



City Performance Committee

commences at the conclusion of the
City Services Committee meeting
Wednesday 8 October 2025

Venue:

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

Contact Us:

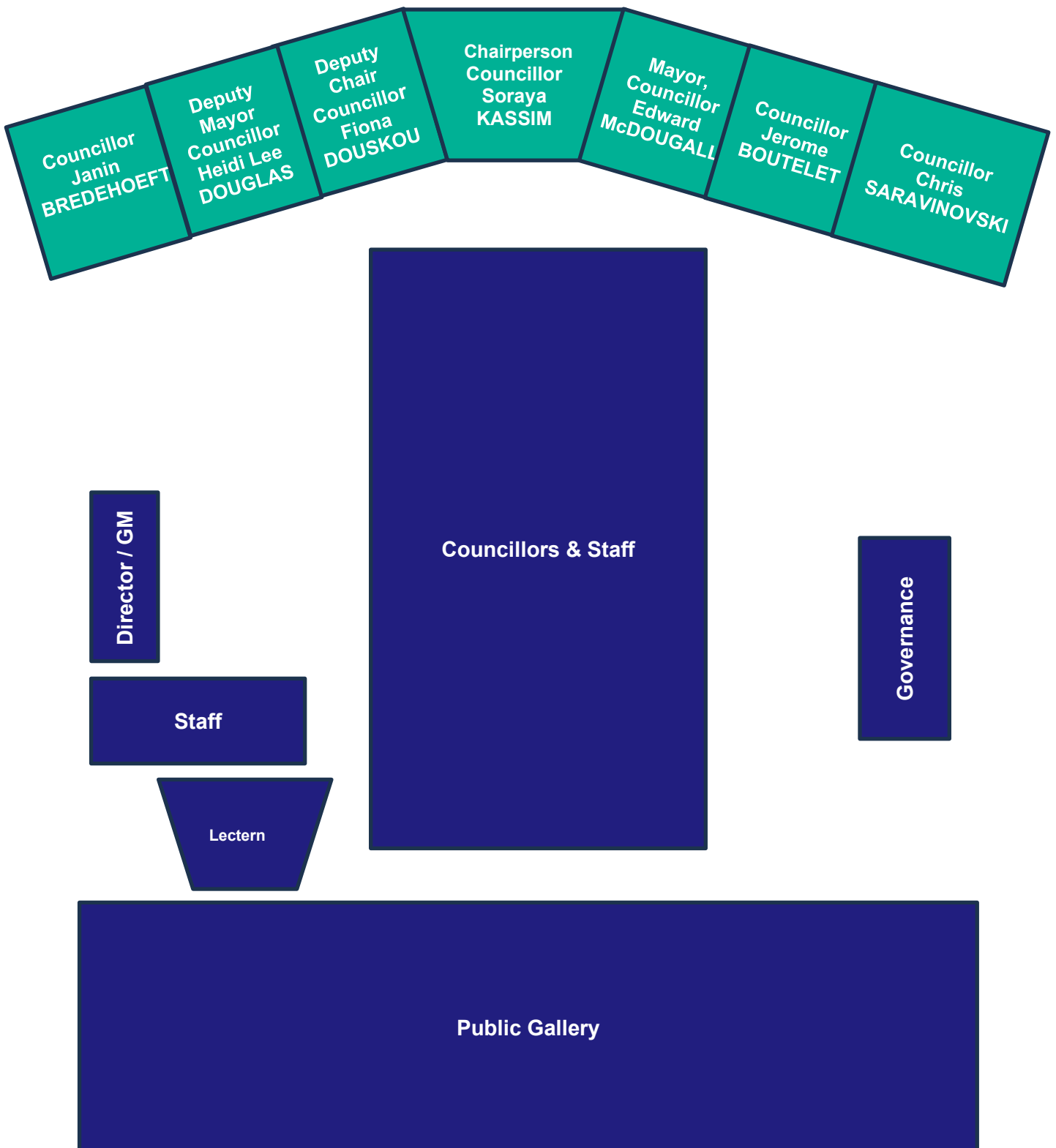
1300 581 299 or 9562 1666

council@bayside.nsw.gov.au

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 8 October 2025 commences at the conclusion of the
City Services Committee meeting**

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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.

Peter Barber
Acting 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

8/10/2025

Item No	4.1
Subject	Minutes of the City Performance Committee Meeting - 10 September 2025
Report by	Richard Sheridan, Director City Performance
File	SF24/8154

Officer Recommendation

That the Minutes of the City Performance Committee meeting held on 10 September 2025 be noted

Present

Councillor Edward McDougall, The Mayor
Councillor Soraya Kassim, Chairperson
Councillor Heidi Lee Douglas, The Deputy Mayor
Councillor Janin Bredehoeft

Also present

Councillor Liz Barlow (via audio-visual link)
Councillor Peter Strong
Councillor Michael Nagi
Meredith Wallace, General Manager
Richard Sheridan, Director City Performance
Mariam Fares, Manager City Projects
Luke Phillips, Manager Finance
Robert Sciglitano , Acting Manager Procurement
Helen Tola, Manager Governance & Risk
Nikky Goodall, Risk Specialist
Anne Suann, Governance Officer
Linda Hackett, Governance Officer
Nabin Bhattarai, IT Service Management Officer

The Chairperson opened the meeting in the Committee Room, Botany Town Hall, at 7:41pm..

1 Acknowledgement of Country

The Chairperson affirmed that 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

Moved by Councillors McDougall and Douglas

That the apology from Councillor Boutelet be received and leave of absence granted.

Leave of Absence

Councillor Douskou had previously requested leave of absence which was approved at the Council Meeting on Wednesday 27 August 2025.

Attendance Via Audio-Visual Link

There were no Committee members in attendance via audio-visual link.

3 Disclosures of Interest

There were no disclosures of interest.

4 Minutes of Previous Meetings

[4.1 Minutes of the City Performance Committee Meeting - 13 August 2025](#)

Committee Recommendation

Moved by Councillors Bredehoeft and McDougall

That the Minutes of the City Performance Committee meeting held on 13 August 2025 be noted.

4.2 Business Arising

The Committee notes that the Minutes of the City Performance Committee of Wednesday 13 August 2025 were received and the recommendations therein were adopted by the Council at its meeting of Wednesday 27 August 2025 with the exception of the following:

12.4 CP25.038 Councillor Expenses & Facilities Policy - Review

RESOLUTION

Minute No. 2025/217

Resolved on the motion of Councillors Barlow and Boutelet

- 1 That the positive public exhibition outcomes on the Councillor Expenses and Facilities Policy be received and noted.
- 2 That the draft Councillor Expenses and Facilities Policy {v7}, as attached to the report, be adopted by Council.

5 Items by Exception

There were no Items by Exception.

6 Public Forum

There were no speakers for Public Forum.

7 Reports

[CP25.039 Response to Notice of Motion Minute No 2024/125 - Council develop a timeline for electrification of Councils fleet.](#)

Note: A presentation was given by Robert Sciglitano, Acting Manager Procurement and Fleet.

Committee Recommendation

Moved by Councillors Douglas and McDougall

- 1 That Council prioritises an increase in the number of “Hybrid Vehicles” to the passenger and pool car fleet where the vehicles are fit for purpose and financially viable.

- 2 That Council looks at more fuel-efficient EV & Hybrid Vehicles to replace standard combustion engine vehicles in the “light commercial fleet” taking into consideration fit for purpose and financial viability.
- 3 That Council continues to analyse the “Heavy Vehicle and Machinery” fleet for more sustainable options where the vehicles and machinery are fit for purpose and financially viable.
- 4 That Council investigates the costs of installing solar capacity that services a higher target number of EV vehicles in our fleet.
- 5 That Council applies for the Community Energy Upgrade fund specifically for the electrification upgrades of local government facilities.

CP25.040 Office of Local Government Guidelines regarding Quarterly Budget Review Statement (QBRs)

Note: A presentation was given by Luke Phillips, Manager Finance.

Committee Recommendation

Moved by Councillors Bredehoeft and Douglas

- 1 That Council receive and note the updates to the Quarterly Budget Review Statement Guidelines and the mandatory updates from the NSW Office of Local Government (OLG).
- 2 That Council endorse that the updates to the Quarterly Budget Review Statement to be implemented in the Quarterly Budget Review Statement for the Quarter ended September 2025.

CP25.041 Draft Risk Management Policy - Post Exhibition Report

Note: A presentation was given by Helen Tola, Manager Governance & Risk and Nikky Goodall, Risk Specialist.

Committee Recommendation

That Council notes the public exhibition and adopts the Draft Risk Management Policy.

CP25.042 Sir Joseph Banks Park Amenities & Carpark

Note: A presentation was given by Mariam Fares, Manager City Projects.

Committee Recommendation

Moved by Councillors Kassim and Douglas

- 1 That the attachment/s to this report be withheld from the press and public as they are confidential for the following reason:

With reference to Section 10(A) (2) (c) of the Local Government Act 1993, the attachment relates to information that would, if disclosed, confer a commercial advantage on a person with whom the Council is conducting (or proposes to conduct) business. It is considered that if the matter were discussed in an open meeting it would, on balance, be contrary to the public interest due to the issue it deals with.

- 2 That in accordance with Regulation 178 (1) (a) of the Local Government (General) Regulation 2021, Council accepts the RFT Submission from Carfax Commercial Constructions Pty Ltd for Sir Joseph Banks Park Amenities Building and Carpark at a lump sum price of \$2,471,321.00 exclusive of GST subject to agreement by both parties to contract conditions.
- 3 That the Council endorses \$420,000 of additional funding allocated from the Development Contributions Levy to allow the Lump Sum works to proceed.
- 4 That the Council endorses additional funding of \$205,900 from the Development Contributions Levy for the Provisional Sums to proceed.
- 5 That the Council endorses additional funding of \$39,740 from the Development Contributions Levy for the Optional Additional items to proceed.

The next meeting will be held in the Committee Room, Botany Town Hall, on Wednesday, 8 October 2025.

The Chairperson closed the meeting at 8:26pm.

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

8/10/2025

Item No	CP25.043
Subject	Response to Notice of Motion - Council-wide App
Report by	Peter Barber, Acting General Manager
File	F24/38

Summary

This report responds to the Notice of Motion regarding the development of a Council-wide mobile application.

While the proposed approach aligns to Councils digital communication principles, pursuing a single app would require significant investment and complexity to deliver. It is however, proposed to explore a modular approach. This would include:

- Enhancing existing apps with improved branding, unified design and cross-linking to create a more cohesive and seamless digital experience.
- Developing a Council Services Hub or web page that centralises access to specialised apps and services in a unified way.

This approach would allow Council to maintain the integrity and performance of specialised services while improving discoverability, accessibility, and providing an improved customer experience.

Officer Recommendation

- 1 That the Response to Notice of Motion – Council-Wide App be received and noted.
 - 2 That Council endorse in principle the proposed approach, and that a detailed scoping and feasibility study be undertaken for the development of a centralised Council Services Hub.
-

Background

Council adopted the following Notice of Motion at its meeting on 28 May 2025:

That Council investigates the development of a Council wide mobile app which will expand on the services, information and engagement that is offered by the Bayside Waste app.

The Communications and Engagement team acknowledges and supports the intent of the Notice of Motion to investigate the development of a Council-wide mobile application that

builds upon the functionality and community value of the existing Bayside Waste and Libraries apps, alongside our customer service portals.

A unified mobile platform presents an opportunity to enhance resident access to Council services; however, the development of a whole-of-Council app also presents several significant challenges that must be carefully considered.

Key Challenges

1. Specialised Technology Requirements

Several core Council services, such as waste management and library services, are delivered through individual platforms that rely on highly specialised, third-party technologies. These systems are purpose-built to meet complex operational needs and regulatory standards and are not developed in-house. Examples of this include the Bayside Waste app, which integrates with specialised waste service offerings, and the Bayside Library app that provides catalogue management and library-specific functionalities.

An offering isn't currently available that would allow these functionalities to work alongside the required customer service systems for lodging reports or paying rates.

There are additional Council services such as Children's Services, Sport & Recreation Bookings and Events that utilise different technologies and systems, which also need to be considered.

2. User Experience and Accessibility

Residents expect mobile apps to be fast, reliable, and easy to navigate. Attempting to consolidate all Council services into a single app without a strategic approach to consolidation risks creating a bloated or fragmented experience that may be less effective than targeted, service-specific applications.

3. Delivery Complexity – Integration and Investment Requirements

Council is effectively one organisation running over 50 different businesses, from childcare to road maintenance, and from development assessment to waste collection. Developing a whole-of-Council app would require seamless integration across multiple business units, each operating with different systems, data structures, and service delivery models.

Ensuring a consistent and intuitive user experience across such varied services would necessitate a comprehensive review of our core IT systems. The IT platforms currently in use vary greatly in terms of their age, functionality, ability to integrate with other platforms, and the ease with which they can be customised and developed. This may require significant upgrades, enhancements or the replacement of existing systems, along with substantial investment to enable effective delivery.

4. Governance and Maintenance

A single app would require a centralised governance model to be established to manage updates, content, security, and compliance across all service areas. This

introduces operational complexity and resource demands the Council is not currently geared-up for.

Proposed Approach

The Council's Digital Communication Strategy focuses on consolidating communication channels, improving user experience and accessibility, and prioritising customer experience. Council's IT Strategy is currently under review and in development to assess core systems and ensure technology is better aligned with operational needs, service delivery, and broader organisational goals.

At this stage, rather than pursuing a single, consolidated app that would require significant investment and involve considerable complexity and time to deliver, it is proposed that Council explore a modular or federated approach to improved digital service delivery. This would include:

- Enhancing existing apps with improved branding, unified design and cross-linking to create a more cohesive and seamless digital experience.
- Developing a Council Services Hub or web page that centralises access to specialised apps and services in a unified way.

This approach would allow Council to maintain the integrity and performance of specialised platforms, while improving discoverability, accessibility, and providing an improved customer experience.

Financial Implications

Not applicable	☒
Included in existing approved budget	☐
Additional funds required	☐

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

N/A

Attachments

Nil

City Performance Committee

8/10/2025

Item No	CP25.044
Subject	Response to Notice of Motion - Customer Service
Report by	Richard Sheridan, Director City Performance
File	SF21/2910
Duration	30 minutes

Summary

This report provides:

- A response to Item 13.5 Notice of Motion - Customer Service tabled at the Council Meeting of 28 May 2025.
 - A summary of highlights from Stage 1 implementation of the cultural change program.
 - Details of the Stage 2 proposed program of work to be developed and implemented throughout 2025-2027.
-

Officer Recommendation

- 1 That Council notes update to Customer Experience Strategy Stage 1 and actions for Stage 2.
 - 2 That Council that a report on the progress of Stage 2 and feasibility of a chatbot be completed within 12 months.
-

Background

Council adopted the following Notice of Motion at its meeting on 28 May 2025:

1. *That Council affirms that consistently great customer experiences and a strong community focus should guide everything Council does, from planning to day-to-day customer facing activity.*
2. *That Council commits to making customer service a shared responsibility across the whole organisation by:*
 - a) *Making customer experience a priority in every department.*
 - b) *Creating clear service standards (Service Level Agreements) so people know what to expect.*

3. *That Council reviews the current Customer Service Strategy to:*
 - a) *Include customer journey mapping and better use of data;*
 - b) *Make service quality a goal in all Council plans;*
 - c) *Ensure both online and face-to-face services meet community needs.*
4. *That Council builds a better system for collecting and using data, including evaluation mechanisms to measure improvements in customer satisfaction, service responsiveness, and internal efficiency.*
 - a) *Track the full experience people have with Council;*
 - b) *Help improve services;*
 - c) *Keep data accurate, easy to access, and relevant.*
5. *That Council investigates options to create a Council-wide chatbot or virtual assistant to:*
 - a) *Help people find information quickly;*
 - b) *Give staff more time to focus on complex issues.*
6. *That Council uses a clear change plan to:*
 - a) *Help roll out these improvements in a structured way;*
 - b) *Support staff through the changes;*
 - c) *Keep day-to-day work in line with long-term goals.*
7. *That Council provides a detailed plan to the relevant Committee within three months including timing, staffing, IT needs, cost, and change management plan.*

The Customer Experience Strategy, Policy and Charter were designed to provide strategic direction and support Bayside in becoming a customer focused organisation. These documents already encapsulate many of the points in the above resolution, and an update on the progress against them is provided below in response to the Notice of Motion.

Results of the 2023 Customer Satisfaction Survey, completed prior to the implementation of the strategy, informed the Customer Experience Strategy and provided a baseline measurement for quality customer experience. The ability of Council to address customer enquiries at the first point of call, with the correct information, by helpful and friendly staff and enable the customer to keep up to date with the progress of their request, were the identified drivers of customer satisfaction.

The program of works was designed to focus on these key drivers of satisfaction, and in doing so, deliver improved outcomes of quality customer experiences. Implementation was to be delivered via a cultural change program over three stages; Become Better, Do Better, Be Better.

Stage 1, Become Better was focussed on improving what we do now to 'Become Better'. Stage 2, Do Better will be focussed on assessing what we do and changing the way we do business to deliver improvements to our customers. Stage 3, Be Better relies on a continued customer focus across all processes to ensure we provide services and standards our customer expect now and into the future.

Opportunities to Be Better are centred around the Customer Experience Strategy principles of

- Service,
- Information management
- Look and feel
- Self-service

Customer Experience Strategy - Stage 1 'Become Better'

Council adopted the strategy in February 2024. However, the *Be Better* program was initiated in mid-2023, and has delivered a comprehensive suite of customer experience (CX) improvements across Bayside Council. Stage 1 focused on embedding a customer-centric culture, enhancing service delivery, and leveraging technology and data to improve responsiveness and efficiency.

Key Achievements

The achievements are part of the ongoing efforts to enhance the quality of customer experience. These programs are designed to foster behaviours that contribute to exceptional customer service and to implement improvements throughout Bayside.

Below is a summary of key achievements:

a. Progress Snapshot

- 193 Be Better Action Items identified.
- 70% implemented as of September 2025.
- Remaining items in progress or scoped for Stage 2.

b. People & Culture

- Established a cross-functional CX working group with 19 staff members.
- Delivered Customer Experience Charter training and awareness sessions to approximately 600 staff.
- Delivered over 253 staff training sessions including cultural change, dealing with aggressive behaviours, and CRM systems.
- Introduced new roles (CX Admin Officer, Place Liaison Officer) to support increased digital engagement and asset reporting.
- CX standards embedded in staff workplans and induction programs.
- Maintained >80% first-call resolution rate despite a 21% increase in call volume.

c. Service & Operations

- Extended call centre hours, resulting in 3,800 additional direct customer interactions.
- Upgraded Eastgardens CS centre for safer cash handling.
- Reviewed and improved key services including tree requests, illegal parking, waste, rates, and engineering certificates.
- Implemented monthly CXU meetings and regular depot visits for frontline support.

d. Technology & Systems

- Upgraded Content Manager from v9.2 to v23.4, updating 4.5M records for compliance.
- Launched a Customer Knowledge Base with 379 articles and a pilot internal chatbot.
- Introduced SMS communications for request tracking and information sharing.
- Improved CRM categories and email processing time (from 8 to 3 days).
- Delivered 32 improved online services and upgraded CRM lodgement interface (41% faster, 50% fewer clicks).

e. Communications & Engagement

- Created “Be Better for Bayside” intranet pages and redeveloped CX intranet content.
- Delivered 23 issues each of Talking Bayside and Inside Bayside newsletters.
- Enhanced internal communications via GM messages, roadshows, and divisional presentations.

f. Governance & Performance

- Developed performance metrics and a preliminary QA program for customer service.
- Conducted a Community Satisfaction Survey to establish CX baseline data.
- Initiated “Voice of the Customer” program for ongoing feedback and service evaluation.

g. Data & Insights

- Created dashboards for CRM and email inbox analytics to support data-driven decision-making.
- Improved call routing and voice systems for better responsiveness.
- Reviewed high-volume service areas to streamline processes and reduce administrative burden.

The key improvements identified above have resulted in increased and improved digital opportunities, customer-focused improvements within all business units, increased knowledge sharing across the organisation, and an improved awareness of Bayside’s bold move to become a customer-focussed organisation. Attached is a detailed progress report with all improvements implemented till June 2025.

Customer Experience Strategy - Stage 2 ‘Do Better’

As we near the end of Stage 1 of the cultural change program, **Become Better** by improving what we do now, emphasis will shift to Stage 2, **Do Better** by changing the way we do business to make improvements that enhance and support quality customer experiences.

The below is a high-level summary of stage 2 as identified in the Customer Experience Strategy in response to the Notice of Motion tabled at the Council Meeting on 28/05/2025.

These improvements will have a corporate wide focus, aiming to engage with all levels of staff and build on the whole-of-organisation approach to delivering quality customer experiences and include projects identified in the Customer Experience Strategy.

Addressing the section of the notice of motion we have commenced planning Stage 2 of the cultural change program to commence in 2026.

