allocate resources to deliver planned services and outcomes set out in the Delivery Program and Operational Plans.

## Long-Term Financial Plan

The Long-Term Financial Plan is an essential element of Council's Resourcing Strategy which must include provisions for long term financial planning, workforce management planning and asset management planning.

The LTFP is the 10-year forecast of Council's anticipated financial sustainability at a point in time. The LTFP's starting point is the 2025-26 budget and the 4-year capital projects program. Assumptions are included to calculate subsequent years, including estimates of the financial impacts from the opening of the new Botany Aquatic Centre and Boulevard Carpark. The LTFP only includes known grant revenue and excludes operating costs for future contributed assets that have not been handed over to Council.

Based on the assumptions used in the LTFP model, that table below shows that Council has a positive statutory financial position over the next 10 years.

	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32	2032/33	2033/34	2034/35
	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
Rates & Annual Charges	159,624	166,662	173,195	179,284	184,878	189,930	195,015	200,200	205,509	210,967
User Charges & Fees	16,245	16,671	19,088	21,565	22,104	22,657	23,223	23,803	24,398	25,008
Other Revenues	23,519	24,412	25,267	26,025	27,800	28,842	29,563	30,302	31,060	31,836
Grants & Contributions provided for Operating Purposes	11,091	11,368	11,652	11,944	12,242	12,548	12,862	13,183	13,513	13,851
Grants & Contributions provided for Capital Purposes	17,002	17,013	37,560	20,802	16,484	16,750	17,553	17,944	18,648	18,797
Interest & Investment Revenue	21,704	19,082	17,531	17,168	16,348	16,115	16,586	17,655	18,677	19,948
<b>Total Revenue</b>	<b>249,185</b>	<b>255,208</b>	<b>284,293</b>	<b>276,787</b>	<b>279,856</b>	<b>286,841</b>	<b>294,801</b>	<b>303,087</b>	<b>311,805</b>	<b>320,408</b>
Employee Benefits & On-Costs	96,209	99,575	104,163	108,518	112,316	115,685	118,577	122,727	126,409	129,569
Materials & Contracts	88,505	87,802	90,484	94,808	96,424	99,383	102,055	105,673	107,279	110,173
Depreciation & Amortisation	35,676	36,591	37,481	38,418	39,379	40,363	41,372	42,407	43,467	44,554
Other Expenses	5,073	5,250	5,408	5,543	5,681	5,824	5,969	6,118	6,271	6,428
Borrowing Costs	7	-	-	-	-	-	-	-	-	-
<b>Total Expenses</b>	<b>225,470</b>	<b>229,219</b>	<b>237,537</b>	<b>247,287</b>	<b>253,800</b>	<b>261,255</b>	<b>267,974</b>	<b>276,926</b>	<b>283,427</b>	<b>290,725</b>
<b>Net Operating Result for the Year</b>	<b>23,715</b>	<b>25,989</b>	<b>46,756</b>	<b>29,500</b>	<b>26,056</b>	<b>25,587</b>	<b>26,828</b>	<b>26,162</b>	<b>28,379</b>	<b>29,683</b>
Net Operating Result before Grants and Contributions provided for Capital Purposes	6,713	8,976	9,196	8,698	9,572	8,837	9,275	8,218	9,731	10,886

However, the external reporting requirements disclosed in the LTFP and the Operational Plan only disclose Council's net operating result before capital grants and contributions, it does not factor in the impact of other restricted income and expenses.

This reporting requirement obscures Council's true net operating result which is far lower than what is being disclosed in the plan. The table below, illustrates the impact on the LTFP by excluding interest earned from developer contributions as an example of the structural problems that exists in Council's budget. The restricted interest income equates to approximately 65% of the total interest and investment income earned year on year.

Year	Net operating result before capital grants & contributions (as per LTFP) \$'000	Adjustment for restricted interest \$'000	Adjusted net operating result \$'000
2025-26	6,713	(13,440)	(6,727)
2026-27	8,976	(11,937)	(2,961)
2027-28	9,196	(10,919)	(1,723)
2028-29	8,698	(10,670)	(1,972)
2029-30	9,572	(10,134)	(562)
2030-31	8,837	(9,972)	(1,136)
2031-32	9,275	(10,268)	(994)
2032-33	8,218	(10,953)	(2,735)

Year	Net operating result before capital grants & contributions (as per LTFP) \$'000	Adjustment for restricted interest \$'000	Adjusted net operating result \$'000
2033-34	9,731	(11,607)	(1,876)
2034-54	10,886	(12,420)	(1,534)

The table above only includes the restricted interest that cannot be used in general operations, it does not include other restricted income that can only be used for specific operations or capital expenditures such as the infrastructure levy, domestic waste levy, local area funds and stormwater levy.

To ensure that Council remains financially sustainable over the next decade, it needs to look at some of the measures in the section below that addresses what Council can do to achieve financial sustainability over the long-term.

