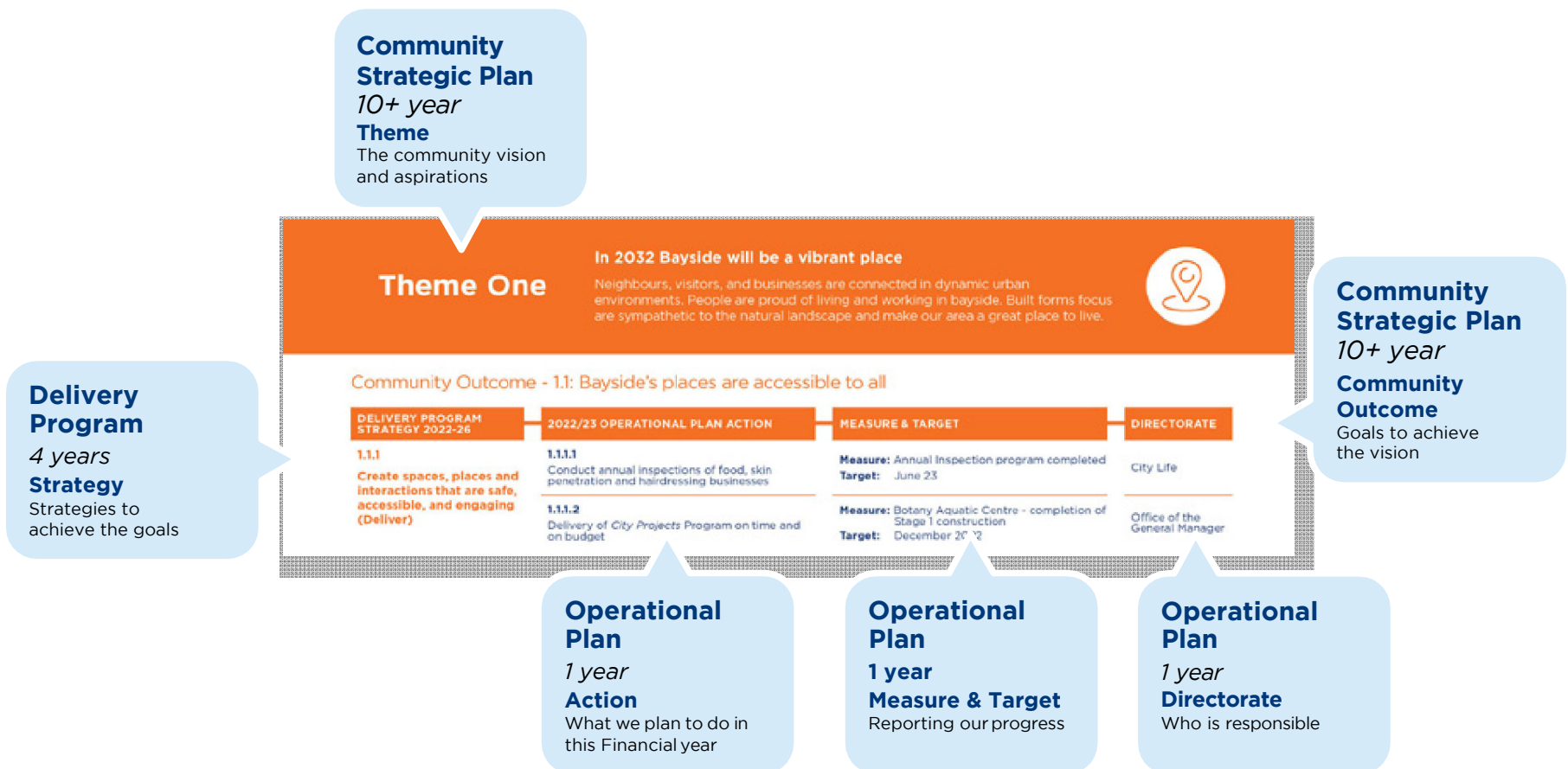


How to read the 2023/24 Operational Plan



Theme One

In 2032 Bayside will be a vibrant place

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



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

DELIVERY PROGRAM STRATEGY 2022-2026	2023/24 OPERATIONAL PLAN ACTION	MEASURE & TARGET	DIRECTORATE
1.1.1 Create spaces, places and interactions that are safe, accessible, and engaging (Deliver)	1.1.1.2 Delivery of <i>City Projects</i> Program on time and on budget	Measure: Botany Aquatic Centre redevelopment tender awarded Target: June 2024 Measure: Barton Park Target: April 2024 Measure: Sandringham Seawall & Sharepath – under construction Target: June 2024	General Manager's Unit
	1.1.1.3 Develop and maintain key partnerships to improve community safety	Measure: # Police meetings attended Measure: # DFV Partnerships attended Target: Report 6 monthly	City Life
	1.1.1.4 Implement the 'Keeping Children Safe' initiatives in the <i>Community Safety Strategy 2022-2026</i>	Measure: Implement the Child Safety Standards Target: June 2024	City Life
	1.1.1.5 Respond to community complaints about unauthorised development, uses or unsafe structures	Measure: % responded to within 3 days of receipt of complaint Target: 97%	City Life