Project			
	<i>Short Term (0-6 months)</i>	<i>Medium Term (6-18 months)</i>	<i>Long Term (18 months +)</i>
Internal Engagements			
	Stage 2 leadership engagements to identify 'Do Better' improvements	Monitoring and reporting on progress of identified improvements.	
Learning & Development			
		Develop and implement "How to provide Quality Customer Service" program available to all staff	Tailor program to a variety of customer channels and standards
Correspondence Management			
	Explore existing system capabilities of correspondence management and reporting that supports continuous improvement across the organisation.	- Source a permanent solution that expands the pilot. - Implementation of identified solution.	Track and manage correspondence received from customers and report on performance against standards.
Customer Data Intelligence			
	Implementation of AI Speech Analytics function with existing call centre platform to capture call quality, insights and trends.	Monitor and improve our service responses and align our service delivery priorities to meet those needs.	
Improve Request Management			
	Implementation of Business Event Notification selected customer request types for improved customer communication.	- Complete the existing categories - Plan to expand the use of customer request management system and	

Project			
	<i>Short Term (0-6 months)</i>	<i>Medium Term (6-18 months)</i>	<i>Long Term (18 months +)</i>
		identify and implement improvements to better align with customer needs.	
Service Standards			
	Publish and promote the Customer Experience Charter to communicate clear service standards.	- Review customer service level agreements (SLA's) for customer requests to ensure alignment between expectations and operational delivery. - Develop better complaint and unreasonable customer procedures and employee training.	Develop and implement a regular and transparent reporting program to measure performance against standards.
Customer Feedback			
		Explore opportunities to capture and report on customer experience satisfaction for both post-transactional service and place-based experiences.	- Consider the benefits of conducting a Customer Satisfaction Survey - Mini service surveys at point of the transaction.
Staff Recruitment & Performance			
	Review staff performance work plans and position descriptions to include outcome-based performance indicators focused on quality customer service.	- Continuous review of outcomes as progress occurs. - Establish ongoing alignment with administration officers outside CEX team.	
Service Reviews / Customer Journey Mapping			
	Ongoing service reviews of end-to-end customer journeys to identify improvements that align with customer needs and expectations, including both online and face-to-face services.	Ongoing service reviews of end-to-end customer journeys to identify improvements that align with customer needs and expectations, including both online and face-to-face services.	
Online Services			

Project			
	<i>Short Term (0-6 months)</i>	<i>Medium Term (6-18 months)</i>	<i>Long Term (18 months +)</i>
	Explore opportunities to enhance digital self-service capability and functionality to: 1 help people find accurate information quickly and 2 enable staff more time to focus on complex issues 3 identify high volume transactions not yet digitally available	Implement identified enhancements for digital self-service capability and expand digital transaction opportunities such as online parking permits, waste bookings, and rates information, planning information.	
Governance Guidelines			
	Develop internal guidelines that enable staff to better identify and deliver quality customer experience in all plans and projects.	Embed customer experience considerations into all planning and reporting.	

Stage 2 projects will follow tailored change management plans based on their scale, impact and timing to deliver successful, structured and impactful change to Bayside. These will be developed and supported in consultation with Organisational Development. Ongoing support from IT, Business Transformation, and Communications and Engagement is essential for the program's success.

For further details on each of the projects including strategic intent, resourcing requirements and reference to the relevant Notice of Motion, please refer to attachment 2.

Stage 2 projects will follow tailored change management plans based on their scale, impact and timing to deliver successful, structured and impactful change to Bayside. These will be developed and supported in consultation with Organisational Development.

Chatbot Feasibility

Chatbots are increasingly seen as a way to improve and modernise service delivery, reduce reliance on staff for routine inquiries, and offer 24/7 support.

A well-designed chatbot can guide users through a site, help them locate specific resources, and respond to frequently asked questions in real time. This can significantly improve the user experience, especially for those seeking quick answers outside of business hours.

There are two main approaches to implementing a chatbot on the website: one that uses AI to scan and interpret existing website content, and another that requires staff to manually create and maintain a separate database of questions and answers. The AI-driven option draws directly from the website, allowing it to respond dynamically to user queries based on the most current published information. In contrast, a manually populated chatbot relies on staff to write, review, and update a separate library of questions and responses.

Using a chatbot that scans the website is far more efficient and sustainable. It avoids duplication of work and ensures consistency, as updates made to the website are automatically reflected in the chatbot's responses.

While the benefits are clear, it's important to understand the depth of work required to implement a chatbot that functions effectively without human oversight. AI chatbots rely heavily on the quality and clarity of the content they are trained on. This means that every piece of information the chatbot accesses must be carefully reviewed, structured, and written in a way that is unambiguous and easy for the AI to interpret.

Another key consideration is control. AI chatbots, particularly those using generative models, do not allow full control over how responses are phrased. While some platforms offer scripted flows or keyword-based triggers, these are limited in scope and do not scale well for broader use. The lack of control introduces a risk that the chatbot may provide inaccurate or inappropriate responses, which could impact user trust and the organisation's reputation.

To mitigate these risks, a chatbot implementation would require a phased and carefully managed rollout. This would involve:

- A comprehensive audit of existing website content to ensure it is suitable for AI interpretation and up to date.
- Collaboration across teams to rewrite or restructure content where necessary.
- Rigorous testing to identify and correct errors in chatbot responses.
- Ongoing monitoring and maintenance to ensure the chatbot remains accurate and aligned with organisational messaging.

The Council's Communications & Engagement Team supports the introduction of a chatbot, recognising its potential to significantly enhance user experience and improve operational efficiency. However, effective implementation will require careful planning and time to ensure it delivers a positive experience for users.

As part of the broader website improvement project and digital communications strategy, the integration of a chatbot has already been identified as a priority. The Communications Team is currently exploring available options and conducting research to inform this work, and implementation is expected to commence within the next 12 months.

Cost and Budget Impacts

To support project management and delivery of Be Better Initiatives the following has been funded:

- Dedicated administration role (currently fixed term contract)
- Project Officer, additional resource (currently fixed term contract)
- Part Time Project, additional resource.

To continue to implement changes and support the ongoing collation of data and dashboards, there needs to be a consideration to maintain these positions or leverage from other areas of council. The management of CRM relies heavily on administrative support from each Directorate and the relevant Customer Relationship Analyst.

Technology Investment

There is still ample opportunity to improve existing systems and the way we use these to maximise functionality. This will be a worthwhile investment as it is lower cost than replacing applications, and can be done with minimal outside assistance. Examples include:

- Comprehensive CRM review and supported implementation of recommendations.
- Resident Parking Scheme management automation.
- Rating - change address forms.

The priority is to target high volume and high impact CRMs to improve the customer experience of both internal and external customers. Reducing the time taken to service the request will ensure the customer gets a better response from council and has a better experience.

Financial Implications

Not applicable	☐	
Included in existing approved budget	☒	Extending 2 fixed term roles to action improvements.
Additional funds required	☐	

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

Not applicable

Procurement

Not applicable	☒
Applicable - procurement method	☐

Attachments

- 1 [↓](#) CX Strategy - Stage 1 Outcomes
- 2 [↓](#) CX Strategy - Stage 2 Program

**Outcomes:
Stage 1 - Become Better**

Key Focus	Improvement Project	Current Status	Summary of Outcomes	Detailed Outcomes
People	1.1 Working Group	Ongoing	A cross divisional Customer Experience Working Group was established to focus on improving customer experience across the business, using data and customer insights to drive priorities. The group included staff from across seven business units and meets regularly.	A working group was established in the middle of 2023 to develop cross collaboration, aiding in the development, implementation and measurement of CX improvement projects. The group is made up of 19 Council staff from a broad cross section of Council business units. The working group continues to meet regularly.
People	1.2 Customer Experience Unit Structure	Ongoing	The Customer Experience Unit resource structure was aligned to better meet customer and service standard needs. Improvements included changes to staff locations, extending operating hours, staff training and improved team management techniques. These changes resulted in the team addressing an additional 21% of customer enquiries at the first point of call	* CXU offices were relocated to ensure teams can work closer together and create efficiencies. * CS procedures and policies were reviewed and updated to embed customer focused outcomes and technology advancements. Procedures continue to be created with an embedded customer focus. * Implemented monthly CXU meetings to communicate team changes and important information. * Call centre hours were extended from 4:30pm to 5:30pm to better align with customers' expectations and demands. The extended hours has steadily increased from its implementation providing an additional 3,800 interactions in FY24/25 with a Council staff member rather than the external after hours service. * Eastgardens CS centre physical layout were upgraded to ensure a safer environment for handling cash. * CS staff have attended various training sessions to improve their skills, enabling customer enquiries to be addressed at the first point of call. * CX Coordinators and Seniors have undertaken team management skills training to meet industry standards. * CX Administration Officer role was introduced to accommodate for an increase in admin work due to more online and digital options made available. * Place Liaison Officer framework implemented for concise reporting and auditing of Council's presentation and assets. * CX had addressed customer's calls at the first point of call 82% of the time. Currently CX has maintained an average of 80% even though overall calls received in FY 24/25 has increased by 21%. * CX has averaged >80% of calls addressed at the first point of contact (above the Service Level Agreement of 70%) in both 2023/2024 and 2024/25 whilst the volume of calls increased by 21%. * Internal engagements commenced with key business units to discuss current business practices and identify customer focused improvements.
People	1.3 Internal Engagements	Progressing	Engagement with all internal teams were conducted to assess what each team needed to do to 'Be Better'. These engagements assessed teams current processes, structure, technology and skills as well as identifying achievable customer focused improvements. A total of 193 'Be Better Actions' were identified and embedded into operational plans. 70% of actions have been completed, 20% are in progress and the remaining are being considered for Stage 2 of the program	* 193 Be Better Action Items were identified. Quarterly progress check-ins continue with 70% of action items implemented as of September 2025, with the balance of action items in progress. Items identified as out of scope will be considered for Stage 2 of the program. * Key services that were reviewed include tree requests, illegal parking requests, waste, rates, park improvements, engineering certificates, to name a few. * CXU staff have maintained regular visits to both depots to continue to provide onsite advice and training for staff. * Programs implemented include, Be Better Cultural Change Program, Dealing with Aggressive Behaviours, CRM Training and Content Manager Upgrade Training. In 2024/25 253 employees attended customer focused training programs. * Programs continuing to be developed include, Providing Quality Customer Service, Dealing with Difficult / Unreasonable Customers. Training will be delivered based on each team's individual needs. * The 'Be Better' approach has been incorporated into all internal training programs. * Aquatic Services New Starter kit updated to include Be Better Program in December 2024 and delivered to 70 new casual employees to date.
People	1.4 Learning & Development	Progressing	A variety of learning and development programs were delivered for staff to better enable delivery of quality customer service attended. In 2024/25 253 employees attended 10 customer experience focussed programs. In addition, the Customer Experience Strategy is delivered at each New Starter Induction and has been embedded at the commencement of all internal training programs offered by Council.	* CX standards and outcomes have been included into City Performance staff and Managers workplans for 23/45 and 24/25. * Improvements have been made to staff induction to ensure new starters understand CX standards and expectations. * Bayside Managers have an embedded 'Be Better' plan which is tailored to implement identified Corporate CX priorities across all four improvement areas: People, Technology, Data & Information and Performance & Governance. * CX Leadership Workshop was conducted quarterly to ensure all Managers are engaged and progressing with CX priorities.
People	1.5 Staff Recruitment & Performance	Progressing	Improvements have been embedded into staff performance work plans, positions descriptions and new staff on boarding programs to ensure staff understand CX expectations and performance is measured based on quality customer service outcomes.	* CXU staff have maintained regular visits to both depots to continue to provide onsite advice and training for staff. * Bayside Managers have an embedded 'Be Better' plan which is tailored to implement identified Corporate CX priorities across all four improvement areas: People, Technology, Data & Information and Performance & Governance. * CX Leadership Workshop was conducted quarterly to ensure all Managers are engaged and progressing with CX priorities.
People	1.6 Leadership Engagement	Ongoing	Leadership programs were developed for Bayside's leader's behaviour to facilitate and inspire employees, enhance employee engagement, and improve their team's operations to meet CX priorities. Each manager has an endorsed 'Be Better' plan and Leadership engagements were hosted regularly.	* Internal Communications improvements include Regular GM Messages to all staff, GM Roadshow 2023 & 2024, and improvements to community newsletter and social media posts. * The Manager Customer Experience has presented at Divisional staff meetings to directly engage with a cross section of staff. * The Customer Experience intranet pages were redesigned to convey corporate CX messages. * The Be Better for Bayside intranet pages were created as one of communicating the program to Council staff. * 6 guest speakers from various business units were welcomed to Customer Service Team Meetings in 2024/25 to enhance the sharing of information and collaboration throughout the organisation.
People	1.7 Internal Communications	Ongoing	Internal communications were improved to ensure corporate messages were appropriately shared and understood across the organisation, enabling staff to provide quality customer service. Activities included CX Strategy progress updates being available on the intranet, GM and Manager presentations and internal newsletters.	* Implementation of external communications through Talking Bayside with 23 issues delivered to the community in 2024/25 to more than 46,000 subscribers as at 30 June 2025. * Implementation of Inside Bayside for staff & Councillors issued fortnightly. * Distribution of four printed newsletters throughout 2024/25.
People	1.8 Corporate & Councillor Communications	Ongoing	New communications channels have been created to improve corporate and Council related updates including improvements to the 'Talking Bayside' newsletter which is distributed to all residents and the 'Inside Bayside' which is shared with staff and Councillors. The CX Charter was developed and endorsed which describes Bayside's expectations from customers. Approximately 600 staff have been trained on the Charter. Stage 2 will scope options for further staff training on dealing with customers who don't meet our Charter's expectations.	* Scoping continues for improved guides on how to enable staff to better handle unreasonable customers. * Training was provided to nearly 600 Council staff on the Customer Experience Charter, which detail's Bayside's commitment to customers.
People	1.9 Dealing with Unreasonable Customers	Progressing		
Technology	2.1 Correspondence	Progressing	Council's record management system was upgraded and further integrated into other core systems. The ability to track and manage correspondence received from customers and report on performance against service standards will be added to Stage 2.	* Content Manager was upgraded from version 9.2 to 23.4, the first upgrade since 2017 providing the opportunity to better integrate with existing core systems and reporting modules. * Approximately 4.5 million records were updated to reflect the new functional retention and disposal authority for local government records (FA450) ensuring compliance and best practice management of Council records.
Technology	2.2 Knowledge Base	Ongoing	A Knowledge Base was developed which provides staff with fast and accurate information to address customer enquiries at the first point of contact. Information included latest news, recent developments and procedural information. Recently a pilot AI chatbot has been implemented for staff. A total of 379 information articles are available.	* Customer Knowledge Base has been developed and launched to all staff with continued development and expansion. * Information available to staff includes latest news on recent developments in the LGA - by Council or other authorities, information on all of Council services and procedural information that help customer facing staff deal with enquiries. * The Customer Knowledge Base currently houses 379 articles; 172 information articles and 207 news posts. * A pilot internal chatbot has been implemented for CX which improves accessibility of information for staff from the Customer Knowledge Base and Council website.
Technology	2.3 Improve Request Management	Ongoing	The Customer Request Management and other available systems were reviewed with updates and training provided to improve responsiveness to customer service requests. Improvements included; detailed reviews of a variety of high use customer request types, the introduction of customer SMS messages that include request references and further relevant information, the prequalification of Snap, Send Solve requests to better manage their impact on resource allocation - resulting in up to 81% of requests being identified as outdated, or duplicates. These reviews and prequalification's created significant resource savings for Council.	* Health checks on all current system capabilities were conducted to allow for better request allocation, tracking and reporting. * Improvements made include: * SMS option for customers, to better communicate with customers regarding their request references, encouraging online options and information sharing. For example, SMSing direct links to waste information to reduce illegal dumping and links to the de-amalgamation survey. * Improving the process of assigning incoming emails to the correct actioning officers has reduced administration processing time from approximately 8 days in 2024 to 3 days in June 2025. * Snap Send Solve requests were prequalified. In FY 23/24 we received 7,902 Snap Send Solve requests and 10,079 in FY 24/25. In FY 24/25 81% could not be actioned because of the nature of their content (e.g., illegally parked cars, duplicates) enabling the Compliance team to efficiently allocate resources and reduce lost time. * System improvements were made to the following CRM category types to help improve operations and customer request. Trees and Parks, Graffiti Removal, Street Cats and Dogs, Kerb and Guttering, 23/24 Fees and Charges, and Illegal parking.
Technology	2.4 Website & Social Media	Ongoing	Council's website and social media channels were improved and continue to be enhanced. Improvements included enhancements to the site's back end functions, search fields and content. Website and social media engagement continues to grow, confirming that residents want to use Bayside's information assets as their source of truth and channel to transact with Council.	* Improvements have been made to the website's back-end functionality, search fields and content. * The following online content was under review for improvements to be made. DA tracker, Working for Bayside, Trees, Parking fine, Waste and Recycling, Making a Claim and Rates. * An action plan has been created to prioritise content change needed across the site based on customer search behaviour. * Search capability has been enhanced allowing easier access to information for all customers. * The number of website users has grown by 19% from 2022-2023 to 2023-2024, confirming more residents using the website to find information and engage with Council.

Outcomes:
Stage 1 - Become Better

Technology	2.5 Online Services	Progressing	Enhancements were made to digital self-service capability and functionality to improve customer experience and satisfaction for transactions including payments, bookings, lodging applications and requests. Improvements were made to 32 online transactions to improve customers ability to self serve in an easy and safe manner. New technologies were also introduced to allow customers to book venues, events and raise customer requests. Customer can now raise service requests 41% quicker with a 50% reduction in the number of clicks. Phase 2 will also allow online customers to better track their requests.	* Improved online services were delivered for 32 transactions including Business Compliance, Footways Dining, Information Services, Engineering referrals and public domain works. Improvements involved updating website content, reviewing forms for a better customer experience, appropriate collection of personal information and enabling further self-service capability including payments. * An updated Bookable software was introduced to allow customers to book venues and Library events. * An updated interface was introduced for the online lodgement of CRM's to provide customers with an improved user experience, communication and feedback throughout the lifecycle of various CRM's. The introduction of these improvements will reduce the time taken to lodge a CRM online by 41% and the amount of clicks required by 50%. * Existing online CRM processes have been scoped for improvements to include better helper text to assist customers who choose self-service.
			Customer facing email addresses and routing were reviewed and consolidated to improve responsiveness, monitoring, and reporting on performance. Customers now receive more useful information in their automated / initial response from Council including relevant information about their request type, links for further information, options that can save the customer time or information about other Government providers, if needed. A proof of concept AI tool has been trialled to better organise incoming emails, along side better use of existing systems. These improvements have seen customer emails being registered for action 39% quicker.	* Reporting and tracking enhancements were embedded into Council's inbox, which handles all incoming emails. This has allowed for better data driven insights on the types of requests being made and how they are handled. * An automated email response to incoming emails was updated to include more useful information and links for customers that could save them time and help them get the information they need. * We have increased the amount of direct responses to customer emails by introducing email templates with links to our website information, or contact details for other government departments. New email templates continue to be introduced. * Introduction of a proof-of-concept AI project has helped organise incoming emails into category types allowing for easier triaging. * Existing tools have been introduced to enhance the process of registering some enquiry types into Content Manager. This has seen a reduction of clicks taken to register an email by 43%, and time taken by 39%.
Data, Info & Processes	3.1 Email Review	Progressing		
Data, Info & Processes	3.2 Channel Review	Ongoing	Existing customer service channels were each reviewed and analysed to better understand use, accessibility, consistency of experience and effectiveness. Improvements were embedded across all channels including, introducing enhancement to phone queuing, the introduction of SMS communications, better online services and training for face to face customer service staff.	* A review was conducted for each customer service channel to begin identifying opportunities for improved data collection and customer outcomes. * Collaborated with a cross section of teams to ensure personal information collected via different channels is necessary, protected and treated appropriately. * SMS options for sharing quick links and references numbers at the time of call has improved the quality of information and next steps provided to callers. * Upgrading to a digitally recorded voice for phone systems has allowed for greater flexibility and responsiveness. * Improved routing of calls to better manage call flows and volumes has been introduced.
Data, Info & Processes	3.3 Business Processes	Ongoing	Review and streamlining of key request types and associated business processes were conducted to improve customer experience, reduce administrative workload and improve response times. Each providing savings to resource allocation, more consistent information provided to customers and improvement internal efficiencies.	* Review of high volume customer requests including illegal dumping, tree inspection requests, Development Application process and Animal Registrations to streamline processes, reduce or remove administrative burden and delays, improve data collection and enhance overall service delivery.
Data, Info & Processes	3.4 Service Reviews	Progressing	Detailed service review conducted of Council's Data and Information Management team which included a review of technology, processes, and practices to ensure availability to respond to customer requests within agreed service standards. This team was selected as they manage all customer incoming emails. Improvements have included staff skills development, technological improvements and reduction in time to process emails from customer. Results reported elsewhere in this report.	* A service review was conducted on the Data and Information Management function for Council and a detailed action plan was created. The project aims to assess and redefine the services provided by the Data and Information Management team. By evaluating current processes, aligning with industry best practices and/or legislative requirements, and understanding local community's specific needs, Council intends to redefine services to enhance value add and efficiency.
Data, Info & Processes	3.5 Information Consistency	Ongoing	Bayside's Website and public information platform's content have been kept up to date with relevant information to assist the customer.	* A Leadership workshop was conducted to improve content creating and navigation across all services to ensure online information is consistent, searchable and relevant to customers. * Content updates are continued to be made by each division as needed. * The website content update action plan and the Customer Knowledge Base will aid in ensuring all public information is relevant and assists the customer.
Data, Info & Processes	3.6 Customer Data Intelligence	Ongoing	Customer intelligence dashboards have been created to help identify opportunities to improve customer experience. Available data include CRM analysis and email management. Dashboards are being used by Managers to improve data driven decision making.	* The development of data analysis portals has allowed staff to better understand customer needs and requests, which in turn promotes improved decision making. For example, the CRM analysis dashboards allow Managers to improve decision making. * A Council email inbox dashboard was created by Business Improvement which allows for the measurement of email data.
Governance & Performance	4.1 Customer Experience Strategy, Policy & Procedures	Progressing	CX Strategy, Policy and Charter were developed and endorsed to improve consistency and accountability in the delivering of quality service to our customers across Council. The CX Cultural change program "Be Better for Bayside" has allowed the Strategy's intent to be delivered across each Business Unit. Stage 2 will include further development of governance and procedural improvements.	* The CX Cultural Change Program, "Be Better for Bayside" was developed and improvements are being made across all divisions. * The CX Strategy, Charter & Policy were adopted, which includes guidelines and metrics for producing quality customer service consistently. * CX related policy reviews include Complaint and Complaints and Dealing with Unreasonable Customers.
Governance & Performance	4.2 Performance Matrix	Progressing	Customer Service performance metrics were reported regularly to Council and the Executive team to illustrate improvements to responsiveness to customers and operational improvements.	* Performance metrics were developed to measure Bayside's efforts to improve its responsiveness to customers, corporate improvements, and customer satisfaction measurements. * A preliminary Quality Assurance Customer Service Program was introduced to assess call quality and is being developed further to leverage available technologies.
Governance & Performance	4.3 Customer Feedback	Progressing	Customer Service insights were collected in the 2023 Community Satisfaction Survey and are being used as a benchmark for quality customer service. Stage 2 will further develop measures that assess customers satisfaction for both post transitional and place based experiences.	* A Community Satisfaction Survey was undertaken in September 2023, which included measurements for Customer Experience. This will set the baseline data needed to enable Council to track/evaluate performance over time. * Program development taking place to create a "Voice of the Customer" program, measuring customer satisfaction via place and post service transactions.