### Long Term Asset Expenditure Funding Challenges

Replacing aging assets presents a significant challenge, as these assets are vital to serving the community. Each Council has different assets, with some managing water or sewerage assets, while others focus on rural roads, creating a variety of management approaches across the sector.

In the Sydney metropolitan area, these challenges are made worse by uncertainties surrounding planning reforms aimed at significantly boosting housing availability. In February 2025, the NSW Government recently released a policy that is set to deliver 112,000 homes across NSW over the next five years, however the peak body for local government in NSW (LGNSW) warned that the one-size-fits-all approach fails to address community infrastructure needs. Furthermore, there is no comprehensive city-wide strategic plan, like the Six Cities Plan, to guide Councils in planning their future infrastructure needs.

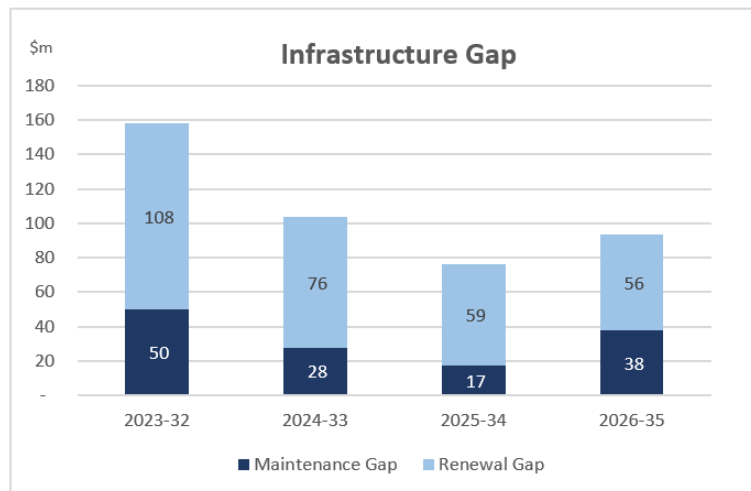
The LTFP continues to highlight the challenge facing Council relating to its ageing infrastructure. Council faces an infrastructure backlog as it can't fully fund asset renewal and maintenance requirements due to limitations on general revenue. This backlog is growing due to a growing demand for services, population growth and increasing infrastructure standards. As assets age, they incur more maintenance and replacement costs, which puts pressure on Council's operating budgets. If not addressed, this backlog can lead to safety risks and reduced service levels for the community.

Tackling this issue requires significant investment and responsible financial management. Developing long-term asset management plans and prioritise high risk works is essential. Council continues to focus on prioritising critical infrastructure while planning and budgeting for maintenance and renewal.

Council's LTFP has predicted a significant funding shortfall for infrastructure maintenance and renewals over the long term. This means that Council won't have enough funds to meet all its obligations for infrastructure renewals and maintenance and renewal as and when they fall due.

Council's infrastructure gap has reduced from **\$158m (2023-32 LTFP) to \$94m (2026-35 LTFP)**. This has been driven by a reduction in the infrastructure renewal gap. Council's ability to secure capital grant funding over the last four years has resulted in a significant reduction in the renewal gap from **\$108m to \$56m**. The use of grants to fund infrastructure

renewals and maintenance means that Council can allocate its own funds to projects that were previously unfunded, helping Council to slow the growth in the backlog.



In September 2020, Council resolved to endorse an operational improvement plan to improve the operating budget by around \$5 million over 3 years, to help cover higher future maintenance costs. This led to the creation of the Infrastructure Maintenance Reserve, where any operating efficiencies identified annual and quarterly budget review process are transferred to the reserve. Funds from this reserve are being used to maintain assets across Bayside.

These initiatives have contributed to reducing the infrastructure gap, however Council must continue on this path to reduce the funding gap over the life of the plan. However, funding from future capital grants is always uncertain, and Council cannot rely on them as a guaranteed funding source for the long-term plan.

### Cost Shifting

A survey conducted by Local Government NSW, published in November 2023, found that Councils faced a \$1.36 billion cost-shift in 2021-22, which translates to over \$460 per ratepayer each year. Councils, being closely connected to their communities, are accountable to residents for explaining rate hikes, service cuts, or infrastructure issues.

The survey identified the top five cost-shifts: the waste levy, rate exemptions, development application (DA) and regulatory functions, emergency services contributions and library funding. The waste levy is the biggest issue, with councils paying \$288 million, much of which goes to the NSW Government instead of being reinvested into the waste sector. The emergency services levies and contributions cost \$165.4 million, and the NSW Government's failure to fully reimburse councils for mandatory pensioner rate rebates costs them \$55.2 million. Additionally, the NSW Government's failure to cover 50% of library operations costs councils \$156.7 million.