DELIVERY PROGRAM STRATEGY 2022-2026	2023/24 OPERATIONAL PLAN ACTION	MEASURE & TARGET	DIRECTORATE
1.1.1 Create spaces, places and interactions that are safe, accessible, and engaging (Deliver)	1.1.1.6 Roll out opportunities for smart cameras and License Plate Recognition technology to combat illegal parking, anti-social behaviour and increase community safety	Measure: Sandringham expansion Target: February 24	General Manager's Unit
	1.1.1.7 Complete the <i>Rockdale Centre Masterplan</i>	Measure: Concept options are prepared for discussion with Councillors Target: June 24	City Futures
	1.1.1.8 Her Way Project – improved safety for women and girls around transport hubs	Measure: Project implemented Target: June 24	City Futures
1.1.2 Improve availability of parking for residents (Deliver, Advocate)	1.1.2.2 Enforce NSW Road Rules School Parking Patrol Program for 44 schools within the LGA	Measure: # school patrols per annum Target: 500	City Life
	1.1.2.3 Redevelopment of the Boulevard Carpark project	Measure: Detailed design and scope developed Target: June 24	City Performance
1.1.3 Promote the provision of affordable housing for those who need it (Partner, Advocate)	1.1.3.1 Prepare the implementation plan for the Bayside <i>Local Housing Strategy</i>	Measure: Report on progress Target: 6 monthly	City Futures
	1.1.3.2 Prepare Affordable Housing Strategy	Measure: Evidence base updated, options paper prepared for Council direction Target: June 24	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	City Futures

DELIVERY PROGRAM STRATEGY 2022-2026	2023/24 OPERATIONAL PLAN ACTION	MEASURE & TARGET	DIRECTORATE
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 usage Target: ≥ 95%	City Presentation
	1.1.4.4 Undertake the annual <i>Playspace Renewal & Shade Improvement Program</i>	Measure: Playspace Renewals Target: Report 6 monthly Measure: Shade Structures Target: Report 6 monthly Measure: Kingsgrove Reserve Amenities Target: Report 6 monthly	General Manger's Unit
	1.1.4.5 Undertake seasonal sports field renovation works program	Measure: Completed as per schedule Target: ≥ 95%	City Presentation
1.1.5 Welcome visitors and tourists to Bayside (Partner)	1.1.5.1 Ensure Bayside is represented at key Tourism Industry organisation forums (e.g., Australian Hotels Association, Transport Forum)	Measure: Report on activity Target: 6 monthly	City Life

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

DELIVERY PROGRAM STRATEGY 2022-2026	2023/24 OPERATIONAL PLAN ACTION	MEASURE & TARGET	DIRECTORATE
1.2.1 Create green and welcoming streetscapes (Deliver)	1.2.1.1 Maintain all garden areas on council assets within LGA	Measure: Regular maintenance (weather permitting) Target: 8 times a year	City Presentation

DELIVERY PROGRAM STRATEGY 2022-2026	2023/24 OPERATIONAL PLAN ACTION	MEASURE & TARGET	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 Target: TBC	City Life
	1.2.2.2 Implement the transition plan to directly manage the Angelo Anestis Aquatic Centre back to Council	Measure: Transition complete Target: June 24	City Life
1.2.3 Facilitate greater connectivity through active transport (Deliver, Partner, Advocate)	1.2.3.1 Advocate for better cycling connections and investigate ways to incorporate active transport into existing decision making	Measure: Partner with local active transport groups to encourage participation Measure: Incorporate Active Transport issues into the existing Traffic Committee Target: Report 6 monthly	City Life
	1.2.3.2 Implement the annual <i>Footpath Program</i>	Measure: Report on progress Target: 6 monthly	City Presentation
	1.2.3.3 Millpond Active Transport link investigation	Measure: Project implemented Target: Project satisfies grant milestones	City Futures
	1.2.3.4 T8 rail corridor Active Transport link investigation	Measure: Project implemented Target: Project satisfies grant milestones	City Futures
1.2.4 Support and deliver cultural and arts facilities, programs, events, and opportunities (Deliver, Partner, Advocate)	1.2.4.1 Promote and deliver Bayside Council Annual Events Program which adds value to our community and City, activates public spaces and invigorates town centres	Measure: # events Measure: # participants Measure: Participant satisfaction Target: Report 6 monthly	General Manager's Unit
	1.2.4.2 Deliver funded priority actions in the Arts & Culture Strategy	Measure: Arts & Culture Policy adopted Target: August 23 Measure: Review Public Arts Policy Target: August 23 Measure: Rockdale Community Cultural Centre design & implementation Target: June 24 Measure: Arts & Culture inclusion in Community events (e.g., NAIDOC) Target: June 24	General Manager's Unit