Proposed Program of Work:

Project Name	Strategic Intent	Short Term (0-6 months)	Medium Term (6-18 months)	Long Term (18 months +)	Notice of Motion Reference	Focus Area	Estimated Costs2
Internal Engagements	Identify opportunities for CX improvement at a business unit level.	Initial engagements with every department on their commitment to providing quality customer service and how we can change the way we do things to 'Do Better' to leverage efficiencies and improve the customer experience	Monitoring and reporting on progress of identified improvements.		2, 3	People and Culture	Existing resourcing
Learning & Development	Build capability within the organisation that enhances the understanding of our CX Charter, Strategy & Policy and the contribution all staff make in a customer focused organisation.		Develop and implement "How to provide Quality Customer Service" program available to all staff	Tailor program to a variety of customer channels and standards	2	People and Culture	Existing resourcing
Correspondence Management	Review and improve how we manage correspondence to gain efficiencies and reporting that supports continuous improvement across the organisation.	Explore existing system capabilities to improve management of correspondence and reporting	Implementation of identified solution.	Track and manage correspondence received from customers and report on performance against standards.	4	Technology Data, Information & Processes Governance & Performance	50,000
Customer Data Intelligence	Improve customer data collection to enable data driven decisions and alignment with customer expectations and industry benchmarks.	Implementation of AI Speech Analytics function with existing call centre platform to capture call quality, insights and trends.	Monitor and improve our service responses and align our service delivery priorities to meet those needs.		2, 4	Technology Data, Information & Processes Governance & Performance	Existing resourcing
Improve Request Management	Review and update customer request systems to enhance the user experience.	Business Event Notification implementation for selected CRM types to communicate with customers and keep them informed about their request.	Review use of customer request management system and identify and implement improvements to enable better alignment with customer needs.		2	Technology	Existing resourcing
Service Standards	Review, develop and promote service standards to enhance the customer experience, align operations with expectations and promote continuous improvement.	Publish and promote the Customer Experience Charter to communicate clear service standards so people know what to expect.	Review customer service level agreements (SLA's) for customer requests to ensure alignment between expectations and operational delivery. Develop better complaint and unreasonable customer procedures and employee training.	Develop and implement a regular and transparent reporting program to measure performance against standards.	2	Data, Info & Processes	Existing resourcing
Customer Feedback	Create opportunities to seek feedback from customers to measure our performance.		Explore opportunities to capture and report on customer experience satisfaction for both post-transactional service and place-based experiences. Conduct mini service surveys at point of transaction.	Customer Satisfaction Survey	3	Governance & Performance	100,000
Staff Recruitment & Performance	Embed customer focused indicators in recruitment and performance workplans that support exceptional service delivery in all business units.	Review staff performance work plans and position descriptions to include outcome-based performance indicators focused on quality customer service.	Continuous review of outcomes as progress occurs. Establish ongoing alignment with administration officers outside CEX team		1, 2	People and Culture	Existing resourcing
Service Reviews / Customer Journey Mapping	Review and streamline customer interactions with Council to improve customer experience and response times.	Ongoing service reviews of end-to-end customer journeys to identify improvements that align with customer needs and expectations, including both online and face-to-face services.	Ongoing service reviews of end-to-end customer journeys to identify improvements that align with customer needs and expectations, including both online and face-to-face services.		1, 3, 4, 5	Technology Data, Information & Processes Governance & Performance	Existing resourcing
Online Services	Expand and enhance online services to enable the community to transact with Council	Explore opportunities to enhance digital self-service capability and functionality to: 1) help people find accurate information quickly and 2) enable staff more time to focus on complex issues 3) identify high volume transactions not yet digitally available	Implement identified enhancements for digital self-service capability and expand digital transaction opportunities such as online parking permits, waste bookings, and rates information, planning information.		3, 4	Technology Data, Information & Processes	Existing resourcing
Governance Guidelines	Develop guidelines to consider and embed a customer focus in decision making.	Develop internal guidelines that enable staff to better identify and deliver quality customer experience in all plans and projects.	Embed customer experience considerations into all planning and reporting.		1, 2, 3,	Governance & Performance	Existing resourcing

City Performance Committee

8/10/2025

Item No	CP25.045
Subject	Draft Information Management Policy
Report by	Richard Sheridan, Director City Performance
File	SF21/2910

Summary

This report presents the draft **Information Management Policy**. The policy is a framework for our organisation's information governance and is designed to address current gaps in the way information is created, stored, accessed, and disposed of.

In an increasingly digital and data-driven environment, the effective management of information is critical to operational efficiency, regulatory compliance, risk mitigation, and informed decision-making. The policy outlines a consistent, organisation-wide approach to managing information assets, ensuring they are secure, reliable, and accessible throughout their lifecycle.

Officer Recommendation

- 1 That Council receives and notes the Draft Information Management Policy and endorses a public exhibition period of 28 days.
 - 2 That Council authorises the General Manager to approve any minor editorial changes prior to public exhibition.
 - 3 That Council notes a further report will be presented to the City Performance Committee following the public exhibition period, detailing any submissions received.
-

Background

Until now, Council has been guided by the Records and Information Management Policy, which has primarily focused on traditional records management. While this approach provided a solid foundation, it has not kept pace with the evolving nature of information - particularly the growing volume of digital content, data, emails, metadata, and knowledge assets that fall outside the scope of traditional formal records.

To address these gaps, the Information Management Policy has been developed and is proposed to replace the Records and Information Management Policy. It is closely aligned with the Privacy Management Plan, ensuring a cohesive and compliant approach to information governance.

Information is a critical asset that underpins decision-making, service delivery, accountability, and innovation. The absence of a comprehensive governing framework has resulted in inconsistent practices, heightened risk exposure, and inefficiencies in managing data and records. The proposed policy aligns with legislative obligations, industry standards, and best practices in information governance.

The Information Management Policy aims to:

- Ensure information is accurate, accessible, secure, and appropriately retained.
- Foster a culture of accountability and transparency in data handling.
- Assess the collection of data in any form.
- Support compliance with relevant legislation.
- Enable digital transformation and data-driven decision-making.
- Reduce risks related to data breaches, loss, or misuse.

To support successful implementation, the policy will be actively socialised across the organisation through targeted training, internal communications, and ongoing engagement to ensure staff understand their responsibilities and adopt consistent practices.

Financial Implications

Not applicable	☒
Included in existing approved budget	☐
Additional funds required	☐

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

Public exhibition of the Draft Information Management Policy for a period of 28 days will occur via Have Your Say. Following conclusion of the public exhibition a further report will be presented to the Committee for consideration.

Attachments

- 1 [📎](#) Draft Information Management Policy



Information Management Policy Draft

September 2025



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Enquiries: Manager Customer Experience



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

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1 Introduction

1.1 Background

The Information Management Policy establishes a governance framework for the creation, capture, control, use, maintenance, and disposal of records and information. It ensures compliance with relevant legislation, such as the State Records Act 1998, and other regulatory requirements. This policy defines the roles and responsibilities of all users of information including employees, contractors and third parties.

1.2 Definitions

Capture

Saving or registering a record into Councils approved corporate information systems whether hardcopy or digital. This may mean registering the record into Council's information system and assigning metadata to describe it and allow for the appropriate management of the record over its lifecycle.

Data

Data is typically comprised of numbers, words or images. Data is a representation of facts, concepts or instructions in a formalised (consistent and agreed) manner suitable for communication, interpretation or processing by human or automatic means.

Information

Collection of data in any form, which may be transmitted, manipulated, and stored, and to which a meaning has been attributed. Information may include, but is not limited to: a written document, an electronic document, a webpage, an email, a spreadsheet, a photograph, a database, a drawing, a plan, a video, an audio recording, a label or anything whatsoever on which is marked any words, figures, letters or symbols which are capable of carrying a definite meaning to anyone.

Information and Data Governance

Information and Data Governance sets and guides the policies, structures, responsibilities and standards required for managing Council's information effectively, securely and in compliance with legislative requirements. It helps ensure that data is accurate, available and accessible. Information and data governance includes information and data architecture, modelling, integration and master data management.

Information Management

Information Management refers to all processes, tools and services that form the end-to-end solutions to plan, acquire, create, circulate, distribute, use, manage, retain or dispose of information according to legislative drivers and business relevance. The management of the various types of information may require different approaches and standards. Information Management includes information governance.

Information Systems

Information Systems are an integrated set of components (typically include hardware, software, databases, networks, people and procedures) for collecting, storing, and processing data, providing information, providing tracking data for a workflow process, providing knowledge, or storage and retrieval of digital products.

Record

Recorded information created, received, used or maintained by Council in the transaction of business which provides evidence of Council activities. Records contain information that reflects what was communicated or decided or what action was taken and therefore constitutes the evidence of activities.

System of Record

Designated information system as the authoritative and approved data source for storing and managing the specific type of information.

1.3 Policy statement

The policy outlines Bayside Council's responsibilities and strategies for information management, guiding the creation and management of information assets by all users and clarifying roles and responsibilities. It sets out the requirements to meet the State Records Act 1998 key compliance obligations for public offices. It aims to meet business needs, accountability requirements, and stakeholder expectations by ensuring information is well-described, stored in endorsed locations, accessible when needed by authorised persons, and protected from unauthorised access and disclosure.

1.4 Scope of policy

This policy applies to all users of information and all information assets (records, information and data) in any format, created or received, to support Bayside Council activities.

It covers all applications used to create, manage and store information assets, including dedicated information management systems, business information systems, databases, email, voice and instant messaging, websites, and social media applications. This policy covers information created and managed in-house and off-site, on all platforms.

This policy applies to:

- The Mayor, Councillors, staff and all other users (including contractors, work experience students, apprentices, volunteers and consultants), vendors, and external service providers who are granted access to Council information assets and supporting technology or who manage and create Council's public records.
- All types of data, information and public records, regardless of format, medium and source which relate to the business and administration of Council.
- All data and information management activities including the way in which Council plans, identifies, creates, receives, collects, organises, secures, uses, controls, disseminates, shares, maintains, preserves and disposes of information under its control.
- All Council controlled or commissioned information systems and services which manage information and public records.

All practices and processes related to information systems and services associated with creating and managing information and public records.

Council's information management capabilities are delivered via:

- people (leadership, trained, shared knowledge, with assigned responsibilities and accountabilities, leadership and training),
- information (trustworthy, secured, discoverable, accessible, used and reused with confidence and insights),

- processes (planned, documented information systems and service design appropriate to customer and business needs and legislative requirements), and
- technology (enabling capture, storage, protection, discovery, access, and leveraging of information).

2 Information Management

2.1 Why is information management important?

We rely on information to develop policy and deliver services that are valuable to our community.

Good information management:

- Ensures the right information is readily available to the right people at the right time.
- Enables information to be handled securely, with appropriate protections for privacy and confidentiality.
- Allows Council to demonstrate that information is being created, used, maintained and disposed of with integrity so that we act in the interest of our community through the decisions we make and the actions we take.

2.2 Why is an Information Management Policy needed?

An Information Management Policy provides a structured approach to managing information effectively. It ensures consistency, security, and efficiency by establishing clear guidelines, processes and tools for handling data throughout its lifecycle.

2.3 What does success look like?

The outcomes of good information management are apparent to our community when Council can:

- Make well informed, transparent, and timely decisions.
- Deliver customer-centric services efficiently – making the most of every resource available and every interaction between Council and the community.
- Drive innovation by making information available for use by the business, in a legally, ethically and culturally appropriate manner.
- Be accountable through a secure and discoverable record of government that is valued by our community and used to by future generations.

In supporting these outcomes, the Information Management Policy:

- Defines a common set of principles for information management that support the development of strategies and plans at an agency level.
- Enables all users of Council information to understand the requirements for good information management.

While the focus of the Policy is information management, the technology used to achieve this is recognised as a critical enabler of information management.

3 Principles

3.1 Information Management principles

Bayside Council information management principles provide a quality benchmark for the management of information within our organisation. The principles outlined below must be implemented in practice at all levels of the organisation to ensure an appropriate level of information management maturity is reached.

a. Business-enabling, aligned to business needs and customer outcomes.

Council only collects, creates, and manages information that directly supports organisational strategy, business functions and operations, services and delivery, and the needs of our customers. The use of Council systems to create, store, use and share information ensures the information we rely on for making insightful business decisions is readily available to those that need it. Information held in appropriate business systems is effectively managed, protected and made accessible as appropriate.

b. Secure, valued and managed as an asset.

Council recognises that its information is a core component of our services and operations, so it needs to be supported and maintained as a secure business asset. This entails identifying corporate information assets, registering and tracking assets and assigning appropriate governance and management responsibilities to those assets throughout their lifecycle. Council provides an information governance structure, outlining clear information management roles and responsibilities

c. Trustworthy and used with confidence.

Well-managed information is critical to the effective and efficient operation of our organisation by ensuring all users have access to the right information at the right time.

Council shares information appropriately, ensuring the correct controls are in place to manage access, security, and privacy of the information held.

d. Managed across the full lifecycle, protected from unauthorised use and inappropriate deletion.

The use of Council approved business systems, services, and repositories to create, store, use and share information, ensures the information is appropriately managed, maintained, protected, and secured. (see Appendix 1)

All users must be aware of their responsibilities regarding making and keeping appropriate business records, and the retention and disposal of those records.

Appropriate retention policies are applied to all information stored in enterprise information management systems.

e. Available and open to the community and Government in line with related policies such as the Government Information (Public Access) Act 2009 (GIPA Act).

- f. Considered, planned and designed to inform business operations and support systems design, architecture, and maintenance programs.

Information management should be consciously planned and integrated into business operations, system design, and maintenance. Information must meet business and governance requirements, with specifications for its security and use. Information management principles must be incorporated into system design and change management to meet policy and legal obligations.

3.2 Legislative requirements for information governance

There is a body of legislation and policy that governs public information and records management. The key legislation governing information management in the NSW public sector includes:

- Data Sharing (Government Sector) Act 2015: Facilitates data sharing across government agencies to improve service delivery and policy-making.
- Government Information (Public Access) Act 2009 (GIPA Act): Promotes transparency by providing the public with access to government information.
- Health Records and Information Privacy Act 2002 (HRIP Act): Protects the privacy of individuals' health information.
- Privacy and Personal Information Protection Act 1998 (PPIP Act): Safeguards personal information held by public sector agencies.
- State Records Act 1998: Ensures proper management and preservation of government records.

3.3 Digital Records Management

Council has a legal obligation to manage its records and must be able to account for its actions and expenditure of resources appropriated by Council on behalf of the community. Information is a key Council asset and needs to be managed well to realise its value.

Digital management of records enables Council to make the best use of new technologies and innovative ways of doing business. It ensures that Council information is not lost in storage, is able to be searched for and therefore accessed and utilised by Council staff when needed.

It enables Council to implement information reforms more efficiently and effectively.

3.4 Creation and Capture

Records are created every time someone in Council writes an email, drafts a brief, writes a report or records minutes, adds data to a spread sheet or takes a photo.

This information is created as part of a specific business process and needs to be managed so that it can be searched, shared, reused and repurposed, and increasing its value to Council. Records need to contain specific information to make them complete, accurate and reliable.

The information needs to reflect:

- What happened, the order of events
- What was decided or recommended
- What advice or instruction was given
- When it happened and who was involved.

3.5 Access to Council Records

Bayside Council requires open access to information and records unless the record itself requires protection. Protecting our information and records are governed by:

- Council's Access to Information Policy
- Access to Information Guidelines for Local Government
- Privacy and Personal Information Protection Act 1998
- Health Records and Information Privacy Act 2002
- Government Information (Public Access) Act (GIPA) 2009

All Council records are public documents and must be managed to provide easy access by our community.

3.6 Records Security

Records should be stored within approved recordkeeping systems to prevent unauthorised destruction, alteration or removal. Council's approved recordkeeping systems have a full audit log, security and are managed and monitored.

- Council records must be stored only in Council's official recordkeeping systems – for example EDRMS, Finance System and Customer Request Management System

3.7 Disposal and Destruction of Records

General staff cannot destroy or dispose of Council records. Only authorised staff may destroy or dispose of Council records following strict procedures and with the final approval of the Coordinator Data & Information Management.

Records can only be destroyed in accordance with:

- The General Disposal Authorities
- NAP (Normal Administrative Practice)
- Council specific Disposal Authorities – FA450
- Transferred to State Archives for permanent retention.

Council records must be protected, maintained and accessible for their total retention period and must be disposed of in accordance with the State Records Act 1998 and Council's disposal procedures.

Information and records which staff deem as ephemeral, may be destroyed using a procedure called 'Normal administrative practice (NAP)'. This practice usually occurs because the records are duplicated, unimportant or for short-term use only.

3.8 Value of Records as a corporate asset

The records of Bayside Council are an essential resource for information as they:

- Are a vital asset which Council can use to make future decisions

- Are the major component of the Council's corporate memory and provide evidence of business transactions and decisions
- Exist for a variety of administrative, functional, historical and legal reasons
- Support policy formulation and consistent and equitable decision making.

3.9 Privacy Impact Assessments (PIA)

Privacy Impact Assessments will be developed for new initiatives, projects and procurement processes, including those undertaken by contractors and third parties. They will be used to manage, minimise or eliminate potential impacts and ensure compliance with appropriate legislation. This will be an important component of the 'privacy by design' process, ensuring that privacy considerations are built into projects from their conception through to implementation. This will be done in consultation with Manager Governance & Risk and will be aligned with Council's Privacy Management Plan.

4 Policy implementation

4.1 Policy responsibilities

Council Officials

It is the responsibility of all Council Officials to adhere to this Policy.

Relevant training is available to Council Officials through the Councillor Portal.

General Manager

Provides strategic direction and resources for effective information management and governance.

Directors

1. Ensures information assets are managed based on value and risk and stored in approved systems.
2. Ensures staff are trained in using information systems.
3. Ensures directorates follow proper governance and processes to comply with the Information Management Policy.
4. Endorses information management policies and procedures.
5. Promotes a positive information management culture in the directorate.
6. Reports risks and addresses policy breaches.

Managers

1. Leads compliance with the Information Management Policy, relevant policies, and legislation for managing information systems and assets.
2. Ensures data responsibilities are met for specified information systems.

3. Ensures staff are trained in using information systems.
4. Ensures information management is included in agreements with anyone accessing Council-managed information.
5. Reports risks and addresses policy breaches.
6. Ensures endorsed information systems support business needs.

Coordinator Data & Information Management

1. Leads the development and communication of the organisation's information management governance.
2. Leads the delivery of information management services.
3. Aligns information management investment with Council's strategic goals.
4. Ensures information systems produce and store accurate records.
5. Integrates information management into all Council business.

Data & Information Management Team

1. Manages Council's public records and implements record governance standards, providing advice on recordkeeping processes and compliance.
2. Identifies recordkeeping needs and supports business units with strategies to locate records.
3. Ensures staff understand recordkeeping responsibilities and provides training on obligations and procedures.
4. Supports business areas with managing public records, including scanning, registration, and handling incoming and outgoing correspondence.

Information Technology team

1. Provides technical support for information systems.
2. Advises on IT and services for information management strategies.
3. Manages vendors, contracts, software assets, and service integration for information systems.
4. Collaborates with business areas to define functional requirements for information systems.
5. Manages security to protect information from unauthorized access.
6. Advises on information and cybersecurity risks.
7. Guides information asset owners on security classifications and controls.

All users

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1. Follows information management principles, standards, and best practices in daily tasks.
2. Creates and maintains accurate records of business activities for accountability and decision evidence.
3. Ensures records are captured in approved Council systems.
4. Stays aware of policies and legislation affecting Council's information management and complies with them.
5. Relevant training is available to staff via Council's Learning Bay and via the Annual Refresher Training.

4.2 Procedures

Procedures that support this policy, may be approved by the Director City Performance or Manager Customer Experience

- Records Destruction Procedure (using NAP)
- Records Retention and Disposal Procedure
- Records Archiving Procedure (NEW DOC)

5 Classifications

The purpose of document classification is to organise and categorise documents systematically to enhance accessibility, security, and efficiency. By assigning specific labels or categories to documents based on their content, sensitivity or purpose, organisations can ensure that information is easily retrievable when needed. Document classification also helps protect sensitive or confidential data by applying appropriate access controls and security measures. Additionally, it supports compliance with legal and regulatory requirements by ensuring that records are managed in line with established policies.

5.1 Public

Information that can be made available in the Public Domain and which would not cause damage or harm if released.

5.2 Internal

Information generally available to users within Council and which contains business value to the organisation, or which requires protection due to personal data. Access is restricted to users within the organisation in connection with their employment.

5.3 Confidential

Information whose unauthorised disclosure (even within the organisation) could cause serious damage in terms of financial loss, legal action, loss of reputation, damage to individuals.