Local Government NSW stresses that the NSW Government should reinvest \$800 million from the NSW Waste Levy into enhancing waste services, in line with the priorities outlined in the Waste and Sustainable Materials Strategy. This funding would improve essential infrastructure and support investment and innovation in the circular economy, helping councils address the growing challenges in waste management. The current cost-shifting



model is unsustainable and could lead to service cuts unless Councils receive proper funding or compensation.

### **Financial Sustainability into the long term**

The local government finance working group of the SSROC member councils defines financial sustainability for a Council as the ability to:

- Effectively manages financial resources to ensure the long-term viability of services and infrastructure, while maintaining fiscal responsibility. This includes generating and managing revenue from rates, fees, charges and grants and efficiently manage costs and capital investments.
- Maintains a prudent level of financial reserves and adequate working capital to protect against unexpected economic challenges.
- Ensures that appropriate budgeting, responsible debt management and strategic long term financial planning are in place.
- Meet community needs without compromising the ability of future generations to enjoy similar or better services and infrastructure

Achieving financial sustainability requires a balanced approach, including:

- Increasing revenue through various strategies.
- Reducing expenditure by reviewing services and identifying efficiencies.
- Reviewing and managing current asset holdings.

### **Increasing Revenue**

- Review user fees to maximise cost recovery reduce subsidies provided to various user groups.
- Implement financially viable schemes (eg paid parking when appropriate).
- Review property rentals and commercialise more of the property portfolio.
- Explore advertising revenue opportunities.
- Review of rating structures and revenue.
- Finding sources of revenue to fund infrastructure as we have a Gap.

### **Reducing Expenditure**

- Reduce employee costs, which will affect service quality.
- Balance service delivery with asset renewal, ensuring funds are allocated effectively.
- Review asset management levels and determine a lower asset maintenance standard.
- Transfer asset maintenance responsibilities to tenants through lease agreements.
- Cut discretionary spending on overtime, agency staff, contractors, and consultants.

### **Reviewing Asset Holdings**

- Demolish or dispose of assets no longer fit for purpose to reduce depreciation and maintenance costs.
- Identify and sell surplus assets and reinvest in income generating assets.
- Repurpose assets to better meet the current needs of the community.

Section 8b(a) of the local government act requires Council spending to be responsible, and sustainable and align revenue and expenses. There are several options for Council to consider as outlined in this report to address the overall long-term funding short, it will take a combination of revenue increases, expenditure reviews and improvement in asset management to achieve ongoing long-term financial sustainability.

---

## Financial Implications

Not applicable	<input checked="" type="checkbox"/>	Councils 10-year financial forecast
Included in existing approved budget	<input type="checkbox"/>	
Additional funds required	<input type="checkbox"/>	

---

## Community Strategic Plan

Theme One - In 2035 Bayside will be a vibrant and liveable place	<input checked="" type="checkbox"/>
Theme Two - In 2035 our Bayside community will be connected and feel that they belong	<input checked="" type="checkbox"/>
Theme Three - In 2035 Bayside will be green, resilient and sustainable	<input checked="" type="checkbox"/>
Theme Four - In 2035 Bayside will be financially sustainable and support a dynamic local economy	<input checked="" type="checkbox"/>

---

## Risk Management – Risk Level Rating

No risk	<input type="checkbox"/>
Low risk	<input type="checkbox"/>
Medium risk	<input type="checkbox"/>
High risk	<input checked="" type="checkbox"/>
Very High risk	<input type="checkbox"/>
Extreme risk	<input type="checkbox"/>

---

## Community Engagement

This document will be publicly exhibited for 28 days from as per the Engagement Plan included with the Delivery Program reported to this committee earlier tonight.

---

## Attachments

- [1](#) Long-Term Financial Plan 2025-2035 - Draft for Public Exhibition (Under separate cover Attachments Part Two)