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

DELIVERY PROGRAM STRATEGY 2022-2026	2023/24 OPERATIONAL PLAN ACTION	MEASURE & TARGET	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 Measure: # programs delivered Measure: # library members Target: Report 6 monthly Measure: # Capacity vs Attendance Target: 80% Measure: # library members Target: 80%	City Life
	1.3.1.2 Promote and maximise the use of library spaces and facilities (including public PC's, study spaces and meetings rooms)	Measure: # Facilities bookings Measure: # of hrs of PC bookings Measure: # Physical visits to libraries Target: Report 6 monthly Measure: Bookable Hrs vs Hrs booked Target: Baseline year	City Life
1.3.2 Create and maintain vibrant, visually appealing, and welcoming places with their own village atmosphere and sense of identity (Deliver, Partner, Advocate)	1.3.2.1 Deliver an efficient street sweeping program across the Bayside Local Government area	Measure: All streets mechanically swept twice per month (weather permitting) Target: 95% Measure: Report on tonnage collected Measure: Report on % street waste recycled Target: 6 monthly	City Presentation
	1.3.2.2 Manage removal of Graffiti on Council owned assets	Measure: % of incidents responded to within agreed standard of service Target: 95%	City Life
	1.3.2.3 Progress planning for the upgrade for Le Beach Hut Dolls Point	Measure: Ministerial approval received Target: June 2024	General Manager's Unit
	1.3.2.4 Promote and oversee the use of footways for outdoor dining and retailing	Measure: # of footway licences Target: Report on totals	City Life
	1.3.2.5 Provide an effective and responsive cleaning program of town centres	Measure: Cleaning to be completed at least weekly Target: 95%	City Presentation

DELIVERY PROGRAM STRATEGY 2022-2026	2023/24 OPERATIONAL PLAN ACTION	MEASURE & TARGET	DIRECTORATE
1.3.3 Promote innovative and well-designed local developments which incorporate open space and put people first (Deliver, Partner, Advocate)	1.3.3.1 Manage the Design Review Panel for <i>Development Applications and Planning proposals</i> in accordance with legislative requirements	Measure: Wait time to application assessment due to outstanding applications Target: No delays	City Futures
	1.3.3.3 Prepare submissions and reporting to Council on state significant developments	Measure: DRP meetings are available for referral Target: No delays	City Futures
	1.3.3.4 Provide an effective Development Assessment service	Measure: Median assessment time for applications Target: not exceed 95 days	City Futures

Community Outcome - 1.4: Bayside's transport system works

DELIVERY PROGRAM STRATEGY 2022-2026	2023/24 OPERATIONAL PLAN ACTION	MEASURE & TARGET	DIRECTORATE
1.4.1 Promote adequate, accessible, reliable public transport for ease of travel to work and leisure (Advocate)	1.4.1.1 Advocate for improvements in transport	Measure: Opportunities to make submissions and advocate are identified Target: submissions made within time allowed and report to next available Council meeting for endorsement	City Futures

DELIVERY PROGRAM STRATEGY 2022-2026	2023/24 OPERATIONAL PLAN ACTION	MEASURE & TARGET	DIRECTORATE
1.4.2 Promote Bayside as a 30-minute City where residents do not have to travel for more than 30 minutes to work (Advocate)	1.4.2.1 Advocate and partner with local, state, and national organisations to facilitate and achieve shared objectives that directly benefit our community	Measure: # Initiatives or campaigns we participate in Target: Report on opportunities	General Manager's Unit
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	City Futures
	1.4.3.3 Improve road safety and pathways by responding to issues raised with the Traffic Committee	Measure: Report on progress Target: 6 monthly	General Manager's Unit
	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%	City Presentation

Theme Two

In 2032 our people will be connected in a creative City

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



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

DELIVERY PROGRAM STRATEGY 2022-2026	2023/24 OPERATIONAL PLAN ACTION	MEASURE & TARGET	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	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 <i>Summer Foreshores Program</i> (1 November - Easter long weekend)	Measure: Foreshore Program Target: May 24	City Life
	2.1.2.2 Partner with community organisations to deliver a wide range of key community events & activities	Measure: Deliver the following events: <ul style="list-style-type: none"> ▶ Seniors Week ▶ Youth Week ▶ Reconciliation Week ▶ NAIDOC Week ▶ Disability Awareness Week ▶ UN 16 Days of Activism Against Gender-based violence Target: Report 6 monthly	City Life

DELIVERY PROGRAM STRATEGY 2022-2026	2023/24 OPERATIONAL PLAN ACTION	MEASURE & TARGET	DIRECTORATE
2.1.3 Treat community members with dignity and respect (Deliver, Partner, Advocate)	2.1.3.1 Implement the <i>Disability Inclusion Action Plan 2022-2026</i>	Measure: Council staff to undertake Disability + Domestic Violence Training Target: June 24	City Life
2.1.4 Value, respect and celebrate Bayside's shared heritage and history (Deliver, Partner, Advocate)	2.1.4.1 Implement Year 2 priorities in Bayside's <i>Local History Collection Management & Access Improvement Plan 2023</i>	Measure: Report on progress Target: 6 monthly	City Life
	2.1.4.2 Implement the <i>Reconciliation Action Plan 2022-26</i> - Stage 2 - INNOVATE	Measure: Report on progress Target: 6 monthly	City Life
	2.1.4.3 Install Heritage Interpretation signage	Measure: Audit of existing signage Target: December 23 Measure: Audit of existing signage Target: June 24	City Life

Community Outcome - 2.2: Bayside utilises and benefits from technology

DELIVERY PROGRAM STRATEGY 2022-2026	2023/24 OPERATIONAL PLAN ACTION	MEASURE & TARGET	DIRECTORATE
2.2.1 Harness technological changes and ensure benefits are shared across Bayside (Deliver, Advocate)	2.2.1.1 Action the initiatives contained in the 3-year <i>ICT Strategy</i>	Measure: Report on progress Target: 6 monthly	City Performance