5.4 Highly Confidential

Information that, if lost, compromised, or damaged, would cause significant harm with ramifications external to the organisation, including significant damage to stakeholders, breaches of legislation, sustained negative media reporting and significant loss of trust or confidence in the organisation.

6 Access Controls

Specify who has access to different types of classified information and under what conditions. This helps in ensuring that sensitive information is only accessible to authorised personnel.

Classification	Restrictions	Example
Public	None	Council meeting minutes and agendas: Records of discussions and decisions made during council meetings. Planning applications and decisions: Documents related to land use and development proposals. Annual financial reports: Summaries of the local government's financial activities and status. Public notices: Announcements about upcoming meetings, public hearings, or changes in local regulations.
Internal	Access is restricted to users within the organisation in connection with their employment.	Internal memos and emails: Communications between staff members. Operational reports: Documents detailing the day-to-day activities of various departments. Staff schedules and rosters: Information about employee work hours and assignments. Policy and procedure manuals: Guidelines for how different tasks and responsibilities should be handled.
Confidential	Access is restricted to users with specific roles and clearance.	Personal information: Details about employees or residents, such as tax file numbers or medical records. Legal documents: Information related to ongoing legal cases or confidential legal advice. Commercial negotiations: Details of contracts or negotiations with private companies.
Highly Confidential	Access is highly restricted and must be explicitly authorised by the respective Information Owner and the CIO.	Personally, Identifiable Information (PII) regarding vulnerable population: information, which by itself or combined with other information, could be used to identify, contact, or locate a person (e.g. name, email, phone number, birth date, passport number, Driver's License Numbers, Medicare or Centrelink numbers, criminal record, etc.) Vulnerable populations other sensitive information such as health information,

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		vulnerability information, political affiliations and child protection incidents (e. g. images of children and case information) Sensitive disciplinary matters as determined by the Human Resources department Fraud/ corruption investigation information Highly confidential audit reports Sensitive legal matters as determined by the Legal department Highly sensitive political, humanitarian or security information Whistle-blower information
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7 Document control

7.1 Review

This policy will be reviewed every two years or as required by best practice or legislation changes.

The General Manager and Director City Performance may approve non-significant and/or minor editorial amendments to this document that do not change the policy substance.

7.2 Related documents

- Cyber Security Policy
- Data Breach Policy
- Access to Information Policy
- Legal Documents – Process & Operational Procedure
- Content Manager Business Rules & Procedures
- Privacy Management Plan
- Code of Conduct
- Information Classification and Handling Standard (NEW DOC)
- System of Record Register (NEW DOC)
- File Sharing Guidelines (NEW DOC)
- Privacy Impact Assessment template (NEW DOC)

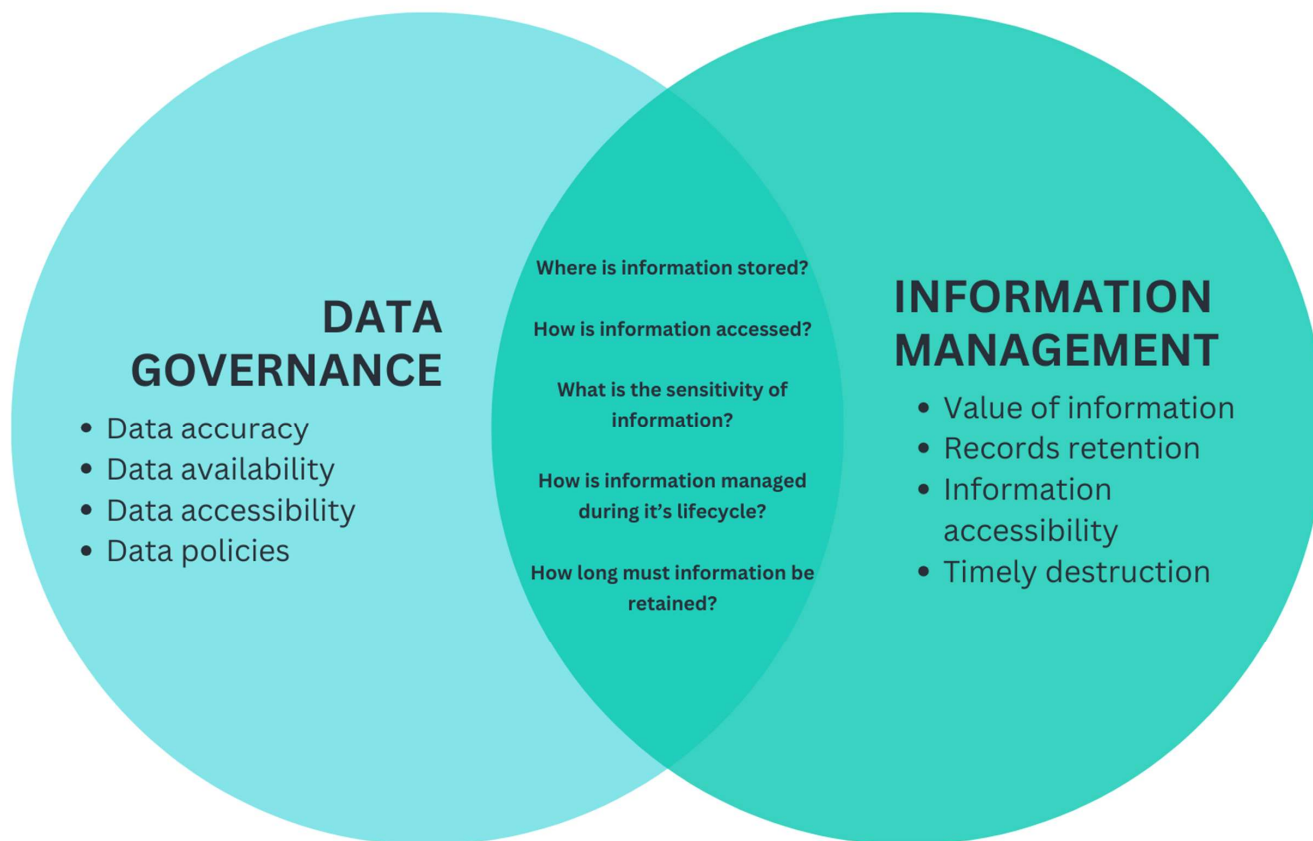
7.3 Version History

Version	Release Date	Author	Reason for Change
1.0		Coordinator Data & Information Management	New document

8 APPENDIX

8.1 APPENDIX 1 – DATA GOVERNANCE AND INFORMATION MANAGEMENT

Data Governance and Information Management share the joint interests of preservation, retrievability/accessibility, integrity, security and quality of data and records respectively.



8.2 APPENDIX 2 – WHERE TO SAVE BUSINESS INFORMATION

Where to save different kinds of business information			
The purpose of this diagram is to help determine where different Council records need to be stored according to Information Management requirements.			
Content Manager Pathway TechOne Other Council Applications	Teams One Drive	Sharepoint	Do not save in Council systems
Any official information used by Council to inform decision making such as; • Council reports • Financial records • Council applications (including Development GIPA, Licensing, Permits etc) • Customer requests (CRMs) • Policies and procedures • Official emails • Legal documents • Property information • Name and Address Register • Rating information	Any collaboration information for projects and information shared internally such as; • Meeting notes/recordings • Business unit (BU) specific processing guides/templates • Real-time collaborative documents (including spreadsheets, word documents, presentations etc.) • BU communication • One on one meeting notes • BU project files/documents	Any internal facing communication and documentation such as; • Corporate announcements/news • Corporate dashboards • Corporate templates/forms/style guides • Internal policies, procedures and documents • IT Strategy and IP&R Documentation • BU profiles and information • IT service desk • Learning and development materials and training • Customer Knowledge Base • Work Health and Safety materials • Procurement and fleet materials	Personal information used by individuals and not related to Council business.

City Performance Committee

8/10/2025

Item No	CP25.046
Subject	Draft 2024-25 Operational Plan End of Year Progress Report
Report by	Richard Sheridan, Director City Performance
File	SF23/6724

Summary

The Integrated Planning & Reporting framework requires Council to have an Operational Plan that details the activities and actions to be undertaken by Council during each financial year, and the adopted budget to support those activities.

It also mandates that Council produces a progress report every 6 months on its Operational Plan. The attached report is the 2nd 6 monthly report for the 2024-25 Operational Plan, therefore the End of Year Progress Report.

This report is presented to the Committee to receive and note, it will also be incorporated into the 2024-25 Annual Report that will be reported to this Committee in November.

The Draft 2024-25 Operational Plan End of Year Progress Report, once endorsed by Council, will be published on our [website](#) to keep the community informed.

Officer Recommendation

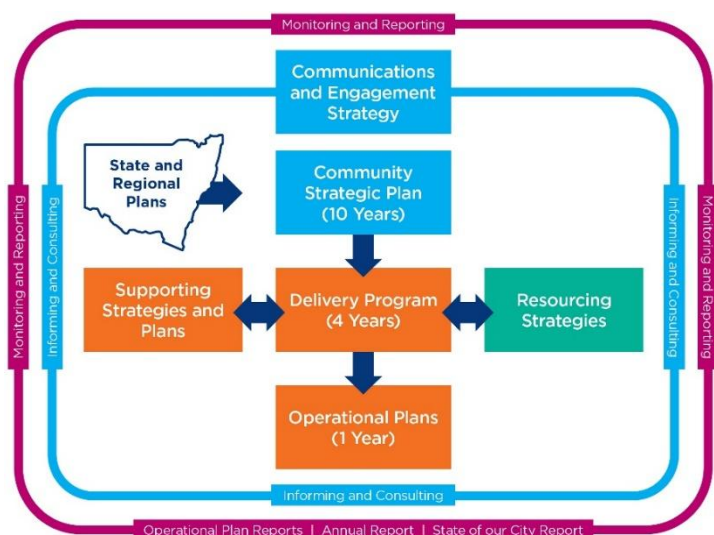
That Council endorses the Draft 2024-25 Operational Plan End of Year Progress Report.

Background

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

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

This document is part of the **Report** section of the framework where Council reviews and comments on the progress of actions in the Operational Plan.



Financial Implications

- Not applicable ☒
- Included in existing approved budget ☐
- Additional funds required ☐

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

Not applicable, the attached report is produced to inform the community on the progress of actions in the 2024-25 Operational Plan.

Attachments

- 1 [🔗](#) Draft 2024-25 Operational Plan End of Year Progress Report Final



Bayside 2032

Delivery Program 2022-26

Operational Plan & Budget
2024-25

Draft End of Year Progress Report



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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.



About this Report

This is the end of year progress report for the 2024-25 Operational Plan & Budget.

The Operational Plan and Budget is the annual plan that details what we will do that year to deliver the outcomes of the previous Community Strategic Plan (Bayside 2032).

These plans are created in accordance with the Integrated Planning & Reporting (IP&R) 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.



Draft 2023-24 Operational Plan End of Year Progress Report

Measuring Success

This report starts with an Overall Performance section detailing the number of actions per theme and the progress so far.

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

Each action's status is colour coded as follows:

- Completed
- Substantially Completed
- On Track
- On Hold / Discontinued
- Delayed / Deferred



10 Bold Moves

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

Our 10 Bold Moves are actions that will:

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

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

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

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

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

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



Bold Move 1 | Environment & Resilience

Objectives

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

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

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

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

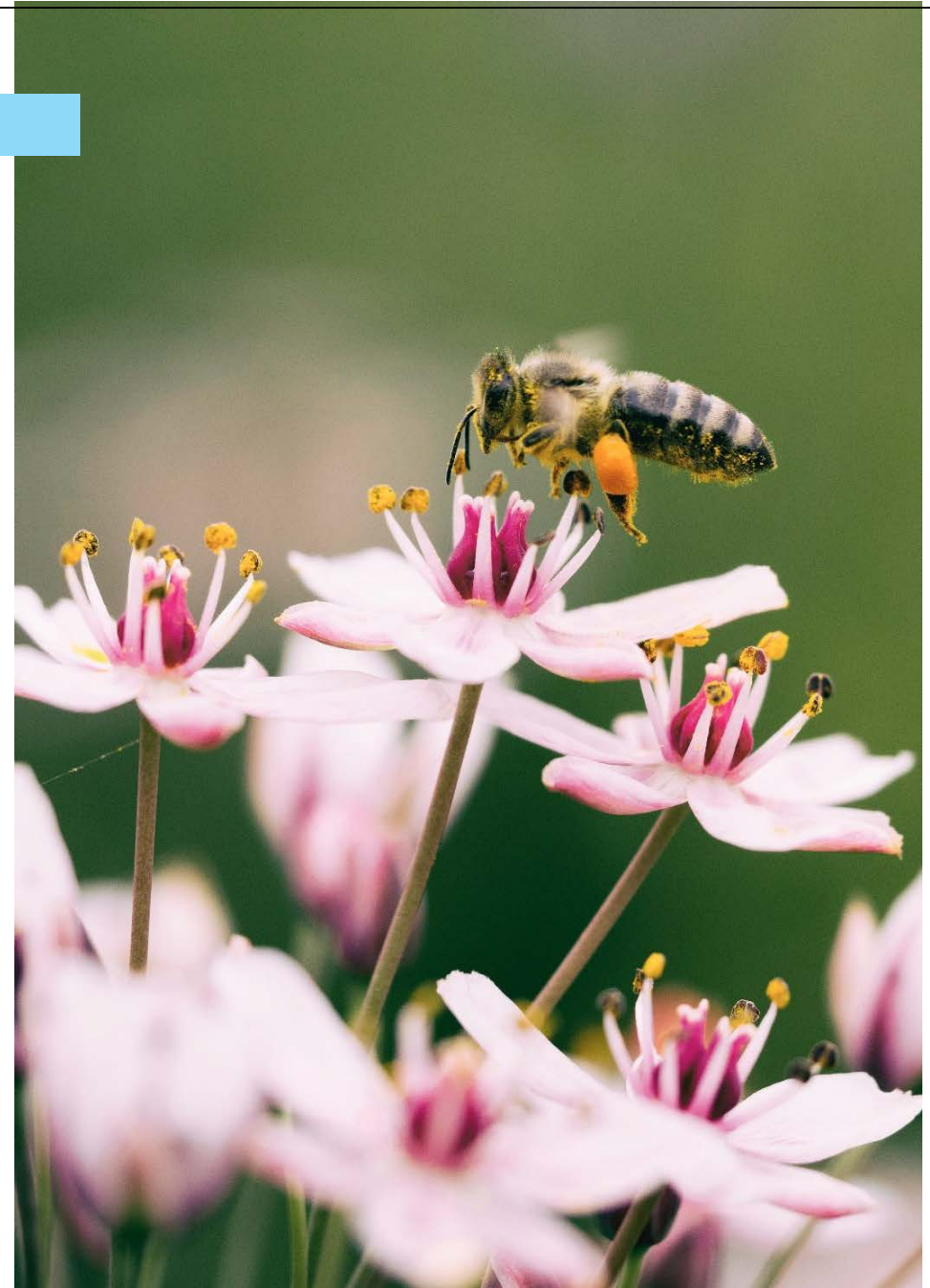
We will work with federal, state, and regional organisations to provide and promote active transport via cycleways and footpaths.

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

Outcomes

The Environment & Resilience Strategy 2024-32, Urban Forest Strategy 2024-40 and the Sustainable Waste Management Strategy 2024-32 were adopted by Council in July 2024. These strategies outline goals and plans for creating a sustainable and resilient Bayside.

Draft 2024-25 Operational Plan End of Year Progress Report





Bold Move 2 | Barton Park

Objectives

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

Outcome

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

Bold Move 3 | Boulevard Car Park Redevelopment

Objectives

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

The project will investigate the delivery of a community focused outcome for the site.

Outcome

The Concept design was approved by Council in November 2024. A Funding strategy has also been approved. Detailed design will commence in 2025-26.



Bold Move 4 | Botany Aquatic Centre Redevelopment

Objectives

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

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

Outcome

The Botany Aquatic Centre early works tender has been awarded and the contractor commenced in July 2025. The project is on track for delivery. Details on the progress of this project can be found at [Botany Aquatic Centre Redevelopment | Bayside Council | NSW](#).



Bayside Council



Bold Move 5 | Le Beach Hut

Objectives

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

- ▶ Café / restaurant with associated kitchen, storage amenities, outdoor dining.
- ▶ Public amenities with an accessible toilet and a unisex family toilet

Outcome

The Development Application is currently under review. The project is on track to be tendered for construction in 2025-26.



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

Objectives

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

Outcome

A bold move in the previous Delivery Program, this project was completed in December 2023 and continues to be actively enjoyed by the community.

Bold Move 7 | Angelo Anestis Aquatic Centre

Objectives

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

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

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

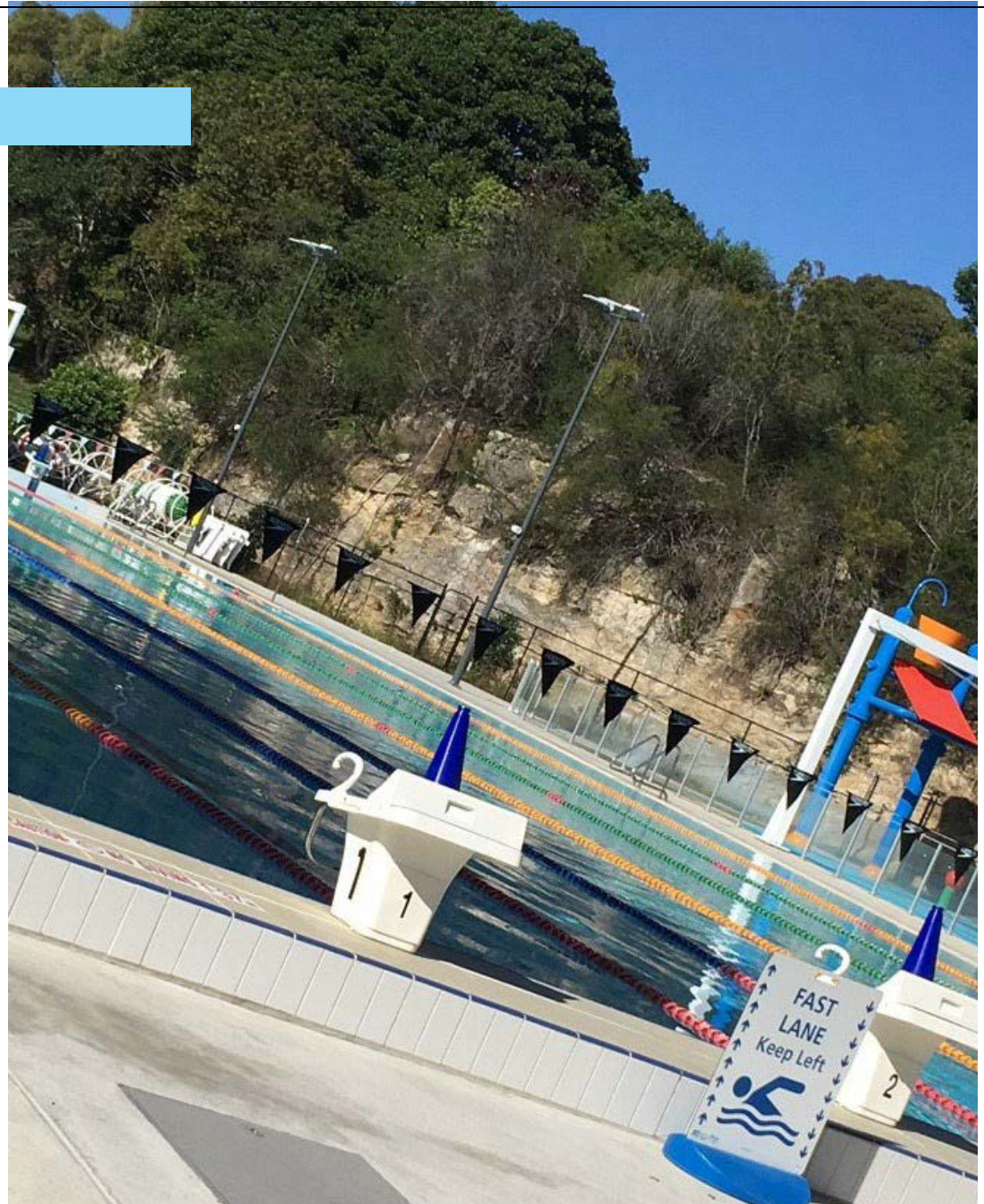
These include:

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

Outcome

The Anestis Aquatic Centre opened under Council's direct management in July 2023 and is going from strength to strength. A new hardcover for the grandstand was installed in 2024-25 and memberships and use continue to increase.

Draft 2024-25 Operational Plan End of Year Progress Report



Bold Move 8 | Customer Experience

Objectives

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

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

Outcome

Customer Experience continues to be a priority for Council and many projects identified in the Strategy have commenced addressing the focus areas of people and culture; technology; data, information, and processes; and governance and performance. Expansion of digital transaction opportunities, extended call centre hours and a new online 'report it' interface have been key deliverables to the community so far.

Bold Move 9 | Rockdale Community Cultural Centre

Objectives

The project involved construction of a new community cultural centre that turned the original disused Church Hall into a Community Centre. The adjoining Chapel would be demolished to extend the park space.

Outcome

The focus for this project changed and the Community Cultural Centre will now be considered as part of the Rockdale Centre Master Plan project. Demolition of the chapel is complete and a temporary park will be installed.