## City Performance Committee

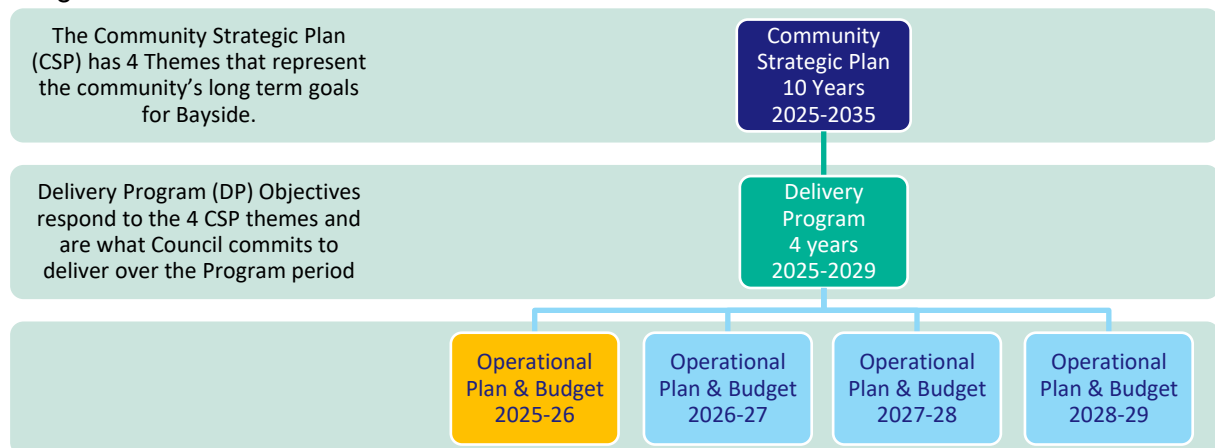
9/04/2025

Item No	CP25.011
Subject	<b>Draft Operational Plan &amp; Budget 2025-26 and Draft Fees &amp; Charges 2025-26</b>
Report by	Richard Sheridan, Director City Performance
File	SF24/5481

## Summary

The Integrated Planning & Reporting framework requires Council to prepare and adopt an Operational Plan and Budget (including Fees & Charges) by 30 June each year.

Operational Plans are Council's annual action plans to achieve the objectives in its Delivery Program.



The Operational Plan & Budget details the actions and funding source for all activities and projects being delivered in the 2025-26 financial year. These are specified in tables relating to the Community Strategic Plan Themes and include the Delivery Program Objective they are working towards as well as measures and targets and the responsible directorate.

Council's updated 10 Bold Moves are again featured as is our events program and community and Council profile.

The budget section includes commentary on the influences on Council's budget, details on the Capital Projects Program for the year and Council's Revenue Policy.

The Draft Operational Plan & Budget 2025-26 and the draft Fees & Charges 2025-26 is required to be publicly exhibited for 28 days. Once endorsed it will be included in the larger suite of Integrated Planning & Reporting documents being shared with the community for feedback and comments. The Engagement Plan is included in the report to this Committee on the Draft Delivery Program.

## Officer Recommendation

That the Committee:

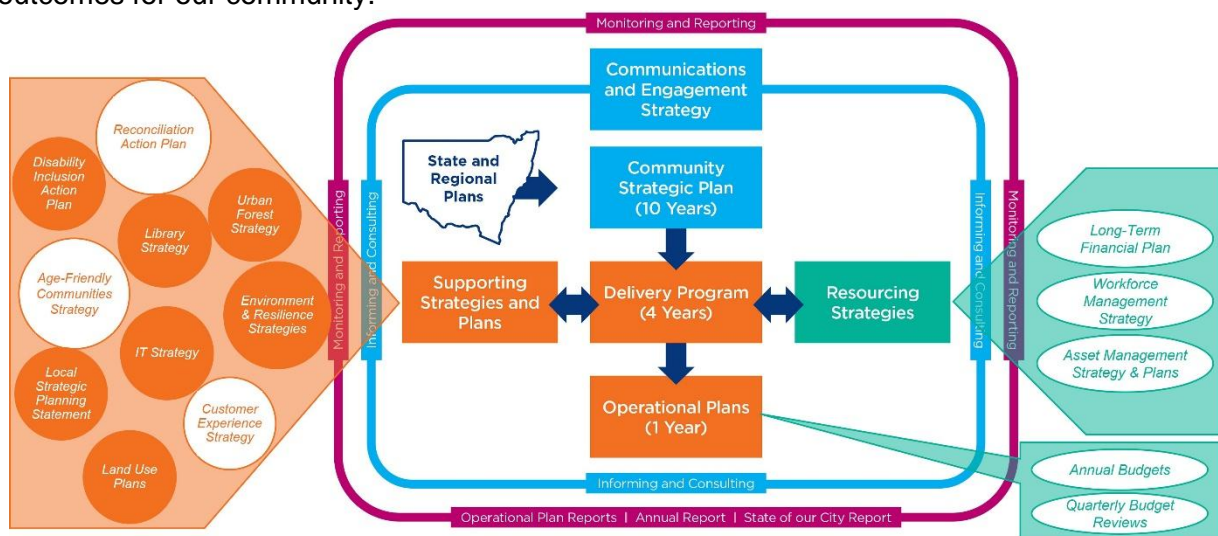
- 1 Recommends that Council, at its Ordinary Council Meeting of 23 April 2025, endorses the Draft Operational Plan & Budget 2025-26 (Attachment 1) and the Draft Fees & Charges 2025-26 (Attachment 2) for the purpose of public exhibition for a period of 28 days.
- 2 Authorises the General Manager to approve any minor editorial and design changes prior to public exhibition.
- 3 Notes that a further report will be presented to the City Performance Committee in June following the public exhibition period, detailing submissions received and amendments made, and recommending adoption of the documents.