DELIVERY PROGRAM STRATEGY 2022-2026	2023/24 OPERATIONAL PLAN ACTION	MEASURE & TARGET	DIRECTORATE
2.2.2 Promote smart use of technologies to make life better (Advocate, Deliver)	2.2.2.1 Implement online services and smart forms for the community	Measure: Online services and smart forms delivered for 36 identified services Target: June 24	General Manager's Unit
2.2.3 Provide accessible information and services online and through social media (Deliver)	2.2.3.1 Ensure Council communicates with community in physical and electronic ways to maximise reach	Measure: # newsletters - physical distributed to targeted locations Target: 4 Measure: # Bayside enewsletters Target: 26 per annum Measure: Social Media followers Target: 5% increase	General Manager's Unit

Community Outcome - 2.3: The community feels valued and supported

DELIVERY PROGRAM STRATEGY 2022-2026	2023/24 OPERATIONAL PLAN ACTION	MEASURE & TARGET	DIRECTORATE
2.3.1 Engage and communicate with all community members (Deliver)	2.3.1.2 Develop and launch a new Have Your Say Bayside website to enhance and increase engagement with the decisions of Council	Measure: Website launched Target: July 23 Measure: Website functionality evaluated Target: December 23	City Life

DELIVERY PROGRAM STRATEGY 2022-2026	2023/24 OPERATIONAL PLAN ACTION	MEASURE & TARGET	DIRECTORATE
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 our Local Government Area	Measure: # completed Target: minimum 4	City Life
	2.3.2.2 Deliver Sport and Recreation services to the Community through Council's facilities	Measure: Golf course - # bookings Target: Report 6 monthly Measure: Aquatic Centres - # visits Target: Report 6 monthly Measure: # Sport & Recreation Bookable bookings Target: Report 6 monthly	City Life
2.3.3 Provide services and facilities which ensure all community members feel a sense of belonging, including children, families, young people, and seniors (Deliver, Advocate)	2.3.3.1 Implement Year 1 of the 3-year Action Plan from the <i>Bayside Library Strategy 2023</i>	Measure: Report on progress Target: 6 monthly	City Life
	2.3.3.2 Support local youth through provision of youth drop-in and school holiday activities	Measure: Youth outreach activities across Bayside Target: Report 6 monthly Measure: Holiday Programs delivered across Bayside Target: 4 holiday periods Measure: Youth events delivered Target: 3 (including Youth Week)	City Life
2.3.4 Value and acknowledge our pets, and welcome them across Bayside (Deliver, Advocate)	2.3.4.1 Enforce the <i>Companion Animals Act 1988</i>	Measure: Time to respond to requests Target: 100% within 72 hours	City Life

DELIVERY PROGRAM STRATEGY 2022-2026	2023/24 OPERATIONAL PLAN ACTION	MEASURE & TARGET	DIRECTORATE
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 Implement the <i>Age-Friendly Communities Strategy 2022-2026</i>	Measure: An annual calendar of events for older people is produced and implemented Target: June 24	City Life
	2.3.5.2 Investigate feasibility of a Still Gardening Program for isolated Bayside Seniors	Measure: Report provided to City Services Committee Target: December 23	City Life

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

DELIVERY PROGRAM STRATEGY 2022-2026	2023/24 OPERATIONAL PLAN ACTION	MEASURE & TARGET	DIRECTORATE
2.4.1 Develop and support community connections and networks which enhance resilience (Partner, Advocate)	2.4.1.1 Continue to participate in the South-East Sydney Local Health District Multicultural Health Forums	Measure: # meetings held Target: Report 6 monthly	City Life
	2.4.2 Develop and support emerging community leadership (Partner)	Measure: Deliver <ul style="list-style-type: none"> ▶ Mayoral Student Program ▶ Bounce at Arncliffe Youth Centre ▶ Duke of Edinburgh ▶ Youth Advisory Group Target: Report 6 monthly	City Life

DELIVERY PROGRAM STRATEGY 2022-2026	2023/24 OPERATIONAL PLAN ACTION	MEASURE & TARGET	DIRECTORATE
2.4.3 Ensure Council's decision reflects community objectives and desires (Deliver)	2.4.3.1 Ensure communications are culturally relevant, sensitive, and appropriate to the audience and targeted to diverse communities.	Measure: Engagement participant profiles reflect community demographics Target: Engagement Reports	City Life
2.4.4 Engage effectively with community and provide information in a timely manner (Deliver)	2.4.4.1 Ensure Council's events Calendar is published and promoted on Council's website and via other channels (e.g., eNewsletter, social media, library noticeboards) and provide a mechanism for promotion of community supported events	Measure: Community 'What's On' Page launched Target: December 23 Measure: Council events updated and promoted Target: Report 6 monthly	General Manager's Unit
2.4.5 Foster a sense of community pride in and satisfaction with Bayside (Deliver, Partner, Advocate)	2.4.5.1 Deliver and promote regular citizenship ceremonies that welcomes people to Bayside	Measure: # ceremonies Measure: Participation Target: Report 6 monthly	City Life
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 making Target: Report 6 monthly	City Life