Bold Move 10 | Rockdale Town Centre

Objectives

The goal of the Rockdale Town Centre Master Plan is to establish a unique identity for Rockdale and aims to:

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

Outcome

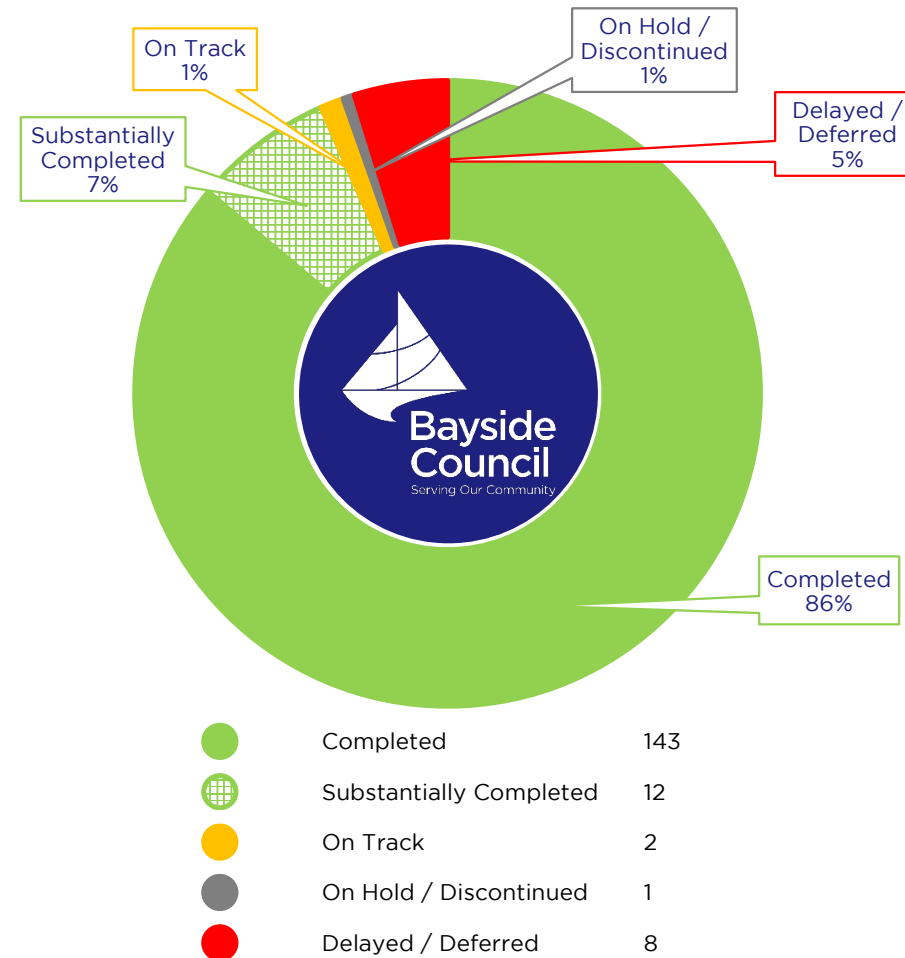
The Draft Rockdale Centre Master Plan was endorsed by Council in July 2025, and will be publicly exhibited in early 2026.

Draft 2024-25 Operational Plan End of Year Progress Report



Actions Status Snapshot

This document is based on the 4 themes of the Community Strategic Plan and reports on the 166 actions of the Operational Plan.



The Details

Community Strategic Plan 2032

 THEME ONE In 2032 Bayside will be a vibrant place	Neighbours, visitors, and businesses are connected in dynamic urban environments. People are proud of living and working in bayside. Built forms focus are sympathetic to the natural landscape and make our area a great place to live.	<u>Community Outcomes</u> 1.1: Bayside's places are accessible to all 1.2: Bayside's places are dynamic and connected 1.3: Bayside's places are people focussed
 THEME TWO In 2032 our people will be connected in a creative City	Knowledge sharing and collaboration ensure that we have the expertise and relationships to lead with integrity, adapt to change, connect vulnerable people to community, build resilience and effectively respond in times of adversity and stress. Our strong connections help our diverse community to feel equally valued.	<u>Community Outcomes</u> 2.1: Bayside celebrates and respects our diverse community 2.2: Bayside utilises and benefits from technology 2.3: The community feels valued and supported 2.4: The community is united and proud to live in Bayside
 THEME THREE In 2032 Bayside will be green, resilient and sustainable	Our natural assets and biodiversity are protected and enhanced through collaborative partnerships, to benefit a healthy environment now and in the future. The community is resilient, and confident in its ability to work together to thrive, adapt and recover from risks and climate events. Energy, resources, and waste are managed sustainably.	<u>Community Outcomes</u> 3.1: Bayside is resilient to economic, social, environmental impacts 3.2: Bayside's use of renewable energy is increasing 3.3: Bayside's waterways and green corridors are regenerated and preserved 3.4: Bayside's waste is well managed
 THEME FOUR In 2032 Bayside will be a prosperous community	Business innovation, technology, flourishing urban spaces and efficient transport attract diverse business, skilled employees and generate home-based business. Growth in services to the local community generate employment support, a thriving community, and livelihoods. Council is viable across its quadruple bottom line: social, environmental, economic, and civic leadership	<u>Community Outcomes</u> 4.1: Bayside generates diverse local employment and business opportunities 4.2: Bayside recognises and leverages opportunities for economic development 4.3: Council is financially sustainable and well governed

How to read this report

Reviewing and monitoring our plans are an important part of the IP&R framework. This Operational Plan Progress Report sets out how all the projects and activities in the 2024-25 Operational Plan have progressed and therefore contributing to the Delivery Program and Community Strategic Plan.

Community Strategic Plan (CSP) Theme and outcome

Theme One

In 2032 Bayside will be a vibrant place

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



Strategy	2024-25 Operational Plan Action	Measure & Target	Status	Annual Comment	Directorate
1.1.1 Create spaces, places and interactions that are safe, accessible, and engaging. (Deliver)	1.1.1.2 a, b, c Delivery of Capital Projects Program on time and on budget	Measure: Botany Aquatic Centre to be Tendered for construction Target: Within 3 months of DA approval		The Botany Aquatic Centre Early Works Tender has been awarded June 2025 and the Contractor commenced in July 2025. DA was approved in December 2024. The project is on track for delivery.	General Manager's Unit
		Measure: Mascot Oval Upgrade concept endorsed Target: September 2024		The Mascot Oval concept design was endorsed July 2024 and the project is on track for the DA to be lodged in August 2025.	General Manager's Unit
		Measure: Sir Joseph Banks Amenities & Carpark Upgrade construction commenced Target: March 2025		The Tender for construction has closed. A report will be presented to Council in September and construction is anticipated to commence in October 2025.	General Manager's Unit

CSP Strategy

OP Action number linking the action to the CSP

→ 1st number = CSP Theme

→ 2nd number = CSP Community Outcome

→ 3rd number = CSP Strategy

→ 4th number = OP Action

Comment on the progress in 2024-25 for the action

Directorate responsible for the action

Theme One

In 2032 Bayside will be a vibrant place

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



Highlights from the Year



Bayside Photography Competition

Bayside's annual photography competition encourages residents to capture the beauty of the local area through their camera lens.

The winner of this year's open category was Michelle Sparkes for 'Wharf'. This year, for the first time, the winning photographs will be on display at Sydney Airport T1 international terminal where they will be seen by thousands of people arriving every day. The winning photos will also be exhibited at Mascot Library and the boardwalk at Brighton.

Chapel Nights

St Hagaplan's Chapel in Woll Creek provided the perfect intimate venue for a series of free concerts featuring the classical sounds of Chinese and Middle Eastern music, which were well attended and enjoyed by the community.



Please scan the QR code to see all the winners and finalists in the seven categories.



Pictured above L-R:
Wharf, Michelle Sparkes, Open Category Winner.
Across the Bay, Ethan Napper, Junior Category Winner.



Bayside Food & Wine Festival

Every year Bayside's foodie event of the year sees thousands of residents and visitors sampling the best food, wine, craft beer and live music on offer. This year there were over 60 vendor stalls and an exciting line-up of live music on stage covering everything from blues, funk, jazz, soul and swing, to keep everyone entertained.



Spring Fair 2024

The Bayside Spring Fair at Jack Mundey Reserve, Eastlakes was a resounding success with families and friends enjoying an impressive line-up of food, fun and music celebrating Bayside's multicultural community.



Lunar New Year

Thousands of people turned up to the inaugural Lunar New Year Festival in Cahill Park, Woll Creek to welcome the Year of the Snake. The festival was hosted by Bayside Council in partnership with Aussie NightMarkets.

It was a jam-packed evening with amusement rides, market stalls, food trucks, vibrant cultural displays and traditional performances celebrating our multicultural community.



Australia Day 2025

Council's Australia Day started with a 6am Wurr-Rise ceremony at Ramsgate Beach that celebrated the resilience and culture of Australia's First Nations people.

This unique event on the foreshore of Botany Bay attracted a large crowd who were treated to a smoking ceremony, cultural performances and a spectacular sunrise over the bay. Later in the morning, Council welcomed 70 new citizens from 30 different countries at a Citizenship Ceremony at the Rockdale Town Hall.

Barton Park Opening

Bayside residents braved the weather to attend the official opening of Barton Park following a \$31.7 million upgrade that transformed an old sports field into a sporting and recreational hub for Bayside's growing population.

The project, made possible with support from the NSW Government, includes a new state-of-the-art facility with a 450-seat spectator grandstand, natural turf sporting fields, multi-use courts suitable for basketball, futsal and handball, four tennis courts, new amenities, and improved road access and parking.

Council also worked to protect the wetland areas along Cooks River and Muddy Creek while creating open space for other recreational activities like walking, bird watching and family picnics.



Beach Sand Nourishment

Council is progressing with the Sand Nourishment project currently underway at Brighton and Ramsgate.

The project involves moving sand from Kyemagh and Dolls Point to Brighton Le Sands and Ramsgate to reform sections of the beach that have been affected by erosion.

The works are expected to be complete in November, with a long-term beach management plan being investigated.

New Playgrounds

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

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

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

Both playgrounds are now open for the community to enjoy.



Scarborough Park Open

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

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

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

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



New Basketball Courts

Council is constructing new 3-point basketball practice areas at Shaw Street Reserve in Bexley and at Tonbridge Reserve in Ramsgate.

The new facilities will include a coloured concrete practice court area, new seating, bike racks and new landscaping.

Construction is expected to finish in December when the courts will be open to the public.

Winter Wonderland

Winter Wonderland attracted more than 10,000 people to Shaw Street, Bexley North for a family-friendly event that included ice-rolling, market stalls and an appearance by Bluey and Bingo.

The large crowd supported local businesses while making the most of the activities in and around Shaw Street.

This event was made possible by a \$100,000 Open Streets Program grant from Transport for NSW.



Kingsgrove Reserve Amenities

The upgraded amenities at Kingsgrove Avenue Reserve were officially opened on Saturday 19 October.

As well as new toilets, baby change and accessible facilities, there is a referee and first aid room, a meeting room, canteen and a storage room.

Bayside Council

Strategy	2024-25 Operational Plan Action	Measure & Target	Status	Comment	Directorate
1.1.1 Create spaces, places and interactions that are safe, accessible, and engaging. (Deliver)	1.1.1.2 a, b, c Delivery of Capital Projects Program on time and on budget	Measure: Botany Aquatic Centre to be Tendered for construction Target: Within 3 months of DA approval		The Botany Aquatic Centre Early Works Tender was awarded in June 2025 and the contractor commenced in July. The DA was approved in December 2024. The project is on track for delivery.	General Manager's Unit
		Measure: Mascot Oval Upgrade concept endorsed Target: September 2024		The Mascot Oval concept design was endorsed July 2024 and the project is on track for the DA to be lodged in August 2025.	General Manager's Unit
		Measure: Sir Joseph Banks Amenities & Carpark Upgrade construction commenced Target: March 2025		Council requested a redesign to relocate the Amenities building; therefore the construction phase of this project was delayed. The Tender for construction has now closed and will be reported to Council in September. Construction is anticipated to start in October 2025.	General Manager's Unit
	1.1.1.3 a, b Develop and maintain key partnerships to improve community safety	Measure: # Police meetings attended Target: Report 6 monthly		Attended all scheduled meetings with stakeholders.	City Life
		Measure: # DFV Partnerships attended Target: Report 6 monthly		10 meetings of both the Eastern Suburbs and St George Domestic Violence Networks were attended by a Council representative.	City Life
	1.1.1.4 Implement Child Safe Action Plan	Measure: Implement the Child Safety Standards Target: June 2025		Council's Child Safe Action Plan was adopted in April 2025 and communicated throughout the organisation - implementation has commenced.	General Manager's Unit
	1.1.1.5 Respond to complaints about unauthorised development, uses or unsafe structures	Measure: % responded to within 3 days of receipt of complaint Target: 97%		100% complaints were attended to within 3 days of being received.	City Life
	1.1.1.6 Smart CCTV network and mobile License Plate Recognition technology maintained (and expanded conditional on budget) to combat illegal parking, anti-social behaviour and increase community safety	Measure: Systems maintained to ensure performance Target: System operational >95% of year		Council currently has 6 sites (over 25 LPR cameras) in its Smart CCTV Network out of which 5 sites (except Sanoni Avenue Carpark) has been operational for over 95% of the year. Sanoni Avenue Carpark is part of currently running remediation project with the site anticipated to come online by September 2025.	General Manager's Unit

Strategy	2024-25 Operational Plan Action	Measure & Target	Status	Comment	Directorate
	1.1.1.7 Complete the Rockdale Centre Masterplan	Measure: Concept options are prepared for discussion with Councillors Target: June 2025		Concept options were presented to Councillors in April 2025.	City Futures
	1.1.1.8 Install permanent beach matting at an appropriate location to improve beach access for people with mobility impairment	Measure: Beach access audit completed to identify appropriate location/s for beach matting Target: April 2025		Audit conducted in November 2024. Report from assessor provided to Council in early 2025 with recommended actions being considered across the organisation.	City Life
1.1.2 Improve availability of parking for residents. (Deliver, Advocate)	1.1.2.2 Enforce NSW Road Rules School Parking Patrol Program for Bayside schools	Measure: # school patrols per annum Target: 500		Exceeded target of school patrols month on month and for the full year.	City Life
	1.1.2.3 Redevelopment of the Boulevard Car Park	Measure: Detailed design and scope developed Target: June 2025		Concept design approved by Council in November 2024. Funding strategy approved. Detailed design to commence in 2025-26.	City Futures
1.1.3 Promote the provision of affordable housing for those who need it. (Partner, Advocate)	1.1.3.2 Prepare Affordable Housing Strategy	Measure: Affordable Housing Contributions Scheme prepared for Council adoption Target: June 2025		Council endorsed the draft Affordable Rental Housing Strategy for public exhibition in April 2025.	City Futures
	1.1.3.3 Progress analysis of 3 housing provision investigation areas - Botany Road, West Kogarah and Bexley North	Measure: Analysis undertaken, and first interaction held with Councillors Target: Report on Progress		Draft Mascot Master Plan completed and will be considered by Council in August 2025. Kogarah and Bexley North Investigation areas delayed to allow consideration of the impact of State Government planning reforms relating to these areas.	City Futures
1.1.4 Provide safe accessible open space with a range of active and passive recreation opportunities to match Bayside's growing community. (Deliver, Partner)	1.1.4.1 Ensure all active and passive parks are well maintained and fit for purpose	Measure: All parks maintained on a weekly to monthly schedule, depending on classification Target: 95%		Regular maintenance programs (weekly / fortnightly / monthly) were delivered to 380+ parks and reserves. Essential turf maintenance (fertilising and weed control) was undertaken between July and September to ensure our open spaces look their best for spring and summer recreational activities.	City Presentation

Bayside Council

Strategy	2024-25 Operational Plan Action	Measure & Target	Status	Comment	Directorate
	1.1.4.4 Undertake annual Playspace Renewal & Shade Improvement Program	Measure: Deliver the annual program of playspace renewal on time and on budget Target: June 2025		The 2024-25 annual playspace renewal program included 9 sites valued at \$300,000. The program was completed on time and within budget.	General Manager's Unit
	1.1.4.5 Undertake seasonal sports field renovation works program	Measure: Completed as per schedule Target: 95%		The seasonal sports field renovation works program was completed across Bayside's 24.6 hectares of open space. Spring - Soil testing, scarifying, aeration, 2,000 tonnes of topdressing laid, and 3,450 kg of fertiliser spread. Summer - 3,450 kg of fertiliser spread. Autumn - Ryegrass over sown, 3,450 kg of fertiliser spread. Selected areas of high use within playing fields have been re-turfed as required.	City Presentation
	1.1.4.6 Undertake an audit and mapping of current and future approved/funded sport and recreation assets to inform a future recreation needs study plan	Measure: Audit complete Target: June 2025		Audit and mapping of current and future approved / funded sport and recreation assets has been completed. Mapping will continue as new assets are planned and approved by Council.	City Life
	1.1.4.7 Deliver improved sporting facilities for the community	Measure: Kingsgrove Reserve Sport Amenities Target: June 2025		The Kingsgrove Reserve sporting amenities was completed in October 2024, 7 months ahead of schedule, and is being enjoyed by the community.	General Manager's Unit
1.1.5 Welcome visitors and tourists to Bayside. (Partner)	1.1.5.1 a, b Develop a Night-time Economy plan to support the visitor economy and promote Bayside as a destination	Measure: Plan created and implemented Target: June 2025		Investigations completed in Mascot Train Station, Wolli Creek and Ramsgate Beach locations. Plan created awaiting endorsement.	City Life
		Measure: Map via data, the visitor economy Target: 6 monthly		Investigations completed in Mascot Train Station, Wolli Creek and Ramsgate Beach locations	City Life
1.2.1 Create green and welcoming streetscapes. (Deliver)	1.2.1.1 Maintain all garden areas on Council assets across Bayside	Measure: Regular maintenance (weather permitting) Target: 8 times a year		Maintenance of 400+ landscape areas in active and passive parks, traffic devices and any other garden beds across Bayside have been completed according to schedule. There were approximately 6,500 new plantings across Bayside.	City Presentation

Bayside Council

Strategy	2024-25 Operational Plan Action	Measure & Target	Status	Comment	Directorate
1.2.2 Ensure public buildings are well maintained as important community hubs with the opportunity for shared and multiple use of facilities. (Deliver, Advocate)	1.2.2.1 Promote and increase usage of community facilities (town halls, community halls, centres, and meeting rooms)	Measure: Utilisation of facilities - # hours booked (Baseline year) Target: Report 6 monthly		Council continues to promote and increase usage of its community facilities by ensuring they remain accessible, affordable, and fit for a purpose. Our ongoing support for community hirers, targeted promotional initiatives, and streamlined booking processes help maintain strong usage across the portfolio.	City Life
1.2.3 Facilitate greater connectivity through active transport. (Deliver, Partner, Advocate)	1.2.3.1 a, b Advocate for better cycling connections and investigate ways to incorporate active transport into existing decision making	Measure: Partner with local active transport groups to encourage participation Target: Report 6 monthly		Whilst Council has not specifically partnered with local active transport groups, we encourage all user to 'Have Your Say' on various projects being rolled out by Council. This will continue as projects come online if and when funding is secured via grants or other avenues.	City Futures
		Measure: Incorporate Active Transport issues into the existing Traffic Committee Target: Report 6 monthly		Active transport advocacy is regularly undertaken as part of strategic planning and open space design projects and stakeholder engagement. Bayside has been consistently successful in grant applications for new and upgraded infrastructure and are strong advocates for active transport infrastructure inclusions into all major projects that include State Significant Development, motorway projects and Council originated projects of varying scale. Engagement outcomes for these projects and many others include consistent themes and requests from the community for improvements to walking and cycling infrastructure across Bayside. Council ensures we respond to those requests with innovative planning, policy and infrastructure in line with this action.	City Futures
	1.2.3.2 Implement the annual Footpath Program	Measure: Report on progress Target: 6 monthly		Council's annual footpath program was inspected, scheduled and commenced in July 2024. The program was completed in May 2025 with a total of 1,471m of capital footpath renewal and 1,314m of new footpath constructed across Bayside.	City Presentation

Bayside Council

Strategy	2024-25 Operational Plan Action	Measure & Target	Status	Comment	Directorate
1.2.4 Support and deliver cultural and arts facilities, programs, events, and opportunities. (Deliver, Partner, Advocate)	1.2.4.1 a, b, c Deliver Council's annual Events program which adds value to Bayside, engages with residents, community and key stakeholders and activates public spaces	Measure: 10 key events Target: June 2025		23 key events were delivered in 2024-25. Details for events are available on our website .	General Manager's Unit
		Measure: Participation / attendance over 10,000 across 10 events of various sizes Target: June 2025		Over 30,000 people attended Council's events in 2024-25	General Manager's Unit
		Measure: Participants satisfaction survey: All events received positive feedback alongside helpful suggestions for improvement. Target: Report 6 monthly		All events received a very positive response from the community. While surveys were not completed for all events, a community wide event survey via our Have you Say portal is being delivered to inform Council's first Events Strategy.	General Manager's Unit
	1.2.4.2 a, b, c Deliver an Arts & Culture Strategy alongside an Arts & Culture program to complement the key actions	Measure: Program of events Target: Report 6 monthly		Under Council's Arts & Culture program we delivered a series of projects, highlights include the Chapel Nights cultural music events, Photography Competition, International Women's Day Ceramics Exhibition and Sydney Festival No Worries Writers Workshops. A key program for arts and culture is the ongoing partnership program C3 West with the Museum of Contemporary Art where local First Nations Artist Dennis Golding is creating a series of temporary public sculptures and arts programs with local high school students. A range of public artworks were commissioned, including The Rockdale Library Balcony Mural by Sha'an D'Anthes and The Bexley North Possum Magic mural by David Cragg.	General Manager's Unit
		Measure: Review Public Arts Policy Target: August 2024		The policy review will be completed by December 2025.	General Manager's Unit
		Measure: Arts & Culture inclusion in Community Events Target: Report 6 monthly		Artists have been engaged to create murals for various events like Winter Wonderland and Council uses local musicians at other events. The 2025 International Women's Day Event was arts focused and was a great example of bringing arts to the forefront of an ongoing community event.	General Manager's Unit