## Background

### 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.



This report addresses part of the **Plan** and **Fund** section of the framework where Council sets the annual budget and objectives and actions we are committed to delivering for our community, specifically:

- **Operational Plans (& budgets)**

These specify the detailed actions and funding for each activity that will be delivered and reported on annually to achieve the objectives of the Delivery Program.

## **Draft 2025-26 Budget**

Clause 202 of the Local Government (General) Regulation 2021 requires the Responsible Accounting Officer (RAO) to maintain system for budgetary control. The RAO must:

- a) Establish and maintain a system of budgetary control that will enable Council's actual income and expenditure to be monitored each month and to be compared with the estimate of Council's income and expenditure; and
- b) If any instance arises where the actual income or expenditure of Council is materially different from its estimated income or expenditure, report the instance to the next meeting of Council.

Clause 211 of the Local Government (General) Regulation 2021 refers to the authorisation of expenditure which states:

1. A Council, or a person purporting to act on behalf of a Council, must not incur a liability for the expenditure of money unless the Council at the annual meeting held in accordance with subsection (2) or at a later ordinary meeting –
  - (a) has approved the expenditure, and
  - (b) has voted the money necessary to meet the expenditure.
2. A Council must each year hold a meeting for the purpose of approving expenditure and voting money.

Therefore, the Draft 2025-26 Budget is summarised within this report including the attachments for Council's consideration and endorsement to be placed on public exhibition.

### **Budget Context**

The budget process starts in September each year, beginning with the review of the Council's establishment (salary) budget, which makes up approximately 38% of Council's total operating expenditure budget. It considers the structure existing at that point in time including salary grades for incumbents in those positions at that time.

Once the first review of the establishment is complete, an operational budget is created based on parameters and assumptions approved by the Executive Committee. This draft is then reviewed by Finance and the respective budget owners to ensure that it excludes non-recurring budgets and any grant funded projects that have ended. However, ongoing grant funded projects that are recurring and have no indication of ending at the time of budget preparation will remain in the draft budget. This process goes from November to February.

It is important to note that during the annual budget preparation phase, two quarterly budget cycles (September & December) must take place for the current financial year. Council officers work on both tasks at the same time to ensure that Council meets all statutory financial obligations and reporting deadlines. This includes presenting the Council's Operational Plan for consideration and approval in its ordinary meeting in April, so it can be put on public exhibition for 28 days.

### **Budget Parameters**

The Draft 2025-26 Budget has been prepared using various assumptions based on information available at a point in time. These assumptions and parameters consider legislative requirements, historical and present data as well as consideration of the future operations of Council.

As Council commences its annual budget preparation in November, the following parameters are applied to Council's latest 2023-24 actual results except for the rate peg being applied to the 2024-25 actual rates income.

Budget item	Approved Assumption
Rates and annual charges	6.1%
User fees and charges	4.0%
Other revenues (excluding SACL ex-gratia rates)	4.0%
Rent and property related income	4.0%
Recurring operating grants and subsidies	4.0%
Developer Contributions	4.0%
Interest rate on cash investments	4.0%
Maximum interest rate on overdue rates and charges (statutory)	10.5%
Employee costs	3% + one-off payments
Superannuation	0.5%
Materials and services (excluding contractual increases)	3.5%
Other expenses	3.5%
Councillor & Mayoral allowances	3.0%

After applying these parameters, further analysis was conducted to ensure the final draft excluded non-recurring projects while incorporating any new projects introduced in the 2024-25 financial year. These adjustments were necessary to accurately reflect the updated cost of services across various business units.

Capital grants are not included in the budget until they are secured therefore, the capital grants and contributions forecast primarily consists of developer contributions, including planning agreements.

Following is the summary of Council's Draft 2025-26 Budget:

	<b>2025-26 Draft Budget (\$'000)</b>	<b>2024-25 Revised Budget (\$'000)</b>
<b>Revenue</b>		
Rates and annual charges	159,624	150,940
User fees and charges	16,245	17,914
Other revenue	18,184	20,707
Operating grants and contributions	11,091	12,493
Capital grants and contributions	17,002	14,080
Interest and investment revenue	21,704	21,234
Other income	5,335	4,520
<b>Total revenue</b>	<b>249,185</b>	<b>241,888</b>
<b>Expenses</b>		
Employee benefits and on-costs	(96,209)	(92,723)
Materials and services	(88,505)	(91,054)
Other expenses	(5,073)	(4,936)
Depreciation, amortisation and impairment	(35,676)	(32,710)
Borrowing costs	(7)	(76)
<b>Total expenses</b>	<b>(225,470)</b>	<b>(221,499)</b>
<b>Operating result from continuing operations</b>	<b>23,715</b>	<b>20,389</b>
<b>Net operating result before capital grants &amp; contributions</b>	<b>6,713</b>	<b>6,309</b>
<b>Capital and funding movements</b>		
Net reserve movements - from/(to)	5,841	4,541
Capital expenditure	(67,846)	(57,171)
Proceeds from sale of assets	2,798	2,886
WDV of assets sold	(2,798)	(2,886)
Externally restricted assets	-	269
Repayment of borrowings	(130)	(3,576)
Proceeds from borrowings	-	-
Internal income	12,515	11,617
Internal expenses	(12,515)	(11,617)
<b>Total capital and funding movements</b>	<b>(62,135)</b>	<b>(55,937)</b>
<b>Net result</b>	<b>(38,420)</b>	<b>(35,548)</b>
<b>Add: Non-cash items (depreciation + WDV of assets)</b>	<b>38,474</b>	<b>35,596</b>
<b>Cash budget result</b>	<b>54</b>	<b>48</b>