Theme Three

In 2032 Bayside will be green, resilient, and sustainable

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



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

DELIVERY PROGRAM STRATEGY 2022-2026	2023/24 OPERATIONAL PLAN ACTION	MEASURE & TARGET	DIRECTORATE
3.1.1 Build community capacity and resilience to prepare for, cope with, adapt to and recover from economic, social, and environmental impacts (Deliver, Partner, Advocate)	3.1.1.1 Finalise Bayside <i>West Floodplain Risk Management Study</i>	Measure: Study complete Target: September 23	City Futures
	3.1.2 Engage with community to provide an appropriate response to threats and adverse events (Deliver, Partner)	Measure: Scheduling and attendance at LEMC meetings Target: 4 meetings Measure: Attendance at REMC meetings Target: 100%	City Presentation
	3.1.2.2 Deliver the grant funded "AI Early Warning Flood Detection System"	Measure: Install Smart CCTV & AI to detect floods Target: 3 locations Measure: Trial Early Warning System Target: June 24	City Life

DELIVERY PROGRAM STRATEGY 2022-2026	2023/24 OPERATIONAL PLAN ACTION	MEASURE & TARGET	DIRECTORATE
3.1.3 Promote education about climate change so that the community understands the potential impacts (Deliver, Partner, Advocate)	3.1.3.1 Provide flood level advice to the community	Measure: Turnaround time to provide advice Target: 28 days	City Futures
3.1.4 Support and promote local climate and resilience leadership and initiatives (Partner, Advocate)	3.1.4.1 Implement priority projects in the <i>Bayside Resilience Plan</i> as part of the <i>Environmental Strategy</i>	Measure: Review and update Sustainable Waste Management Strategy Target: December 23 Measure: Community engagement to raise awareness and prepare for shocks and stresses Target: June 24 Measure: Bayside Urban Forest Strategy Target: June 24	City Life

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

DELIVERY PROGRAM STRATEGY 2022-2026	2023/24 OPERATIONAL PLAN ACTION	MEASURE & TARGET	DIRECTORATE
3.2.1 Promote and facilitate emerging transport technologies for greener transportation and to meet the community’s changing needs (Partner, Advocate)	3.2.1.1 Continue the Introduction of electric vehicles to Council’s fleet	Measure: Deploy EV Vehicles and review performance Target: Report 6 monthly	City Performance

DELIVERY PROGRAM STRATEGY 2022-2026	2023/24 OPERATIONAL PLAN ACTION	MEASURE & TARGET	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	City Futures
	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 <i>Environmentally Sustainable Development Policy</i> and targets for Council facilities	City Life
	3.2.3.2 Maximise the opportunities for the installation of water and energy efficiency initiatives in community and administrative buildings (e.g. water tanks, solar panels, low embodied energy materials, and lifecycle costs)	Measure: Report on progress Target: 6 monthly	General Manager's Unit
	3.2.3.3 Implement actions in the NetZero Pathway & <i>Climate Change Mitigation Adaptation Plan</i>	Measure: Report on Progress Target: Report 6 monthly	City Life

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

DELIVERY PROGRAM STRATEGY 2022-2026	2023/24 OPERATIONAL PLAN ACTION	MEASURE & TARGET	DIRECTORATE
3.3.1 Capture and re-use rainwater at Council facilities where feasible (Deliver)	3.3.1.1 Incorporate rainwater harvesting, storage and reuse in the design and construction of Council facilities when they are being built or renewed where this is practical and cost effective	Measure: Report on progress Target: 6 monthly	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	City Futures
3.3.2 Increase Bayside’s tree canopy (Deliver)	3.3.3.1 Develop an <i>Urban Forest Plan</i> as part of the Environmental Strategy	Measure: Plan developed Target: June 24	City Life
	3.3.3.2 Improve the tree canopy across the LGA by undertaking tree planting in the public domain & open space Plan as part of the <i>Environmental Strategy</i>	Measure: Completion of the annual <i>Street Planting Project</i> as allocated by Strategic Planning Target: Over 400 trees planted	City Presentation
	3.3.3.3 Manage and maintain all trees within the LGA	Measure: Tree plantings vs tree removals Target: Net positive	City Presentation
	3.3.3.4 Deliver the grant funded 'Greening Our City' project	Measure: Plant 400 additional trees & pilot on Woody Meadow Target: June 24itive	City Life

DELIVERY PROGRAM STRATEGY 2022-2026	2023/24 OPERATIONAL PLAN ACTION	MEASURE & TARGET	DIRECTORATE
3.3.4 Involve community in the preservation of natural areas (Deliver, Partner)	3.3.4.1 Continue to support opportunities for volunteers to preserve our natural areas	Measure: Cooks River Alliance membership Measure: Bushcare Volunteer program Measure: Georges Riverkeeper membership Measure: Mother's Day Planting Target: Report 6 monthly	City Futures
	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%	City Presentation
	3.3.5.5 Implement <i>Botany Bay Foreshore Beach Flood Plain Risk Management Study & Plan</i>	Measure: Project complete Target: December 23	City Futures
	3.3.5.6 Implement the <i>Stormwater & Flood Management Strategy</i>	Measure: Complete the Feasibility Study and Concept Design of Drainage Network Upgrade in the Mascot Catchment Target: December 24	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	City Futures
	3.3.5.8 Undertake Stormwater Drainage Rehab and Renewal Program	Measure: Report on progress Target: 6 monthly	City Futures