Strategy	2024-25 Operational Plan Action	Measure & Target	Status	Comment	Directorate
1.3.1 Activate local areas and town centres with facilities valued by the community. (Deliver, Partner)	1.3.1.1 Deliver a range of library programs and initiatives that supports our community	Measure: # attendees Target: Report 6 monthly Measure: # programs delivered Target: Report 6 monthly Measure: # library members Target: Report 6 monthly Measure: # Capacity vs Attendance Target: 80%		1,456 library programs, attended by 28,731 community members, were delivered in 2024-25, from Baby Rhyme Time to technology lessons for seniors. Feedback from participants was sought via a short survey and the responses have been very encouraging, highlighting how important connecting in fun and creative ways are to our community. Bayside Libraries also welcomed 8,646 new members. The steadily increase was a result of targeted membership drives and promotions.	City Life
	1.3.1.2 Promote and maximise the use of library spaces and facilities	Measure: # Facilities bookings Target: Report 6 monthly Measure: # of hrs of PC bookings Target: Report 6 monthly Measure: # Physical visits to libraries Target: Report 6 monthly Measure: Bookable Hrs vs Hrs booked Target: Baseline year		Libraries welcomed 489,811 people through their doors in 2024-25. Study room facilities continue to be in high demand. A total of 17,440 study room bookings were made. Public PCs were consolidated and upgraded providing a more secure and user friendly experience though the demand for them is decreasing as more patrons use their own devices. Printing and copy services are still highly sought after by our community.	City Life
	1.3.1.3 Progress planning for the Community & Cultural Centre in Rockdale	Measure: Tender for Construction advertised Target: Within 3 months of Council endorsing a funding strategy		The focus for this project changed and the Community Cultural Centre will now be considered as part of the Rockdale Centre Master Plan project.	General Manager's Unit
1.3.2 Create and maintain vibrant, visually appealing, and welcoming places with their own village atmosphere and sense of identity. (Deliver, Partner, Advocate)	1.3.2.1 Deliver an efficient residential street sweeping program across Bayside	Measure: All streets mechanically swept twice per month (weather permitting) Target: 95% Measure: Report on tonnage collected Target: 6 monthly Measure: Report on % street waste recycled Target: 6 monthly		Council's Guarantee of Service for street sweeping has been met with every street across Bayside swept twice a month (weather permitting); resulting in a total of 940 tonnes of litter being removed from the streets in 2024-25. Currently 100% of street waste goes to recycling facilities and their average repurposing rate is approximately 90%.	City Presentation

Bayside Council

Strategy	2024-25 Operational Plan Action	Measure & Target	Status	Comment	Directorate
	1.3.2.2 Manage removal of Graffiti on Council owned assets	Measure: % of incidents responded to within agreed standard of service Target: 95%		100% of graffiti is removed within the agreed standard of service once report is received by either Graffiti Removal Contractor or Council itself.	City Life
	1.3.2.3 Progress planning for the upgrade for Le Beach Hut Dolls Point	Measure: Le Beach Hut Tendered for Construction Target: Within 3 months of receiving all approvals		The Development Application is currently under review. The project is on track to be tendered for construction in 2025-26.	General Manager's Unit
	1.3.2.4 Promote and oversee the use of footways for outdoor dining and retailing	Measure: Increasing the area of footway dining in town centres Target: By square meters		An additional 34 businesses have signed up to Council's Footway Trading program, resulting in an extra 347m ² of outdoor dining space for the community to enjoy. There is a total of 139 current licence agreements for footway trading across Bayside.	City Life
	1.3.2.5 Provide an effective and responsive town centres cleaning program	Measure: Cleaning to be completed at least weekly Target: 95%		Council provides a daily cleaning program of Town and Neighbourhood Shopping Centre areas in conjunction with a scheduled pavement high pressure cleaning program. These were delivered 98% on schedule.	City Presentation
1.3.3 Promote innovative and well-designed local developments which incorporate open space and put people first. (Deliver, Partner, Advocate)	1.3.3.1 Manage the Design Review Panel in accordance with legislative requirements	Measure: Wait time to application assessment due to outstanding applications Target: No delays		17 Design Review Panel meetings were held in 2024-25. 6 of these meetings were additional meetings to minimise delays to DA timeframes. Meetings were conducted face to face with Council, the Panel and the applicants in attendance.	City Futures
	1.3.3.3 Prepare submissions and reports to Council on state significant developments	Measure: Council meetings are available for referral Target: No delays		Council has prepared submissions to the Department of Planning, Housing and Infrastructure on State Significant applications.	City Futures
	1.3.3.4 Provide an effective Development Assessment service	Measure: Median assessment time for applications Target: not exceed 95 days		Achieving a median assessment time of 73 days against the 95 day target is reflective of the hard work of Council staff. The achieved average of 119 days reflects substantial improvement from the previous year's 182 day average. This result highlights Bayside Council's ongoing efforts to enhance planning efficiency, deliver timely outcomes, and support housing and development priorities across the region.	City Futures

Bayside Council

Strategy	2024-25 Operational Plan Action	Measure & Target	Status	Comment	Directorate
1.4.1 Promote adequate, accessible, reliable public transport for ease of travel to work and leisure. (Advocate)	1.4.1.1 Advocate for improvements in transport	Measure: Opportunities to make submissions and advocate are identified Target: Submissions made within time allowed and reported to next available Council meeting for endorsement		Council continues to monitor transport related policies released by Federal, State and adjoining Councils and comment on any potential impacts, or improvements to Bayside's transport system. Council will continue to advocate for transport improvement as opportunities arise.	City Futures
1.4.2 Promote Bayside as a 30-minute City where residents do not have to travel for more than 30 minutes to work. (Advocate)	1.4.2.1 Advocate and partner with local, state, and national organisations to facilitate and achieve shared objectives that directly benefit our community	Measure: Contribution with SSROC joint initiatives Target: % of SSROC initiatives by Council		Council has proactively engaged with other Councils, as well as State and Federal agencies, in relation to land use planning matters including housing, employment land, transport, open space, and emerging matters like Electric Vehicles and Charging Stations, reducing the barriers to holding events and entertainment, and promoting public art.	City Futures
1.4.3 Support an effective and efficient local road network through investment in maintenance and reduced traffic issues in Bayside. (Deliver, Partner, Advocate)	1.4.3.1 Administer Bayside Council's Traffic Committee	Measure: Report on progress Target: 6 monthly		10 Traffic Committee meetings have been held over the past 12 months, with a comprehensive agenda published for each meeting. All minutes and agendas have published promptly and on schedule.	City Futures
	1.4.3.3 Improve road safety by responding to issues raised with the Traffic Committee	Measure: Report on progress Target: 6 monthly		246 reports have been presented at the Bayside Traffic Committee over the past 12 months.	City Futures
	1.4.3.4 Maintain Council's civil assets being roads, drainage, kerb and gutter and footpaths	Measure: Customer requests actioned to agreed asset condition rating Target: 95%		Council's roads, drains and footpaths were maintained to agreed service levels. During 2024-25 a total of 2,703 customer requests were addressed.	City Presentation

Theme Two

In 2032 our people will be connected in a creative City

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



Highlights from the Year

Local History Competition Winners

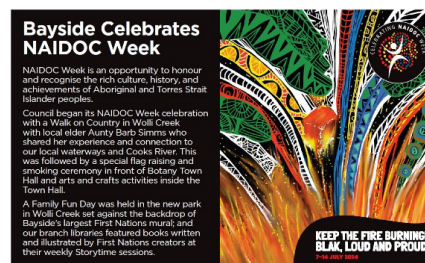


The winners of the annual Ron Rathbone Local History Competition were announced on Saturday 26 October at the historic Lydham Hall.

Local historian Olga Sedneva won the \$5,000 open category for her work *Tempe - Change of Landscape, Change of Purpose* looking at Tempe House.

Riya Yeshwant-Suvarna from St George Girls High School won the high school category.

The competition, established in 2006, is named after Ron Rathbone, past Mayor of Rockdale and avid historian, has resulted in many works of local history being added to Council's collection. Entries can be viewed online or at the Rockdale Library.



Bayside Celebrates NAIDOC Week

NAIDOC Week is an opportunity to honour and recognise the rich culture, history, and achievements of Aboriginal and Torres Strait Islander peoples.

Council began its NAIDOC Week celebration with a Walk on Country in Woll Creek with local elder Aunty Berta Simms who shared her experience and connection to our local waterways and Cooks River. This was followed by a special flag raising and smoking ceremony in front of Botany Town Hall and arts and crafts activities inside the Town Hall.

A Family Fun Day was held in the new park in Woll Creek set against the backdrop of Bayside's largest First Nations mural, and our branch libraries featured books written and illustrated by First Nations creators at their weekly Storytime sessions.

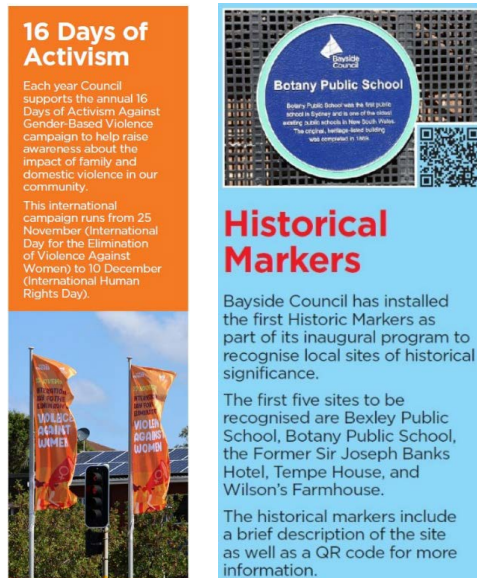


Summer Foreshore Program

Bayside Council's Summer Foreshore Program is encouraging residents and visitors to respect and care for our bay over the warmer months to keep our foreshore safe for everyone.

This year's campaign message is 'I love Our Bay' and encourages foreshore visitors to practice safe behaviour, protect the environment and wildlife and keep the bay clean.

Find out more about the Summer Foreshore Program on Council's website or scan the QR code.



16 Days of Activism

Each year Council supports the annual 16 Days of Activism Against Gender-Based Violence campaign to help raise awareness about the impact of family and domestic violence in our community.

This international campaign runs from 25 November (International Day for the Elimination of Violence Against Women) to 10 December (International Human Rights Day).



Historical Markers

Bayside Council has installed the first Historic Markers as part of its inaugural program to recognise local sites of historical significance.

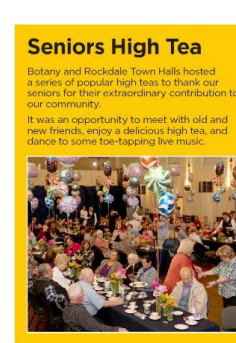
The first five sites to be recognised are Bexley Public School, Botany Public School, the Former Sir Joseph Banks Hotel, Tempe House, and Wilson's Farmhouse.

The historical markers include a brief description of the site as well as a QR code for more information.



Walk Against Family and Domestic Violence

Council's annual community walk was held on Saturday 23 November. The walk started at Ramsgate Life Saving Club and finished with a community BBQ at Depena Reserve with St George Area Command, as well as community services and organisations sharing their stories and information.



Seniors High Tea

Botany and Rockdale Town Halls hosted a series of popular high teas to thank our seniors for their extraordinary contribution to our community.

It was an opportunity to meet with old and new friends, enjoy a delicious high tea, and dance to some toe-tapping live music.



ANZAC Flags: Celebrating the Contributions of Local Women

Council's ANZAC flags feature the images of eight local women who contributed to the war effort.

Gwendoline Lorna Gregory, RAAF Corporal WWII, Bexley
Gwendoline enlisted in October 1941, at the age of 18. Gwendoline worked as a clerk, posted across a number of depots until being discharged in March 1944.

Gwendolen Mary Cohen, RAAF Corporal WWII, Ramsgate
Gwendolen was a Ramsgate resident when she enlisted in the WAAAF in April 1942 at 18 years of age. Gwendolen served in the WAAAF as a clerk general, a clerk and a recorder. Gwendolen married Leon Cohen, a wireless operator in the Royal Australian Air Force in 1944. She was working at Air Defence HQ Sydney when she was discharged in January 1946.

Eileen Theresa Fazakerley, RAAF Corporal WWII, Bexley
Eileen enlisted into the WAAAF at 21 years of age. Eileen served as a clerk general and a clerk. Eileen was discharged from service in September 1945.

Elsie Maud Barker, RAAF Corporal WWII, Botany
Elsie joined the WAAAF in July 1942, at 18 years old. On enrollment, Elsie was enlisted as a trainee cook and was later remustered to cook. Elsie was discharged from service in December 1944.

Ruby Violet Gladys Beard, RAAF Corporal WWII, Sans Souci
Ruby enlisted into the WAAAF in October 1942 at the age of 26. Ruby joined the WAAAF, where she worked as a storekeeper and an equipment assistant. Ruby was married to Flight Lieutenant Warwick Brian Poulton of the 122 Squadron. Ruby was posted at 2 Stores Depot Waterloo upon her discharge in July 1945.

Nancy Lauraine/Lorraine Cartwright, RAAF Sergeant WWII, Eastlakes
Nancy was 18 when she enlisted into the WAAAF in November 1942. Nancy worked as a cypher assistant within the WAAAF. Nancy was a sergeant in the Telecommunications and Communications Unit and posted at Melbourne Wireless/Telegraphic Station at the time she requested to be discharged from service in August 1944.

Nita Mary Hayes, RAAF Corporal WWII, Brighton Le Sands
Nita was 24 years old when she enlisted into the WAAAF in April 1943 and worked as a cypher assistant. Her husband, George Rennie Hayes had enlisted into the Army in August 1940 and was called up for full time duty in October 1940 until being discharged in December 1942. Nita was a corporal, posted at Air Force Headquarters Melbourne when she was discharged in September 1946.

Lilian May Brennan, RAAF Aircraftwoman WWII, Botany
Lilian enlisted into the WAAAF in August 1943 at age 19. Lilian served as a fabric worker until her discharge in October 1946.

Strategy	2024-25 Operational Plan Action	Measure & Target	Status	Comment	Directorate
2.1.1 Reflect and celebrate cultural diversity in Bayside's activities. (Deliver, Partner)	2.1.1.1 Support and celebrate our culturally diverse community by being an active participant in the Local Government Migrant Network	Measure: # Meetings attended Target: Report 6 monthly		4 meetings were held and attended by a Council representative.	City Life
2.1.2 Support cultural and arts events that reflect and involve community. (Deliver, Partner)	2.1.2.1 Continue to support the annual Summer Foreshore Program (1 October to Easter long weekend)	Measure: Foreshore Program Target: May 2025		The Summer Foreshore Program concluded on the Anzac Day Public Holiday weekend (April 2025). The Program was very successful with great feedback provided.	City Life
	2.1.2.2 Partner with community organisations to deliver a wide range of key community events & activities	Measure: Deliver the following events: Seniors Week; Youth Week; Reconciliation Week; NAIDOC Week; Disability Awareness Week; UN 16 Days of Activism Against Gender-based violence Target: Report 6 monthly		Delivered NAIDOC Week (Flag Raising and Family Fun Day), 16 Days of Activism for Gender-based Violence (DV Walk), International Day of People with Disability (Author Talk), Wuri-Rise for Reconciliation (26 January), Seniors Festival (Expo and Sing-a-Long), and Reconciliation Week (Primary School Cultural Experiences and Flag Raising with Keynote Speakers),	City Life
2.1.3 Treat community members with dignity and respect. (Deliver, Partner, Advocate)	2.1.3.1 Implement the Disability Inclusion Action Plan 2022-2026	Measure: Independent deaf/hearing audit of key Council owned buildings is completed Target: June 2025		Audit has been completed, with recommendations being considered across the organisation.	City Life
	2.1.3.2 Develop and promote inclusive sport and recreation programs for people with disability	Measure: Pilot of at least 1 inclusive sports program in Bayside Target: June 2025		Walking Football has continued to grow in Bayside and is now self-sustainable.	City Life
	2.1.3.3 Partner with disability organisations to increase participation of people with disability in Council events	Measure: Number of inclusive/accessible events held that are promoted to the disability community Target: June 2025		People with disability invited and attended Council's Spring Fair, Carols by the Sea, Wuri-Rise for Reconciliation, Seniors Week (Expo and Sing-a-Long), Reconciliation Week (Flag Raising with keynote speakers), NAIDOC Week (Family Fun Day) and Migrant Information Day.	City Life

Strategy	2024-25 Operational Plan Action	Measure & Target	Status	Comment	Directorate
2.1.4 Value, respect and celebrate Bayside's shared heritage and history. (Deliver, Partner, Advocate)	2.1.4.1 a, b Implement priorities actions in Bayside's Local History Collection Management & Access Improvement Plan 2023	Measure: Ron Rathbone Local History Competition Implemented Target: September 2024		10 entries were received for the Ron Rathbone Local History Competition. Olga Sedneva won the open category with 'Tempe: Change of use, change of landscape'. Recognition of Effort prizes were awarded to 2 participants in the High School Category and Open Category.	City Life
		Measure: Bayside Local History Marker Program implemented Target: May 2025		The inaugural Historical Markers program was launched in 2024-25, unveiling 5 markers at sites nominated by our community. Anzac Street Banners were installed paying tribute to local women who served in WWII. Local History Talks and Exhibitions were also popular at George Hanna Museum.	City Life
	2.1.4.2 Implement the Reconciliation Action Plan 2022- 26 - Stage 2 - INNOVATE	Measure: Report on progress Target: 6 monthly		The draft Plan was under review by Reconciliation Australia for an extended period but has now been returned to Council with minor amendments. It will be reported for endorsement by the end of 2025.	City Life
2.2.1 Harness technological changes and ensure benefits are shared across Bayside. (Deliver)	2.2.1.1 Action initiatives in the Information Technology (IT) Strategy	Measure: Report on progress Target: 6 monthly		Council has implemented several enhancements to our cyber security posture, as well as a major initiative that successfully automated key financial processes - improving both security and operational efficiency.	City Performance
2.2.2 Promote smart use of technologies to make life better. (Advocate, Deliver)	2.2.2.1 Implement online services and smart forms for the community	Measure: Number of online services deployed Target: 8 services deployed by June 2025		Council launched a new interface for customers improving their experience when logging a request for service online. Flood Advice Certificates, Parking Permits and Tree Applications were added to the portal.	General Manager's Unit
2.2.3 Provide accessible information and services online and through social media. (Deliver)	2.2.3.1 a, b, c Ensure Communication platforms (Website, Have Your Say, Social Pages etc) are maintained and kept up to date with the latest information in a timely manner	Measure: Develop a Communications Strategy Target: December 2024		The Communications Strategy was included in the Community Engagement & Communications Strategy as reported next.	General Manager's Unit
		Measure: Review and update the Community Engagement and Communications Strategy 2022-26 Target: December 2024		The revised Community Engagement & Communications Strategy was publicly exhibited and endorsed by Council in May 2025 and is available on our website. It now incorporates key objectives, guiding principles, an action plan, as well as a new engagement matrix and model.	General Manager's Unit

Strategy	2024-25 Operational Plan Action	Measure & Target	Status	Comment	Directorate
		Measure: Review and update Council's website for improved accessibility and provide options for further enhancements Target: December 2024		Key enhancements made to Council's website include a redesigned homepage, streamlined menu structure, improved search functionality, updated page layouts, integrated event registrations, interactive project and exhibition pages, and a refreshed content strategy. Website content is continuously reviewed and updated to maintain accuracy.	General Manager's Unit
2.3.1 Engage and communicate with all community members. (Deliver)	2.3.1.2 Ensure Council communicates with community in physical and electronic ways to maximise reach	Measure: Physical newsletters Target: 4 per annum Measure: Talking Bayside digital newsletter Target: 26 per annum Measure: Staff at Council's events with newsletters Target: 4 per annum Measure: Social Media reach Target: 5% increase		Council engages with the community through both physical and digital channels to maximise reach and ensure inclusive access to information. Physical newsletters - 4 Talking Bayside digital newsletter - 23 Staff at Council's major events with physical flyers / newsletters - 6 events Social Media reach 5% increase - achieved.	General Manager's Unit
2.3.2 Promote access to active recreation, health care and education services to support a healthy community. (Deliver, Partner, Advocate)	2.3.2.1 Conduct Food handling workshops with food shops across Bayside	Measure: # completed Target: minimum 4		Online format was trialled and face to face and online will be reintroduced in 2025-26.	City Life
	2.3.2.2 Deliver Sport and Recreation services to the community through Council's facilities	Measure: Golf Course - # bookings Measure: Aquatic Centre - # visits Measure: # Sport & Recreation Bookable bookings Target: Report 6 monthly		Good results across most facilities with an increase in memberships and/or use at Angelo Anestis Aquatic Centre, Botany Golf Course, Tennis Courts, Hensley Sports Facility and Arncliffe Youth Centre. Council delivered a broad range of recreation activities with over 24,000 rounds of golf played, 440,000 visits recorded at Aquatic Centres, and more than 57,000 hours of use logged across our sports fields and courts. Council partnered with schools and other organisations to deliver targeted programs such as swimming and athletics carnivals, junior golf clinics, and structured sports competitions. Plus Get Into Golf - Women's and the school holiday golf program in collaboration with Golf NSW and Sydney Catholic Schools.	City Life