### A closer look at the net operating result

At first glance, the net operating result before capital grants and contributions forecasts a surplus of approximately \$7 million. However, this figure must be further adjusted to exclude surpluses or income that are restricted in nature, including:

- **Restricted interest income:** Approximately 60% of total interest income relates to developer contributions, including Voluntary Planning Agreements (VPAs).
- **Domestic waste surplus:** Funds set aside to support capital works related to domestic waste, such as fleet replacements, waste depot upgrades, and future waste strategies like FOGO. This surplus is held in the domestic waste reserve.
- **Net surplus from special levies:** Revenue from levies such as the stormwater levy, community safety levy, and local area funds, which are restricted for specific expenditures and held in their respective external reserves.
- **Ex-gratia rates from Sydney Airports:** Approximately \$1 million in ex-gratia rates is held in reserve for mutually agreed projects between Council and Sydney Airports.
- **One-off operational projects funded from reserves:** Such as the phased implementation of the IT strategy.
- **Operational costs of the Capital Projects Program (CPP):** Fully funded from Council's reserves.

To provide a clearer picture of Council's underlying financial position, restricted income, associated expense and anomalies have been excluded. This ensures a more accurate representation of unrestricted income and expenditures. The table below summarises the impact of these adjustments.

	2025-26 Draft Budget (\$'000)	Restricted (\$'000)	One-off Projects (\$'000)	Reserve Funded CPP (\$'000)	Unrestricted (\$'000)
Total revenue	249,185	91,976	-	-	157,209
Total expenses	(225,470)	(58,224)	(2,710)	(1,928)	(162,608)
<b>Operating result from continuing operations</b>	<b>23,715</b>	<b>33,752</b>	<b>(2,710)</b>	<b>(1,928)</b>	<b>(5,399)</b>
<b>Net operating result before capital grants &amp; contributions</b>	<b>6,713</b>				<b>(5,399)</b>

Based on this adjusted approach, the operational budget shows a shortfall of approximately \$5.4 million, primarily due to the unfunded portion of depreciation expenses. Historically, Council has relied on capital grants to cover this gap. However, as capital grants are not budgeted until they are secured, the shortfall remains within the operational budget.

It could be argued that a portion of developer contributions could be allocated to asset renewals, provided the renewal aligns with growth in the area. However, this assumption has not been factored into the calculation of the operating shortfall.

Capital Projects Program (CPP)

A high level summary of the draft program is shown below with a list of all the projects included in the draft Operational Plan.

<b>Project Program</b>	<b>Draft 2025-26 Budget (\$'000)</b>
Asset Planning and Systems	1,570
Beaches and Waterways	750
Buildings and Property	5,303
IT and Communications	445
Library Resources	550
Open Spaces	11,099
Plant, Fleet and Equipment	8,832
Pools	25,000
Roads and Transport	14,084
Stormwater Drainage	1,650
Town Centres	490
<b>Total</b>	<b>69,773</b>
<b>Made up of the following project types:</b>	
New	23,079
Renew	44,767
Operational cost	1,927
<b>Total</b>	<b>69,773</b>

The proposed funding sources for the CPP is shown below.

<b>Funding Source</b>	<b>Amount (\$'000)</b>
<b>Reserves</b>	
Developer Contributions	24,583
Infrastructure Levy Reserve	12,683
Voluntary Planning Agreements	9,218
Plant & Equipment Reserve	7,431
Infrastructure Maintenance Reserve	5,470
Advertising Sign Planning Agreement	1,840
Stormwater Levy Reserve	1,650
Community & Environmental Projects Reserve (SACL)	1,380
Domestic Waste Management Reserve	1,300
Smart Compliance Reserve	495
Community Safety Levy Reserve	50
<b>Income</b>	
Grants	3,048
Other Contributions	25
<b>General Funds</b>	
General Funds	600
<b>Total</b>	<b>69,773</b>



Rates & Annual Charges

*Rates*

The amount of funds Council can levy through rates annually is limited by the rate peg set by the Independent Pricing and Regulatory Tribunal (IPART) under the delegation from the Minister for Local Government.