Community Outcome – 3.4: Bayside’s waste is well managed

DELIVERY PROGRAM STRATEGY 2022-2026	2023/24 OPERATIONAL PLAN ACTION	MEASURE & TARGET	DIRECTORATE
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	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%	City Life
	3.4.1.4 Remove and dispose of illegally dumped materials throughout the LGA	Measure: Response within Standard Levels of Agreed Service Target: 95%	City Presentation

DELIVERY PROGRAM STRATEGY 2022-2026	2023/24 OPERATIONAL PLAN ACTION	MEASURE & TARGET	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%	City Presentation
	3.4.2.3 Program, offer and conduct waste education campaigns	Measure: #schools per year Measure: #community events Target: Report 6 monthly	City Presentation
	3.4.2.4 Actively seek funding through the NSW Environment Protection Authority's <i>Waste Less, Recycle More Waste</i> and <i>Resource Recovery Initiative</i>	Measure: \$ funds received Target: All funds spent or rolled over for future spending	City Presentation
	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	City Presentation

DELIVERY PROGRAM STRATEGY 2022-2026	2023/24 OPERATIONAL PLAN ACTION	MEASURE & TARGET	DIRECTORATE
3.4.3 Promote a circular economy by encouraging and/or implementing avoidance, reuse, rehomeing, repair, recycling, recovery solutions before landfilling (Deliver, Partner, Advocate)	3.4.3.1 Review & Update Councils <i>Waste Avoidance Resource Recovery Strategy (WARRS) 2030 & Action Plan</i>	Measure: Strategy updated Target: June 24	City Life
	3.4.3.2 Provide an effective public place litter bin program	Measure: Tonnage per year Target: Report 6 monthly	City Life
	3.4.3.3 Undertake annual recycling drop off events	Measure: # events per year Target: 22	City Life
	3.4.3.4 Undertake the management of essential waste and recycling services	Measure: Services delivered regularly to households Target: 62,000	City Life

Theme Four

In 2032 Bayside will be a prosperous community

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



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

DELIVERY PROGRAM STRATEGY 2022-2026	2023/24 OPERATIONAL PLAN ACTION	MEASURE & TARGET	DIRECTORATE
4.1.1 Encourage and support improved employment outcomes for First Nations peoples (Deliver, Partner, Advocate)	4.1.1.1 Encourage the establishment of First Nations enterprises in Bayside	Measure: Participation of indigenous stall holders at our events Target: Report 6 monthly	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	City Life
4.1.3 Support innovative and new and emerging businesses to locate in Bayside (Partner, Advocate)	4.1.3.1 Deliver funded priorities in the 'Building Better Bayside Business' plan	Measure: Collaborative business events delivered Target: Report 6 monthly Measure: Bayside Business E-newsletter Target: Report 6 monthly Measure: Environmental Sustainability Best Practice Program Target: Report 6 monthly	City Futures

DELIVERY PROGRAM STRATEGY 2022-2026	2023/24 OPERATIONAL PLAN ACTION	MEASURE & TARGET	DIRECTORATE
4.1.4 Support local apprenticeships and cadetships, as a major employer (Deliver, Advocate)	4.1.4.1 Review opportunities for apprentices, trainees and graduates as articulated in the <i>Workforce Strategy Action Plan</i>	Measure: # of graduates and apprentices employed by Council Target: Maintain or increase	General Manager's Unit

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

DELIVERY PROGRAM STRATEGY 2022-2026	2023/24 OPERATIONAL PLAN ACTION	MEASURE & TARGET	DIRECTORATE
4.2.1 Support major employers to partner with local small business (Advocate)	4.2.1.1 Adopt & implement Local Area Fund Strategy	Measure: Plan adopted Target: June 24	City Futures
4.2.2 Take advantage of Bayside's position as an international hub for transport and logistics related business (Advocate)	4.2.2.1 Advocate for Bayside to remain an important hub for international transport and logistics	Measure: Advocate during Greater Cities Commission of Metropolitan & District plans Target: Report 6 monthly	City Futures
4.2.3 Industrial lands and employment lands and partner with major employers to support local jobs (Deliver, Partner)	4.2.3.1 Provide submissions and feedback to the Greater Cities Commission	Measure: Submissions made during stakeholder engagement Target: Report 6 monthly	City Futures

DELIVERY PROGRAM STRATEGY 2022-2026	2023/24 OPERATIONAL PLAN ACTION	MEASURE & TARGET	DIRECTORATE
4.2.4 Encourage participation from creative industries and entrepreneurial businesses (Advocate)	4.2.4.1 Deliver initiatives to support local businesses and improve resilience	Measure: Annual Vacancy audit conducted Target: Report 6 monthly Measure: Future Impact Report: Report on the future impact of the Western Aerotropolis on existing Port, Airport, and Tourism activity in South Eastern Sydney Target: June 24	City Life
4.2.5 Ensure local Plans and regulations have kept pace with the sharing economy (Deliver)	4.2.5.1 Incorporate the sharing economy objectives in Investigate opportunities to incorporate sharing economy objectives in Bayside (including Car Share)	Measure: Report on activity Target: 6 monthly	City Futures