Strategy	2024-25 Operational Plan Action	Measure & Target	Status	Comment	Directorate
2.3.3 Provide services and facilities which ensure all community members feel a sense of belonging, including children, families, young people, and seniors. (Deliver, Advocate)	2.3.3.1 Implement Year 1 of the 3-year Action Plan from the Bayside Library Strategy 2023	Measure: Report on progress Target: 6 monthly		All Year 3 actions have been delivered or are underway. Delivered actions include expanded library programs, after school STEAM activities, pop-up libraries in parks and community centres, and incursions to local pre-schools. New furniture in 3 libraries provided more study spaces / reading areas. New collections were introduced including books that support people with Dyslexia and a low sensory story time was trialled. Council also launched a library app which has improved access to online books, resources and information.	City Life
	2.3.3.2 a, b, c Support local young people through provision of Youth Programs (term and non-term base)	Measure: Youth Programs delivered Target: Report 6 monthly		Term programs and Outreach were delivered throughout the year and held at Arncliffe Youth Centre as well as at local parks, skate parks and Eastgardens Library. Programs were well attended and provided a safe place for young people to gather with their friends.	City Life
		Measure: Holiday Programs delivered Target: 4 holiday periods		A diverse range of learning, sport and recreational activities were provided through 4 School Holiday Programs. All activities and excursions were booked out and well attended.	City Life
		Measure: Youth events delivered Target: 3 (including Youth Week)		Spring Fair and Youth Week were delivered, with over 250 young people engaging with these initiatives. A large-scale Youth Week pop-up event welcomed over 100 young people and families to Barton Park to celebrate in line with the theme of 'I am... We are the future, and the future is now'. Participants enjoyed basketball, soccer, tennis, gardening, bicycle 'check-up and tune', bracelet making and polaroid photos, alongside a sausage sizzle, refreshments and Easter eggs. 2 Love Bite Programs (Healthy Relationships Program) were delivered to year 10 students.	City Life

Strategy	2024-25 Operational Plan Action	Measure & Target	Status	Comment	Directorate
2.3.4 Value and acknowledge our pets and welcome them across Bayside. (Deliver, Advocate)	2.3.4.1 Enforce the Companion Animals Act 1988	Measure: Time to respond to requests Target: 100% within 72 hours		The Companion Animal Act continues to be enforced within Council's parameters and also those set by the NSW Government.	City Life
2.3.5 Work with our partners to ensure flexible care/ support arrangements for seniors, children, people with disability and vulnerable members of our community are available across Bayside. (Partner, Advocate)	2.3.5.1 a, b Implement the Age-Friendly Communities Strategy 2022-2026	Measure: Deliver a Seniors Expo to showcase local seniors' groups and clubs Target: April 2025		Seniors Expo delivered in March 2025 during the NSW Seniors Festival.	City Life
		Measure: # socially isolated seniors connected with local seniors' groups and clubs Target: June 2025		Approximately 50 isolated seniors connected with local seniors' groups and clubs.	City Life
2.4.1 Develop and support community connections and networks which enhance resilience. (Partner, Advocate)	2.4.1.1 Continue to participate in the South-East Sydney Local Health District Multicultural Health Forums	Measure: # meetings held Target: Report 6 monthly		10 meetings were held during the reporting period and all were attended by a Council representative.	City Life
2.4.2 Develop and support emerging community leadership. (Partner)	2.4.2.1 Continue to support and explore initiatives that encourage emerging leaders' participation in decision making	Measure: Deliver Duke of Edinburgh and Youth Advisory Group Target: Report 6 monthly		The Youth Advisory Group met 7 times and provided input on youth programs, youth week activities, the Child Safe Action Plan and the Community Strategic Plan. They participated in 2 statewide engagements - NSW's 'Your Voice Our Future' and a Social Cohesion initiative run by Youth Action. Council welcomed 7 Duke of Edinburgh participants in our libraries. These students helped with general library duties, organised children's school holiday craft activities, and prepared materials for book displays.	City Life
2.4.3 Ensure Council's decision reflects community objectives and desires. (Deliver)	2.4.3.1 Ensure Community Engagement communications are inclusive, timely, transparent and tailored to the appropriate audience	Measure: Engagement participant profiles are tailored, targeted and reflect community demographics Target: Project Engagement Reports		Engagement reports are provided to project owners once the engagement is complete and 40 were produced in 2024-25. All engagement and communication activities are designed to be inclusive, timely, and transparent, and are carefully tailored to suit the needs and preferences of the target audience.	General Manager's Unit

Strategy	2024-25 Operational Plan Action	Measure & Target	Status	Comment	Directorate
2.4.4 Engage effectively with community and provide information in a timely Manner. (Deliver)	2.4.4.1 Ensure Council's event schedule is provided to the Communications Team for publication on Council's website and for promotion via other channels (eg Newsletter, social media, library, noticeboards) to keep the community informed of what is happening in the event space across Bayside	Measure: Council events updated and on the website Target: 6 monthly		All events were advertised on Council's website and social media channels.	General Manager's Unit
2.4.5 Foster a sense of community pride in and satisfaction with Bayside. (Deliver, Partner, Advocate)	2.4.5.1 Deliver regular citizenship ceremonies to facilitate Bayside residents completing their Australian Citizenship	Measure: Monthly ceremonies Target: Report 6 monthly		12 Citizenship Ceremonies were delivered in 2024-25.	General Manager's Unit
2.4.6 Support community to play their part and imagine the future together. (Partner, Advocate)	2.4.6.1 Encourage attendance at Council and Committee Meetings and encourage volunteerism	Measure: Report on activities to raise awareness of opportunities to participate in decision Target: 6 monthly reporting		11 posts were shared to social media about Council meetings. These posts reached 5,201 people and provided them with the link to the YouTube live stream of the meeting. 26 additional posts were published to encourage community participation in Committee Meetings. We published 24 posts around volunteering as we strive to encourage volunteering in the community. These posts reached 22,495 people.	General Manager's Unit

Theme Three

In 2032 Bayside will be green, resilient, and sustainable

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



Highlights from the Year



Three Big Strategies

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

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

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

Trees for Mum

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

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



Clean Up Australia Day

Community groups helped collect 187kg of rubbish in Bayside on Clean Up Australia Day on Sunday 2 May.

Thank you to everyone who participated in Clean Up Australia Day this year to help clean up our foreshore areas, bushland and parks.



Grow It Local Awards

Congratulations to Michelle Elliot, the winner of the Grow It Local Award for Bayside. Michelle, a member of the Rockdale Community Garden, received a compost bin from Bayside Council as part of her prize.

Sans Souci Tree Saved

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

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



Trees for Dad

Local families planted 67 trees at our popular Trees for Dad events to celebrate Father's Day at Bona Park, Sans Souci and Garnett Jackson Reserve, Botany. The project has helped to build our tree canopy in the area.

Garden Organics for all Bayside Residents

Properties in Arncliffe, Banksia, Bardwell Valley, Bardwell Park, Bexley, Bexley North, Brighton Le Sands, Carlton, Dolls Point, Kingsgrove, Kogarah, Kyeemagh, Monterey, Ramsgate, Ramsgate Beach, Rockdale, Sandringham, Sans Souci, Turrella and Wollli Creek, will have access to a new Garden Organics service from 30 September 2024.

This will ensure a Garden Organics service is available to all residents in Bayside. Properties in these areas will receive a green-lidded bin commencing this August in preparation for the service to commence on 30 September.

For more information about the changes, visit www.bayside.nsw.gov.au/waste



Bushcare

Bayside has six bushcare groups that meet regularly to help restore and maintain our many beautiful natural areas that are home to a wide variety of native plants and animals.

Volunteers are welcome, with no previous bushcare experience needed, and equipment provided by Council. Find a bushcare group near you and register as a volunteer on Council's website at www.bayside.nsw.gov.au



Strategy	2024-25 Operational Plan Action	Measure & Target	Status	Comment	Directorate
3.1.2 Engage with community to provide an appropriate response to threats and adverse events. (Deliver, Partner)	3.1.2.1 Chair and support Bayside Local Emergency Management Committee and provide assistance to Emergency agencies	Measure: Scheduling and attendance at LEMC meetings Target: 3 meetings Measure: Attendance at REMC meetings Target: 100%		Bayside held all required Local Emergency Management Committee meetings with emergency services, government agencies and key stakeholders. All Regional Emergency Management Committee meetings were attended by relevant Council staff.	City Presentation
3.1.3 Promote education about climate change so that the community understands the potential impacts. (Deliver, Partner, Advocate)	3.1.3.1 Provide flood level advice to the community	Measure: Turnaround time to provide advice Target: 14 days		During 2024-25, a total of 332 flood applications were lodged, with 87% submitted online. Of these, 91% of applicants received their reports within 10 business days. The overall average response time across the year was 6 business days with the response times consistently improving to an average of 3-4 business days during 2024-25.	City Futures
3.1.4 Support and promote local climate and resilience leadership and initiatives. (Partner, Advocate)	3.1.4.1 a, b, c Implement priority projects in the Bayside Resilience Plan as part of the Environmental Strategy	Measure: Review & update Sustainable Waste Management Strategy Target: October 2024		Council adopted the Sustainable Waste Management Strategy 2024-2032 in July 2024.	City Life
		Measure: Community engagement to raise awareness and prepare for shocks and stresses Target: June 2025		Council conducted 29 resilience community workshops and events in partnership with Australian Red Cross, Southern Sydney Regional Organisation of Councils and Fix It Sisters. These events attracted a total of 1,530 residents.	City Life
		Measure: Bayside Urban Forest Strategy Target: July 2024		The Bayside Urban Forest Strategy was adopted by Council in July 2024.	City Life
3.2.1 Promote and facilitate emerging transport technologies for greener transportation and to meet the community's changing needs. (Partner, Advocate)	3.2.1.1 Continue the introduction of low emission vehicles to Council's fleet	Measure: Deploy low emission vehicles and review performance Target: Report 6 monthly		Council has increased the number of hybrid vehicles within the fleet over the past 12 months. We will focus on passenger vehicles and light commercial vehicles for more hybrid options where the vehicles are fit for purpose and economically viable.	City Performance

Strategy	2024-25 Operational Plan Action	Measure & Target	Status	Comment	Directorate
3.2.2 Promote the use of renewable energy through community education. (Deliver, Partner, Advocate)	3.2.2.1 Implement the community sustainability program via events and workshops	Measure: # Workshops and events held Target: Report 6 monthly		Council held 41 community environment and sustainability workshops / events. These included bush care volunteer training, better with birds guided tours, native beehive, native tree planting, wildlife habitat backyard training, and Caring for the Sea with Gamay Rangers. Over 3,000 residents participated in these workshops and events.	City Life
3.2.3 Prioritise renewable energy use by Council where possible to reduce greenhouse gas emissions, and report publicly on benefits. (Deliver, Advocate)	3.2.3.1 Develop Sustainable Building Policy and Guidelines for Council's facilities	Measure: Report on number of initiatives implemented for new construction / renovation Target: 6 monthly		Sustainability building policy and guidelines will be addressed in the Net Zero pathway plans. A 30kW solar system was installed at the Green Street Depot as part of its renovation.	City Life
	3.2.3.2 Maximise the opportunities for the installation of water and energy efficiency initiatives in Council buildings (eg water tanks, solar panels, low embodied energy materials, and lifecycle costs)	Measure: Report on progress Target: 6 monthly		As part of the Capital Projects Program, all projects are reviewed for opportunities to install water and energy efficient initiatives.	General Manager's Unit
	3.2.3.3 Implement actions in the NetZero Pathway & Climate Change Mitigation and Adaptation Plan	Measure: Report on progress Target: 6 monthly		Council continues to utilise 100% renewable electricity for its operations. In addition, in the last 12 months, a total of 231 MWh of green power was generated through Council's existing PV solar systems.	City Life
3.3.1 Capture and re-use rainwater at Council facilities where feasible. (Deliver)	3.3.1.1 Incorporate rainwater harvesting, storage and reuse in the design and construction of Council facilities when they are being built or renewed where this is practical and cost effective	Measure: Report on progress Target: 6 monthly		Rainwater harvesting, storage and reuse are considered when planning all capital projects. This financial year the Angelo Anestis Hardcover for the grandstand had a rainwater tank installed and new rainwater tanks were installed at the Green Street Depot.	City Futures
3.3.2 Enhance and extend green grid corridors. (Deliver, Partner, Advocate)	3.3.2.1 Work with Sydney Water for completion of the naturalisation of Muddy Creek	Measure: Participate as required by Sydney Water Target: Report 6 monthly		Sydney Water have completed their project and a portion of the area has now been occupied by TfNSW for the M6 works.	City Futures

Strategy	2024-25 Operational Plan Action	Measure & Target	Status	Comment	Directorate
3.3.3 Increase Bayside's tree canopy. (Deliver)	3.3.3.2 Improve the tree canopy across Bayside by undertaking tree planting in the public domain & open space	Measure: Completion of the annual Street Planting Project Target: Over 400 trees planted		A total of 1,467 native trees were planted during 2024-25, exceeding the target of 400.	City Life
3.3.3 Increase Bayside's tree canopy. (Deliver)	3.3.3.3 Manage and maintain all trees within Bayside	Measure: Tree plantings vs tree removals Target: Net positive		Council has removed 1,550 trees and replaced them with 3,581 new trees, maintaining a minimum of 2:1 replacements for all trees removed.	City Presentation
	3.3.3.4 Deliver the grant funded 'Greening Our City' project	Measure: Plant 400 additional trees & pilot on Woody Meadow Target: December 2024		Planted 337 trees, achieved 84% of the 400 tree planting target. Woody Meadow pilot project on track.	City Life
3.3.4 Involve community in the preservation of natural areas. (Deliver, Partner)	3.3.4.1 Continue to support opportunities for volunteers to preserve our natural areas	Measure: Bushcare Volunteer program Measure: Cooks River Alliance membership Measure: Georges Riverkeeper membership Measure: Mother's Day Planting Measure: Cooks River Clean Up Target: Report 6 monthly		All Completed, except a Cooks River Alliance 'Cooks River Clean Up' was not held in Bayside in 2024-25. A Clean Up Australia Day event was held on the Cooks River in March 2025 outside Bayside at Ewen Park, Hurlstone Park.	City Life
3.3.5 Respect, manage and protect the natural environment and biodiversity. (Deliver, Partner)	3.3.5.3 Ensure the beachfront is clean, safe and fit for purpose	Measure: 3 times a week (weather permitting) Target: 95%		Lady Robinsons beach is mechanically cleaned 5 days per week during winter and up to 7 days a week in summer, weather permitting. Approx 110 tonne of waste and debris was removed. Several severe weather events occurred within the summer storms period, greatly impacting the foreshore conditions. Major works were carried out on retaining wall repairs and sand movements.	City Presentation
	3.3.5.5 Implement actions from the Botany Bay Foreshore Beach Flood Plain Risk Management Plan	Measure: Complete detailed design of 2 highest priority stormwater upgrades - Baxter Road and Hollingshed Street Target: December 2024		Detailed design of high priority stormwater upgrades is underway.	City Futures

Strategy	2024-25 Operational Plan Action	Measure & Target	Status	Comment	Directorate
	3.3.5.6 Implement recommended actions from the Mascot, Rosebery and Eastlakes Floodplain Risk Management Plan	Measure: Complete the feasibility assessment for the 3 highest priority recommendations Target: December 2024	●	Feasibility assessments were completed for all 3 high priority areas.	City Futures
	3.3.5.7 Protect and restore the health of waterways and wetlands through planned Gross Pollutant Traps (GPTs) inspection and cleaning program	Measure: Tonnes of debris captured and removed from Council's GPTs Target: Report 6 monthly	●	All GPTs were maintained during 2024-25 resulting in 299 tonnes of litter, sediment and vegetation being captured and prevented from entering Council's waterways.	City Presentation
	3.3.5.8 Undertake Stormwater Drainage Rehab and Renewal Program	Measure: Report on progress Target: 6 monthly	●	Council routinely inspection its stormwater assets to obtain condition ratings and/or view obstructions in the network. High priority areas with poor condition ratings are identified and project briefs to rectify assets produced. 2 of the 3 sites identified for rehabilitation were completed in 2024-25. 1 site requires further investigation and consultation as it is located in an easement It will be constructed in 2025-26.	City Presentation
3.4.1 Address illegal dumping proactively. (Deliver, Advocate)	3.4.1.1 Analyse hotspot map data to inform interventions to reduce the incidence of illegal dumping	Measure: Report on Progress Target: 6 monthly Measure: # incidents per year Target: All reported incidents investigated	●	A total of 4,240 illegal dumping incidents reported and investigated in 2024-25.	City Life
	3.4.1.3 Remove abandoned vehicles reported to Council in accordance with the abandoned vehicle policy	Measure: Removal within 28 days Target: 100%	●	Abandoned vehicles and unattended articles continue to be investigated and addressed within the legislated timeframes.	City Life
	3.4.1.4 Remove and dispose of illegally dumped materials throughout Bayside	Measure: Response within Standard Levels of Agreed Service Target: 95%	●	100% of illegally dumped material was collected within standard levels of agreed service after investigations were finalised.	City Presentation

Strategy	2024-25 Operational Plan Action	Measure & Target	Status	Comment	Directorate
3.4.2 Educate community on sustainable waste management and recycling practices. (Deliver, Partner)	3.4.2.2 Implement initiatives that assist in reducing waste going to landfill	Measure: Annual est. landfill diversion rate Target: 45%		Up to 28% of garbage from red-lid bins was composted and used for soil rehabilitation at a mine. Approximately 90% of material from yellow-lid bins is processed for use in new products. Approx. 98% of material in green-lid bins is recycled. The facility that processes our clean up material recovers approximately 80%. Council also provides up to 22 community recycling drop off events where around 160 tonnes of materials are sent to recyclers. Council's sustainable procurement initiatives include contracts that assist with higher diversion rates, like for mattresses where up to 12,500 are recycled.	City Presentation
	3.4.2.3 Program, offer and conduct waste education campaigns	Measure: # community events Target: Report 6 monthly Measure: #schools per year Target: Report 6 monthly		Over the last 12 months, Council engaged 6,385 community members in 73 waste education information sessions and workshops. Of those engagements, 421 school students received direct waste education across 2 primary schools, 160 early childcare centre students received waste education across 3 centres.	City Life
	3.4.2.4 Actively seek funding through the NSW Environment Protection Authority's Waste Less, Recycle More Waste and Resource Recovery Initiative	Measure: Funds received Target: All funds spent or rolled over for future spending		\$95,000 received for the NSW EPA Litter Prevention project which has commenced and is expected to be completed December 2025. \$160,000 received for the NSW EPA Illegal Dumping Prevention project which again has commenced and is expected to be completed January 2027. Council continues to actively seek funding as new grant programs are announced.	City Life
	3.4.2.5 Update the annual program of resources to inform residents about Councils Domestic Waste and Clean Up programs (via electronic and print media)	Measure: # of Waste Calendars mailed Target: 65,000 Measure: # of Waste App downloads Target: > 23,000		Council distributed the March to December 2025 Waste Services Calendars to over 68,000 households from January to February 2025. An online form was launched in March for additional calendar requests. 483 additional calendars have since been sent to residents. An updated digital Waste Guide was launched on Council's website in June 2025 and the Bayside Waste Services App had an increase of 12% to 46,238 installs.	City Life

Strategy	2024-25 Operational Plan Action	Measure & Target	Status	Comment	Directorate
3.4.3 Promote a circular economy by encouraging and/or implementing avoidance, reuse, rehoming, repair, recycling, recovery solutions before landfilling. (Deliver, Partner, Advocate)	3.4.3.2 Provide an effective public place litter bin program	Measure: Tonnage per year Target: Report 6 monthly	●	Council conducts town centre and public place litter bin collections daily. Council manages over 950 fixed and mobile public place bins, ranging from 60L to 660L. Each bin includes public awareness signage. Council also manages bins along Cook Park and the 8km of beachfront. This material was diverted from making its way into our waterways, sand or the adjacent parkland. Approx. 1,384 tonnes was collected in 2024-25.	City Presentation
	3.4.3.3 Undertake annual recycling drop off events	Measure: # events per year Target: 22	●	Council delivered all 22 scheduled community drop off events in 2024-25.	City Presentation
	3.4.3.4 Undertake the management of essential waste and recycling services	Measure: Services delivered regularly to households Target: 62,000	●	Council continues to provide essential waste and recycling services to all households (over 68,500). This included managing services such as garbage, organics, recycling kerbside bin collections, bulk bin collections, kerbside and onsite clean up services, public place bin collections, and community recycling drop off events.	City Presentation

Theme Four

In 2032 Bayside will be a prosperous community

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



Highlights from the Year

Meet Your Councillors

Bayside Council is divided into five wards, each represented by three publicly elected Councillors to make decisions about policies, strategies, and key community issues.

The new Mayor, Cr Edward McDougall, and Deputy Mayor, Cr Heidi Lee Douglas, were elected at an Extraordinary Council Meeting on 9 October for a two-year term. At the end of the two-year term the Councillors elect a new Mayor for the following two years.

For a complete biography and more information, please scan the QR code.



WARD 1



Dr Ron Bezic
COUNCILLOR
ron.bezic@bayside.nsw.gov.au



Dr Christina Curry
COUNCILLOR
christina.curry@bayside.nsw.gov.au



Scott Morrissey
COUNCILLOR
scott.morrissey@bayside.nsw.gov.au

WARD 2



Jerome Boutelet
COUNCILLOR
jerome.boutelet@bayside.nsw.gov.au



Soraya Kassim
COUNCILLOR
soraya.kassim@bayside.nsw.gov.au



Peter Strong
COUNCILLOR
peter.strong@bayside.nsw.gov.au

WARD 3



Dr Janin Bredehoeft
COUNCILLOR
janin.bredehoeft@bayside.nsw.gov.au



Michael Nagl
COUNCILLOR
michael.nagl@bayside.nsw.gov.au



Chris Saravinovski
COUNCILLOR
chris.saravinovski@bayside.nsw.gov.au

WARD 4



Joe Awada
COUNCILLOR
joe.awada@bayside.nsw.gov.au



Liz Barlow
COUNCILLOR
liz.barlow@bayside.nsw.gov.au



Fiona Douskou
COUNCILLOR
fiona.douskou@bayside.nsw.gov.au

WARD 5



Heidi Lee Douglas
DEPUTY MAYOR
heidlee.douglas@bayside.nsw.gov.au



Edward McDougall
MAYOR
ed.mcdougall@bayside.nsw.gov.au



Vicki Poulos
COUNCILLOR
vicki.poulos@bayside.nsw.gov.au



Business Awards

Bayside Council is a major sponsor of the annual Bayside Local Business Awards, in partnership with Precedent, to acknowledge and honour the remarkable contributions our local small businesses make to the Bayside Community.