On 1 October 2024, IPART set the rate peg for the 2025-26 financial year for all Councils. Bayside Councils rate peg set by IPART for 2025-26 is 6.1%. The rate peg included a population factor adjustment of 2.4% and election cost adjustment of 0.1%. Note Bayside Council did not receive a population factor adjustment in the previous financial year.

The minimum base rate for 2025-26 is up 6.1% to \$926.48 (2024-25: \$873.21).

*Domestic Waste Management Charges*

These charges cover the reasonable cost of providing this service and are influenced by factors such as collection contract price, tipping fees, government levies and the associated costs of services, disposal, processing, and recycling.

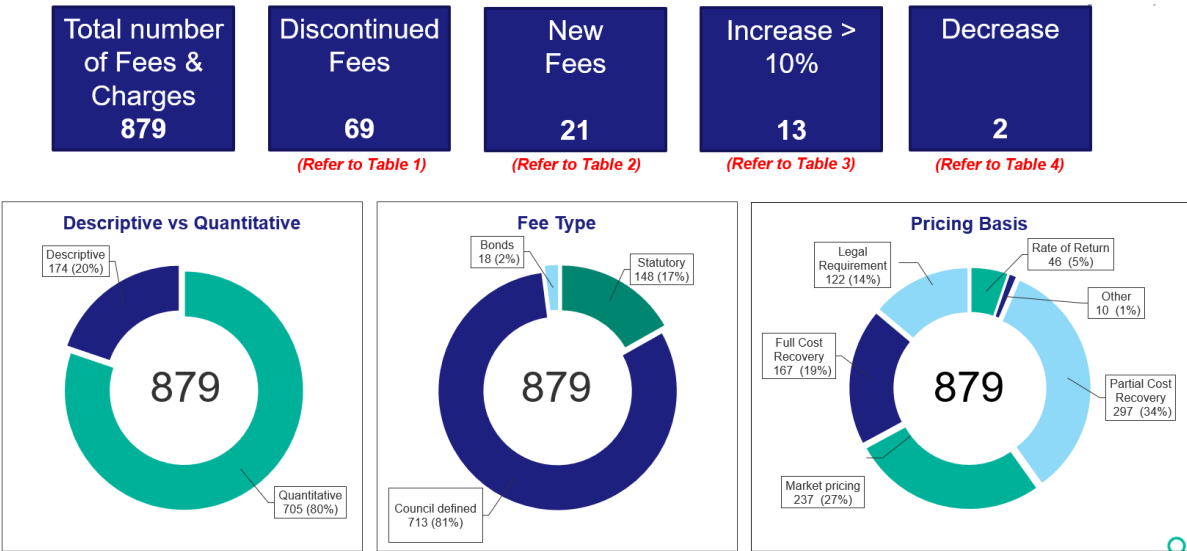
Domestic waste fees proposed for the 2025-26 rating year will be harmonised across Council. The domestic waste administration fee for 2025-26 is \$172.37 (2024-25: \$161.32). This is a 6.8% increase on the prior year.

The standard domestic waste bin service (3 bin collection) for 2025-26 is \$456.30 (2024-25: \$449.90). This represents a 1.4% increase on the prior year; however, former Rockdale City Council residents will receive a greater increase (2024-25: \$435.18) as the 3-bin standard domestic waste service commenced in October 2024 for these residents and the 2024-25 fees were pro-rated in-line with this commencement date.

A schedule of the draft 2025-26 rates and annual charges is included in the Revenue Policy within the Operational Plan for 2025-26.

**Draft 2025-26 Fees & Charges**

An overview is provided below, with detailed fees and charges attached to this report. Statutory fees that have not yet been released by the State Government will be updated in the portal during the exhibition period through an internal submission.



Council's fees and charges are projected to generate approximately 7% of its total income. Notably, just seven user fees and charges account for around 70% of this revenue in 2023-24. Of these, six are determined by Council, while one is a statutory fee, as outlined below.

1. Aquatic centre related fees (council-defined)
2. Childcare fees (council-defined)
3. Development application fees (statutory)
4. Commercial waste (council-defined)
5. Road opening permit (council-defined)
6. Public domain fees (council-defined); and
7. Golf course green fees (council-defined).

Further benchmarking of these discretionary fees above with neighbouring Councils indicate that these fees are at market prices. A 4% increase has been applied to the 2023-24 to form the base budget for 2025-26 with further benchmarking done to compare with the income trend generated in the current year.