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

DELIVERY PROGRAM STRATEGY 2022-2026	2023/24 OPERATIONAL PLAN ACTION	MEASURE & TARGET	DIRECTORATE
4.3.1 Ensure Council decision making is transparent, and data driven (Deliver)	4.3.1.1 All key policies are reviewed in accordance with legislative requirements	Measure: Legislative requirements are met Target: December 23 Measure: Review of other key policies Target: June 24	City Performance
	4.3.1.2 Complete nominated internal audits in the internal audit program	Measure: Report on progress Target: 6 monthly	City Performance
	4.3.1.3 Ensure the archival and disposal of records is compliant with current legislation	Measure: Report on progress Target: June 24	City Performance

DELIVERY PROGRAM STRATEGY 2022-2026	2023/24 OPERATIONAL PLAN ACTION	MEASURE & TARGET	DIRECTORATE
4.3.1 Ensure Council decision making is transparent, and data driven (Deliver)	4.3.1.4 Maintain the Enterprise Risk Management framework and provide advice and support	Measure: Quarterly reporting to R&AC on the framework Target: June 24	City Performance
	4.3.1.5 Maintain the governance framework and provide advice and support for Council meetings and Committees	Measure: Report on status Target: 6 monthly	City Performance
	4.3.1.6 Manage & coordinate the delivery of all IP&R documents and reports	Measure: Annual Report Target: November 23 Measure: Operational Plan 24/25 Target: June 24	City Performance
	4.3.1.7 Plan and prepare to transition to the new Audit <i>Risk and Improvement Framework</i> as specified in the new Office of Local Government <i>Risk and Internal Audit Guidelines June 2022</i>	Measure: Action Plan developed commenced Target: Within 3 months of <i>Risk and Internal Audit Guidelines</i> being published	City Performance
	4.3.1.8 Review, update and commence implementation of the <i>Information & Data Management Governance Strategy</i>	Measure: Review, update and implementation commenced Target: June 24	City Performance
	4.3.1.9 Undertake Councillor <i>Professional Development Program</i>	Measure: Program delivered Target: June 24	City Performance

DELIVERY PROGRAM STRATEGY 2022-2026	2023/24 OPERATIONAL PLAN ACTION	MEASURE & TARGET	DIRECTORATE
4.3.2 Foster a customer centric culture (Deliver)	4.3.2.1 Deliver Customer Centric IT support - hardware, software, and systems	Measure: Digital maturity of Bayside Target: Baseline year	City Performance
	4.3.2.2 Deliver the <i>Business Improvement Delivery Program</i> for 2023/24	Measure: Waste Services Request management efficiency Target: Decreasing time to respond Measure: Project Management Framework launch and uptake Target: Majority users satisfied Measure: Launch of fully integrated HR Platform Target: March 24	General Manager's Unit
	4.3.2.3 Address identified areas of improvement, and enhance and protect areas of strength in our workforce	Measure: Report on the implementation of initiatives from 22/23 staff focus groups Target: September 23 Measure: Conduct biennial staff survey Target: December 23 Measure: Develop 24/25 action plan to address areas of improvement Target: June 24	General Manager's Unit
	4.3.2.4 Ensure information requests are responded to in compliance with legislative requirements	Measure: Compliance Target: 100%	City Performance
	4.3.2.5 Implement recommendations from the Internal Audit of Fraud & Corruption Framework within agreed timeframes	Measure: Scheduled timeframes met Target: 100%	City Performance
	4.3.2.7 Customer Experience Commitment - Finalise the Customer Experience Strategy 2023-2026	Measure: Report adopted Target: August 2023	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%	City Futures

DELIVERY PROGRAM STRATEGY 2022-2026	2023/24 OPERATIONAL PLAN ACTION	MEASURE & TARGET	DIRECTORATE
4.3.2 Foster a customer centric culture (Deliver)	4.3.2.9 Conduct an Operational level Service Review Program	Measure: Asset Management Service Review Target: December 23 Measure: Document Management Service Review Target: June 2024 Measure: Service Catalogue Development Target: July 2024 Measure: Harmonisation Review Target: September 2024	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% Measure: # digital requests received Target: Increase Measure: correspondence received & addressed within agreed levels of service Target: > 70% Measure: # customer complaints & compliments received Target: Report 6 monthly	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	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 6 monthly	City Performance
	4.3.2.14 Commission and conduct the Community Satisfaction Research Study	Measure: Survey complete and report presented Target: June 24	City Life

DELIVERY PROGRAM STRATEGY 2022-2026	2023/24 OPERATIONAL PLAN ACTION	MEASURE & TARGET	DIRECTORATE
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 24	General Manager's Unit
	4.3.3.2 Develop and implement a Training Plan based on the skill and capability needs for the Council as well as emerging requirements for future needs	Measure: Learning needs analysis conducted Target: June 24 Measure: Deliver training on core applications across Council Target: Report 6 monthly	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	General Manager's Unit
	4.3.3.5 Embed a safety culture across the organisation using the new DAMSTRA as the foundation. Undertake education and safety cultural awareness programs to drive an increase to safety	Measure: Report on progress Target: 6 monthly	General Manager's Unit
	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 injury/workers compensation case	Measure: Benchmark LTI to comparable Councils as provided by SafeWork NSW Target: 6 monthly	General Manager's Unit