Winners were announced at a gala event at the Novotel and the full list of winners can be found on Council's website or by scanning the QR code.

By shopping local we help support small businesses!



First Nations Business Forum

First Nations business owners, entrepreneurs, organisations and business support services came together for the Naggangbi Business Connect at Botany Town Hall on Tuesday 22 October 2024.

Attendees were able to network, share knowledge and experiences, swap tips and learn how to grow a thriving First Nations business.



Strategy	2024-25 Operational Plan Action	Measure & Target	Status	Comment	Directorate
4.1.1 Encourage and support improved employment outcomes for First Nations peoples. (Deliver, Partner, Advocate)	4.1.1.1 Encourage the establishment of First Nations enterprises in Bayside	Measure: Forum for Bayside First Nations businesses held Target: November 2024		Forum held during Small Business Month and was very well attended by First Nations businesses, and support stallholders.	City Life
4.1.2 Monitor socio-economic outcomes and work with partners to identify actions Council can support. (Partner)	4.1.2.2 Provide free or low-cost activities for residents in suburbs with the highest proportion of low income households	Measure: # activities held Target: Report 6 monthly Measure: # participants Target: Report 6 monthly		A minimum of 3 low cost programs per week are offered to residents in Daceyville, Eastlakes and Hillsdale with approximately 100 participants across all 3 programs.	City Life
4.1.4 Support local apprenticeships and cadetships, as a major employer. (Deliver, Advocate)	4.1.4.1 Review opportunities for apprentices, trainees and graduates as articulated in the Workforce Strategy Action Plan	Measure: # of graduates and apprentices employed by Council Target: Maintain or increase		Council actively applies for Grants under the NSW Government Apprentices, Trainees and Graduate Program 'Fresh Start'. This has resulted in 5 new appointments, increasing the total employed from 15 to 20. We are continuing to advertise for another 7 vacancies.	General Manager's Unit
4.2.1 Support major employers to partner with local small business. (Advocate)	4.2.1.1 Adopt & implement Local Area Fund Strategy	Measure: Plan adopted Target: June 2025		The adoption of the Local Area Fund Strategy has been delayed. A 50% draft of the Strategy has been done, with a revised target of December 2025 for completion of the Strategy.	City Futures
4.2.4 Encourage participation from creative industries and entrepreneurial businesses. (Advocate)	4.2.4.1 Develop a calendar of workshops and activities aimed at improving business skills and knowledge	Measure: Participation rate of businesses and feedback provided Target: June 2025		Calendar of events developed and is being progressively implemented. Events were well attended and enthusiastically received.	City Life
	4.2.4.2 Celebrate Small Business Month by hosting relevant events and activities that showcase Bayside's small business community	Measure: Events held in partnership with business community Target: November 2024		Ngangabbi Business Connect held in Small Business Month to connect Indigenous businesses with business support. Skills workshop on marketing also held during Small Business Month.	City Life
4.3.1 Ensure Council decision making is transparent, and data driven. (Deliver)	4.3.1.1 All key policies are reviewed in accordance with legislative requirements	Measure: Legislative requirements are met Target: September 2024		Various policies and procedures were updated in 2024-25 including those relating to Work, Health & Safety, Cyber Security and Governance. Renewal efforts are being made based on risk, as we work to clear the backlog.	City Performance

Strategy	2024-25 Operational Plan Action	Measure & Target	Status	Comment	Directorate
	4.3.1.2 Complete nominated internal audits in the internal audit program	Measure: Report on progress Target: 6 monthly		The revised internal audit plan identified 11 audits. 7 audits were completed and reported to ARIC. The 4 remaining have commenced and are at various stages of completion. A 4 year strategic internal audit plan has been adopted.	General Manager's Unit
	4.3.1.3 Ensure the archival and disposal of records is compliant with the State Records Act	Measure: Report on progress Target: June 2025		Archival and disposal procedures have been reviewed and updated in line with current legislation and new State Records NSW retention schedules.	City Performance
	4.3.1.4 Maintain the Enterprise Risk Management framework and provide advice and support	Measure: Quarterly reporting to ARIC on the framework Target: June 2025		A review of Council's risk maturity is being undertaken and continues to be reported to the Executive Committee and ARIC.	City Performance
	4.3.1.5 Maintain the Governance Framework and provide support for Council meetings and Committees	Measure: Report on status Target: 6 monthly		Council's Governance Framework was reviewed and updated in July 2024 and is available on our website. Council meeting and committees are supported as required. New audio visual equipment was installed in the Rockdale Council Chamber early in 2025 that has improved the meeting experience for those attending and those watching on YouTube.	City Performance
	4.3.1.6 Manage and coordinate the delivery of all Integrated Planning & Reporting documents and reports	Measure: Annual Report Target: November 2024		The Annual Report 2023-24 was adopted by Council at its November meeting and is available on our website.	City Performance
		Measure: Operational Plan 2025-26 Target: June 2025		The Operational Plan & Budget 2025-26 and Fees & Charges were adopted by Council at its June 2025 meeting. These documents are available on our website.	City Performance
	4.3.1.7 Plan and prepare to transition to the new Audit Risk and Improvement Framework as specified in the new OLG Risk and Internal Audit Guidelines June 2022	Measure: Action Plan developed commenced Target: Within 3 months of Risk and Internal Audit Guidelines being published		Assessment against Legislation and Guidelines completed. Council is compliant with mandatory requirements effective from 1 July 2024. Implementation of remaining requirements will be based on achieving statutory timeframes.	General Manager's Unit

Strategy	2024-25 Operational Plan Action	Measure & Target	Status	Comment	Directorate
	4.3.1.8 Review, update and commence implementation of the Information & Data Management Governance Strategy	Measure: Review, update and implementation commenced Target: June 2025		This has been substantially completed and is awaiting final reviews prior to adoption.	City Performance
	4.3.1.9 Undertake Councillor Professional Development Program	Measure: Program delivered Target: June 2025		The Councillor Development Program was implemented through inhouse and externally provided courses. Inhouse training included a Councillor Induction Day, 2 Councillor training workshops and training sessions through 8 Council Committees. There were 12 provided externally.	General Manager's Unit
4.3.2 Foster a customer centric culture. (Deliver)	4.3.2.2 Deliver the Business Improvement Delivery Program for 2024-25	Measure: Progress report delivered to Audit Risk and Improvements Committee (ARIC) Target: 6 monthly		Progress reports on the Business Improvement Delivery Program were presented to ARIC in October 2024 and March 2025.	General Manager's Unit
	4.3.2.3 Address identified areas of improvement, and enhance and protect areas of strength in our workforce	Measure: Actions implemented to address areas of improvement Target: Report 6 monthly		'Bayside Listens' has been launched to review staff engagement survey results and develop actions for improvement.	General Manager's Unit
	4.3.2.4 Ensure information requests are responded to in compliance with legislative requirements	Measure: Compliance Target: 100%		Council Access to Information Requests, including Formal and Informal GIPAs, continue to be dealt with in accordance with legislative requirements. Compliance with Formal GIPAs and subpoenas was 100%.	City Performance
	4.3.2.7 Customer Experience Commitment - Finalise the Customer Experience Strategy 2023-2026	Measure: Implemented Target: June 2025		Adopted by Council in February 2024.	City Performance
	4.3.2.8 Improved response to public enquiries & requests relating to traffic and parking issues	Measure: # of enquiries responded to within Service Standard Target: 95%		Council completed 1,513 requests for information from public enquiries. 96.29% of which were completed within the service level agreement.	City Futures

Strategy	2024-25 Operational Plan Action	Measure & Target	Status	Comment	Directorate
	4.3.2.9 Develop Service Review Program	Measure: Service Review Framework developed and endorsed Target: August 2024		Development of the Service Review Framework was delayed. It was presented to the Executive Committee and ARIC in August 2025.	General Manager's Unit
	4.3.2.10 Customer Experience Responsiveness - Provide responsive customer experience via multiple customer request channels	Measure: # calls addressed at first point of contact Target: > 70%		Contact Centre answered and addressed 74,271 calls resulting in 81% of inquiries addressed at the first point of contact. Online applications represented 52% of total applications received. Customer Requests (CRM's) lodged online were steady at 17% of total CRM's received for the year.	City Performance
		Measure: # digital requests received Target: Increase		The number of digital requests received is increasing. CityWatch, a new CRM user interface was introduced, providing customers with a more efficient way to raise requests. Customer messaging was reviewed and updated to ensure consistency across all channels.	City Performance
		Measure: correspondence received & addressed within agreed levels of service Target: > 70%		Incoming correspondence is scanned, registered and actioned to officers daily. The turnaround time has reduced from 8 to 1-2 days.	City Performance
	4.3.2.11 Customer Experience Improvement - Embed Customer Experience as a priority across the organisation	Measure: Report on progress of projects in key areas to embed Customer Experience: ▪ People ▪ Technology ▪ Data, Information & Processes ▪ Governance & Performance Target: Report 6 monthly		Of the 193 action items identified through internal engagements, 99 have been completed across the following key focus areas: ▪ People – 25 ▪ Technology – 21 ▪ Data, Information & Processes – 46 ▪ Governance and Performance - 7.	City Performance
	4.3.2.12 Customer Experience Satisfaction - Develop and implement a program to regularly capture and report on customer experience satisfaction	Measure: Mechanisms developed and implemented Target: Report 12 monthly		A 'call quality' assurance program has been implemented to report on performance and identify strengths and areas for future improvements.	City Performance

Strategy	2024-25 Operational Plan Action	Measure & Target	Status	Comment	Directorate
	4.3.2.13 Conduct multiple service reviews in line with Service Review Program	Measure: Number of Service Reviews undertaken Target: 3 completed per annum		The Asset Management and Data Information Management Service Reviews were conducted and delivered in 2024-25. The Access to Information Service Review (GIPA) is in progress and will be completed October 2025.	General Manager's Unit
4.3.3 Invest in a skilled and dynamic workforce to meet future challenges, meet accountability and compliance requirements, and deliver Council's quadruple bottom line: social, environmental, economic, and civic leadership. (Deliver)	4.3.3.1 Review & update the Workforce Strategy 2026	Measure: Strategy developed Target: June 2025		Council's Workforce Management Strategy was reviewed and publicly exhibited as part of the Integrated Planning & Reporting program. The updated strategy was endorsed by Council in June 2025 and is available on our website.	General Manager's Unit
	4.3.3.2 a, b Develop and implement a Training Plan based on the skill and capability needs for the Council as well as emerging requirements for future needs	Measure: Learning needs analysis conducted Target: June 2025		Learning Needs Analysis completed and the Corporate Training Plan developed by March 2025.	General Manager's Unit
		Measure: Deliver training on core applications across Council Target: Report 6 monthly		Total programs delivered was 313 with 1,708 attendees.	General Manager's Unit
	4.3.3.4 Develop and undertake an annual program of WH&S inspections. Corrective actions to be identified, recorded and corrections implemented	Measure: Report on progress Target: 6 monthly		4 of the 10 inspections from the Annual program were completed. Each inspection and the outcomes are reported to the next quarterly WHS Committee meeting. The WHS Committee minutes are reported to the Executive Committee.	General Manager's Unit
	4.3.3.5 Embed a safety culture across the organisation using DAMSTRA as the foundation. Undertake education and safety cultural awareness programs to drive an increase to safety	Measure: Report on progress Target: 6 monthly		There is a strong safety culture in the organisation and staff actively self-report injuries, illnesses, and incidents in the new system (DAMSTRA was phased out). During the year there were 4 main awareness programs run. National Safe Work Month themed 'Safety is everyone's Business' had specific focuses for each week. These were advertised through intranet banners, emails with information on the topics and posters in all workplaces. A Toolbox Talk campaign was launched where all outdoor staff coordinators were emailed a kit to present to their staff to highlight the importance of safety. Council also held a Health & Wellbeing Expo for staff over 2 days and special events for R U OK Day.	General Manager's Unit

Strategy	2024-25 Operational Plan Action	Measure & Target	Status	Comment	Directorate
	4.3.3.6 Reduce Lost Time Injuries and facilitate recovery at work as per Safe Work guidelines and best practice. Tailor individual rehabilitation plans and strategies to effectively manage each case	Measure: Benchmark LTI to comparable Councils as provided by SafeWork NSW Target: 6 monthly		26 claims in 2024-25, 14 resulting in lost time. 64% of Bayside staff who lost time returned to work within 4 weeks, this is better than the regional average of 71% demonstrating our commitment to effective rehabilitation strategies for injured staff.	General Manager's Unit
4.3.4 Manage Council assets to meet community expectations within available resources. (Deliver)	4.3.4.1 Optimise the value and use of Council's property assets	Measure: Complete the year 3 priority actions of the Land & Property Strategy 2022-2025 Target: June 2025		The Property Register is complete. Community Policy and Sports Strategy and Policy is being prepared.	City Futures
	4.3.4.2 Develop a new Depot Accommodation Strategy to incorporate sites	Measure: Strategy drafted and ongoing Target: June 2025		To be completed in 2025-26	City Futures
	4.3.4.4 Ensure Council's properties and facilities meet statutory requirements	Measure: Compliance with legislative requirements Target: 100%		Council undertakes annual maintenance and compliance testing across all of its properties and facilities to ensure statutory requirements are met. This was fully completed for 2024-25.	City Presentation
	4.3.4.5 Ensure Council's fleet is modern and operating effectively	Measure: Fleet utilisation Target: 80% Measure: Modern and fit for purpose - replacement program is maintained based on age and condition Target: Report on replacement totals		The Fleet Replacement program was met in 2024-25 and we will continue to deliver a modern and relevant fleet for Council's operations.	City Performance
	4.3.4.6 Ensure Council's stock levels are optimised and is managed and accounted for	Measure: Slow moving stock removed from stores Target: Annual Stocktake June 2025		Council has completed the annual 2024-25 stock take with very few discrepancies.	City Performance

Strategy	2024-25 Operational Plan Action	Measure & Target	Status	Comment	Directorate
	4.3.4.7 Implement the Bayside Asset Management Strategy	Measure: Report on progress Target: 6 monthly		Implementing the Asset Management Strategy is ongoing. A revised Asset Management Policy, Strategy and 4 Asset Management Plans (Stormwater , Property , Open Space & Transport) were developed and adopted by Council in June 2025 and are available on our website.	City Futures
	4.3.4.8 Report to the Strategic Asset Management Committee on the leasing performance of the Bayside Real Estate Portfolio - new leases, renewals, and income	Measure: Updates delivered to Committee Target: Monthly		Monthly reporting has been presented for year end to June 2025	City Futures
	4.3.4.9 Undertake annual Kerb and Gutter Renewal Program	Measure: Report on totals Target: 6 monthly		Council undertakes periodic kerb and gutter maintenance with an allocated annual budget. Council has replaced approximately 1,000 lineal metres in 2024-25.	City Presentation
	4.3.4.10 Undertake annual Road Pavement Renewal Program	Measure: Report on totals Target: 6 monthly		Road Pavement Renewal Program works commenced in November 2024 and concluded in May 2025. Council resurfaced 45 streets across Bayside with a total expenditure of \$4.86 million.	City Presentation
	4.3.4.11 Undertake asset condition audits for Council owned infrastructure	Measure: Condition assessments undertaken Target: Completed in accordance with rolling schedule		Asset condition assessment and valuation cycle program achievements for this period include condition audit and valuation of transport assets - roads, footpaths, kerb and gutter, car parks, bus shelters and street furniture.	City Futures
	4.3.4.12 Undertake restoration of Council assets impacted by public authority works eg gas, power etc as required	Measure: Restoration of affected assets Target: 100%		Council has embarked on an extensive restoration program of public domain assets, related to private development works and utility companies. 448 locations have been reinstated across Bayside in 2024-25.	City Presentation

Strategy	2024-25 Operational Plan Action	Measure & Target	Status	Comment	Directorate
4.3.5 Manage Council finances for the long-term benefit of the community and to prioritise infrastructure funding commitments. (Deliver)	4.3.5.1 Annual Budget and QBRS completed within statutory timeframes	Measure: Budget and QBRS completed Target: 100%		The 2025-26 annual budget was completed and adopted by Council in June 2025. All quarterly budget reviews were completed and adopted by Council within the statutory timeframes.	City Performance
	4.3.5.3 Develop a Financial Sustainability Policy to address Council's long-term sustainability issues as forecasted in the Long-Term Financial Plan	Measure: Policy developed and adopted by Council Target: June 2025		Sustainability initiatives are embedded in the Long Term Financial Plan in alignment with Policy Objectives. Funding gaps are actively identified and addressed at each quarterly budget review. Development of a separate strategy is now not required.	City Performance
	4.3.5.4 Ensure all spend is in line with Council's Procurement Policy and Procedures by performing an annual spend analysis to inform a program of market testing	Measure: Report on progress Target: 12 monthly		The annual spend report was presented to the Executive Committee in October 2024.	City Performance
	4.3.5.7 Issue Annual Rate Levy allowing for the transaction to the harmonised rate over 4-year term	Measure: Levy issued Target: August 2024		Annual Rate Levy issued, rate harmonisation successfully completed.	City Performance
	4.3.5.8 Prepare annual financial statements in accordance with accounting standards to ensure an unqualified audit opinion	Measure: Statement prepared Target: October 2024		The 2023-24 Audited General Purpose Financial Statements were endorsed by Council at its November meeting and are available on our website.	City Performance
	4.3.5.9 Prudent management of Council's investment portfolio in accordance with legislation in order to maximise returns as reported to Council in the monthly statutory financial reports	Measure: Reports presented to Council Target: Monthly		Monthly statutory financial reports were presented to Council in accordance with relevant legislation.	City Performance

Strategy	2024-25 Operational Plan Action	Measure & Target	Status	Comment	Directorate
	4.3.5.10 Review and test Council's Business Continuity Plans	Measure: Test once per year Target: June 2025		Testing of the Waste Business Continuity Plan (BCP) was completed as the top critical business function of Council.	City Performance
	4.3.5.11 Review and update the Long-Term Financial Plan annually as part of the Resourcing Strategy	Measure: LTFP adopted Target: June 2025		The Long-Term Financial Plan (LTFP) was adopted by Council at the June 2025 meeting and is available on our website. The LTFP incorporates the total funding identified in the Asset Management Plan Council continues to monitor opportunities and allocate additional funding as it becomes available through grants or savings.	City Performance
4.3.6 Plan for growth and development so the benefits of prosperity are shared. (Deliver)	4.3.6.2 Offer effective & competitive Complying Development (CDC) and Construction Certificate (CC) services	Measure: Report on progress Target: 6 monthly		This is an ongoing service provided by the Development Certification team with competitive fees to the application fees charged in the private sector offering the same service.	City Futures
	4.3.6.3 Create a new Development Contributions Plan	Measure: Plan complete Target: January 2025		A draft contributions plan has been prepared with ongoing work on the proposed works schedule in the new Plan. A detailed progress report was presented to Council in September and the Plan is projected to be completed by the end of 2025.	City Futures
	4.3.6.4 Prepare submissions and reporting to Council on environmental planning instruments and policy	Measure: Draft submissions submitted prior to deadline and reported for endorsement Target: At the next available Council meeting		Submissions on environmental planning instruments and policy have been prepared and reported to Council for endorsement.	City Futures
	4.3.6.5 Process and administer Planning Agreements	Measure: Benefits are delivered in accordance with their agreements Target: Report 6 monthly		Proposed Planning Agreements have been reported to Council for adoption and existing Planning Agreements have been administered to ensure compliance.	City Futures



Online

Email: council@bayside.nsw.gov.au

Website: www.bayside.nsw.gov.au

Phone

1300 581 299 or +61 2 9562 1666

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Rockdale NSW 2216



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City Performance Committee

8/10/2025

Item No	CP25.047
Subject	Response to Notice of Motion - Sister City - Gilgandra
Report by	Peter Barber, Acting General Manager
File	F25/119

Summary

This report is in response to a Notice of Motion submitted at Council's meeting 26 June 2024 by Councillor Werner:

What activities has Council undertaken as part of our Sister City relationship with Gilgandra?

Officer Recommendation

- 1 That the Response to Notice of Motion - Sister City - Gilgandra report is received and noted.
 - 2 That Council end the Friendly City Agreement with Bayside NSW as there is mutual agreement from both parties.
-

Background

Sister City relationships encourage cultural and social contact, as well as giving the cities involved the chance to explore educational and economic opportunities.

A Friendly City Agreement was entered into between Gilgandra and the then Rockdale Council. The agreement was to promote the development of mutual understanding and strengthen the friendship ties through exchange in education, cultural, economic, social, sports and administrative endeavours.

Council's General Manager wrote to the General Manager of Gilgandra in May 2025 with a message reading in part:

"The current Council is keen to understand if Gilgandra sees an advantage in reinvigorating the agreement which might involve a staff exchange, promotion of a joint event / program or having a presence in something we currently hold, such as a Gilgandra stall at our annual food and wine expo. Alternatively, Bayside could participate in one of your local events."

A follow up was made via a phone call and email exchange in August, 2025.

Council received correspondence in September 2025 advising that Gilgandra Council has no interest in reinstating the Friendly City Agreement but remains open to exploring collaboration and exchange that might bring benefits to both communities if Council would like to discuss alternative opportunities in the future.

In view of this, it is recommended that Friendly City Agreement with Gilgandra Shire Council not be renewed, and that Council remain open to pursue other collaborative opportunities in the future if the opportunity arises.

Financial Implications

Not applicable	☒
Included in existing approved budget	☐
Additional funds required	☐

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

Not applicable

Attachments

Nil