---

## Financial Implications

- |                                      |                                     |                                  |
|--------------------------------------|-------------------------------------|----------------------------------|
| Not applicable                       | <input checked="" type="checkbox"/> | This sets the budget for 2025-26 |
| Included in existing approved budget | <input type="checkbox"/>            |                                  |
| Additional funds required            | <input type="checkbox"/>            |                                  |

---

## Community Strategic Plan

- |  |                                     |
|--|-------------------------------------|
| Theme One - In 2035 Bayside will be a vibrant and liveable place                                 | <input checked="" type="checkbox"/> |
| Theme Two - In 2035 our Bayside community will be connected and feel that they belong            | <input checked="" type="checkbox"/> |
| Theme Three - In 2035 Bayside will be green, resilient and sustainable                           | <input checked="" type="checkbox"/> |
| Theme Four - In 2035 Bayside will be financially sustainable and support a dynamic local economy | <input checked="" type="checkbox"/> |

---

## Risk Management – Risk Level Rating

- |                |                                     |
|----------------|-------------------------------------|
| No risk        | <input type="checkbox"/>            |
| Low risk       | <input checked="" type="checkbox"/> |
| Medium risk    | <input type="checkbox"/>            |
| High risk      | <input type="checkbox"/>            |
| Very High risk | <input type="checkbox"/>            |
| Extreme risk   | <input type="checkbox"/>            |

---

## Community Engagement

These documents will be publicly exhibited for 28 days as per the Engagement Plan presented with the Delivery Program reported to this Committee earlier tonight.

---

## Attachments

- 1 ➡ Draft Operational Plan & Budget 2025-26 - for Public Exhibition (Under separate cover Attachments Part Two)
- 2 ➡ Draft Fees & Charges 2025-26 - for Public Exhibition (Under separate cover Attachments Part Two)
- 3 ➡ Fees & Charges Report 2025-26 - Summary of Changes (Under separate cover Attachments Part Two)

---

## City Performance Committee

9/04/2025

Item No	CP25.012
Subject	<b>Lydham Hall Committee</b>
Report by	Richard Sheridan, Director City Performance
File	SF24/982

---

### Summary

Council considered the Lydham Hall Committee at its meeting on the 23 October 2024, where Council received nominations from Councillors Barlow and Bredehoeft.

Under the Terms of Reference, up to four Councillors can be appointed and to establish a quorum at least two Councillors need to be present.

It is therefore recommended that Council resolves to appoint two additional Councillors to the Lydham Hall Committee to September 2026.

---

### Officer Recommendation

That Council resolves to appoint {insert name of Councillor} and {insert name of Councillor} as member of the Lydham Hall Committee to September 2026 effective immediately.

---

### Background

Council considered the Lydham Hall Committee at its meeting on the 23 October 2024. It only received nominations from Councillors Barlow and Bredehoeft. It is therefore recommended that Council, resolves to appoint two additional Councillor to the Lydham Hall Committee so it aligns with the terms of reference Clause 6.2 which specifies that up to four (4) Councillors be appointed members of the Committee.

#### Other important terms of the Committee:

- Elected Members are appointed for a period coinciding with the Mayoral term.
- Chair of the Committee is one of the elected members.
- The Chair of the Committee is proposed to be appointed at the next meeting of the Lytham Hall Committee planned for the 30 April 2025.
- The quorum for a meeting of the Committee is four (4) members of which two (2) need to be Elected Representatives of Council. If a quorum is not present within 30 minutes of the scheduled commencement time, the meeting lapses for lack of quorum.

#### Committee Considers:

- Support the long-term vision and aspirations of the Council's Community Strategic Plan.
- Advise and assist with the implementation of the Lydham Hall Conservation Management Plan.
- Monitor, review, and report to Council on the Lydham Hall.

- Set out and monitor the objectives and performance criteria/obligations in the Licence Agreement.
- Assist with business planning process and advise and recommend to Council for consideration budget allocations for capital and ongoing maintenance works and setting fees and charges for access to the premises.

It is therefore recommended that Council resolved to appoint two additional Councillors to the Lydham Hall Committee to September 2026.

---

## Financial Implications

Not applicable	<input checked="" type="checkbox"/>
Included in existing approved budget	<input type="checkbox"/>
Additional funds required	<input type="checkbox"/>

---

## Community Strategic Plan

Theme One – In 2035 Bayside will be a vibrant and liveable place	<input type="checkbox"/>
Theme Two – In 2035 Our Bayside community will be connected and feel that they belong	<input type="checkbox"/>
Theme Three – In 2035 Bayside will be green, resilient and sustainable	<input type="checkbox"/>
Theme Four – In 2035 Bayside will be financially sustainable and support a dynamic local economy	<input checked="" type="checkbox"/>

---

## Risk Management – Risk Level Rating

No risk	<input type="checkbox"/>
Low risk	<input type="checkbox"/>
Medium risk	<input checked="" type="checkbox"/>
High risk	<input type="checkbox"/>
Very High risk	<input type="checkbox"/>
Extreme risk	<input type="checkbox"/>

---

## Community Engagement

Internal consultation has taken place between the General Manager, Director City Performance and the Manager Governance & Risk.

---

## Attachments

Nil