DELIVERY PROGRAM STRATEGY 2022-2026	2023/24 OPERATIONAL PLAN ACTION	MEASURE & TARGET	DIRECTORATE
4.3.4 Manage Council assets to meet community expectations within available resources (Deliver)	4.3.4.1 Optimise the value and use of Council assets	Measure: Complete the year 2 priority actions of the Land & Property Strategy 2022-2025 Target: Report on progress	City Performance
	4.3.4.2 Develop a new Depot Accommodation Strategy to incorporate sites at Mascot, Bexley, Botany and Banksmeadow	Measure: Strategy drafted Target: June 24	City Performance
	4.3.4.3 Develop the <i>Fire Safety Awareness and Action Program</i>	Measure: Program developed Target: June 24	City Life
	4.3.4.4 Ensure Council's properties and facilities are fit for purpose and meet statutory requirements	Measure: Compliance with legislative requirements Target: 100%	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	City Performance
	4.3.4.6 Ensure Council's stock levels are optimised and is managed and accounted for	Measure: Slow moving stock removed from stores Target: Annual Stocktake June - report in Q1	City Performance
	4.3.4.7 Implement the <i>Bayside Asset Management Strategy</i>	Measure: Report on progress Target: 6 monthly	City Futures

DELIVERY PROGRAM STRATEGY 2022-2026	2023/24 OPERATIONAL PLAN ACTION	MEASURE & TARGET	DIRECTORATE
4.3.4 Manage Council assets to meet community expectations within available resources (Deliver)	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	City Performance
	4.3.4.9 Undertake annual Kerb and Gutter Renewal Program	Measure: Report on totals Target: 6 monthly	City Presentation
	4.3.4.10 Undertake annual Road Pavement Renewal Program	Measure: Report on totals Target: 6 monthly	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	City Futures
	4.3.4.12 Undertake restoration of Council assets impacted by public authority works e.g. gas, power etc. as required	Measure: Restoration of affected assets Target: 100%	City Presentation
4.3.5 Manage Council finances for the long-term benefit of the community and to prioritise infrastructure funding commitments (Deliver)	4.3.5.1 Annual Budget and QBRS completed within statutory timeframes	Measure: Budget and QBRS completed Target: 100%	City Performance

DELIVERY PROGRAM STRATEGY 2022-2026	2023/24 OPERATIONAL PLAN ACTION	MEASURE & TARGET	DIRECTORATE
4.3.5 Manage Council finances for the long-term benefit of the community and to prioritise infrastructure funding commitments (Deliver)	4.3.5.3 Develop a Financial Sustainability Policy to address council's long-term sustainability issues as forecasted in the LTFP	Measure: Policy developed and adopted by Council Target: June 24	City Performance
	4.3.5.4 Ensure all spend is in line with Council's Procurement Policy and Procedures by performing an annual spend analysis to inform a program of market testing	Measure: Report on progress Target: 6 monthly	City Performance
	4.3.5.5 Establishment of a Bayside controlled entity for the purpose of operating the Arncliffe Youth Centre	Measure: Entity established Target: Within 6 months of Ministers approval	City Performance
	4.3.5.7 Issue Annual Rate Levy allowing for the transaction to the harmonised rate over 4-year term as approved by IPART	Measure: Levy issued Target: August 24	City Performance
	4.3.5.8 Prepare annual financial statements in accordance with accounting standards to ensure a unqualified audit opinion	Measure: Statement prepared Target: October 23	City Performance
	4.3.5.9 Prudent management of Council's investment portfolio in accordance with relevant legislation in order to maximise returns as reported to Council in the monthly statutory financial reports	Measure: Reports presented to Council Target: Monthly	City Performance

DELIVERY PROGRAM STRATEGY 2022-2026	2023/24 OPERATIONAL PLAN ACTION	MEASURE & TARGET	DIRECTORATE
4.3.5 Manage Council finances for the long-term benefit of the community and to prioritise infrastructure funding commitments (Deliver)	4.3.5.10 Review and test Council's <i>Business Continuity Plans</i>	Measure: Test one per year Target: June 24	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 24	City Performance
4.3.6 Plan for growth and development so the benefits of prosperity are shared (Deliver)	4.3.6.2 Offer effective and competitive Complying Development (CDC) and Construction Certificate (CC) Services	Measure: Report on progress Target: 6 monthly	City Life
	4.3.6.3 Unlock s.7.11 funds by creating a new s.7.12 <i>Development Contributions Plan</i> to consolidate Rockdale and Botany Bay Plans in accordance with DPE reforms	Measure: Plan complete Target: June 24	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	City Futures
	4.3.6.5 Process and administer Planning Agreements	Measure: Benefits are delivered in accordance with their agreements	City Futures
	4.3.6.6 Develop a plan to expend SEPP64 funds	Measure: Plan prepared for endorsement by TfNSW Target: December 23	City Futures