



# Waverley 2024

Six Monthly Progress Report  
1 Jan – 30 Jun 2024

[waverley.nsw.gov.au](http://waverley.nsw.gov.au)



WAVERLEY  
COUNCIL

# Acknowledgement and our reconciliation vision

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We acknowledge the Bidiagal, Birrabirragal and Gadigal people, who traditionally occupied the Sydney coast.

We also acknowledge Aboriginal and Torres Strait Islander Elders both past and present.

Our vision for reconciliation is for Waverley to be a vibrant, resilient, caring, and inclusive community where Aboriginal and Torres Strait Islander peoples:

- Practice and celebrate their culture and heritage proudly
- Are honoured for their survival and resilience, and supported to continue to overcome adversity
- Are respected and acknowledged as First Nations peoples with the right to determine their own futures.

Waverley Council will continue to value and protect our environment with respect to Aboriginal and Torres Strait Islander peoples' intrinsic relationship with the land and waters.

# Introduction

## Welcome to Council's Six-Monthly Progress Report. This report sets out progress on the activities in the Council's Operational Plan 2023–24 and Delivery Program 2022–26.

This document is based on the Waverley Community Strategic Plan 2022–2032 and is part of the Integrated Planning and Reporting Framework required under the *Local Government Act 1993*.

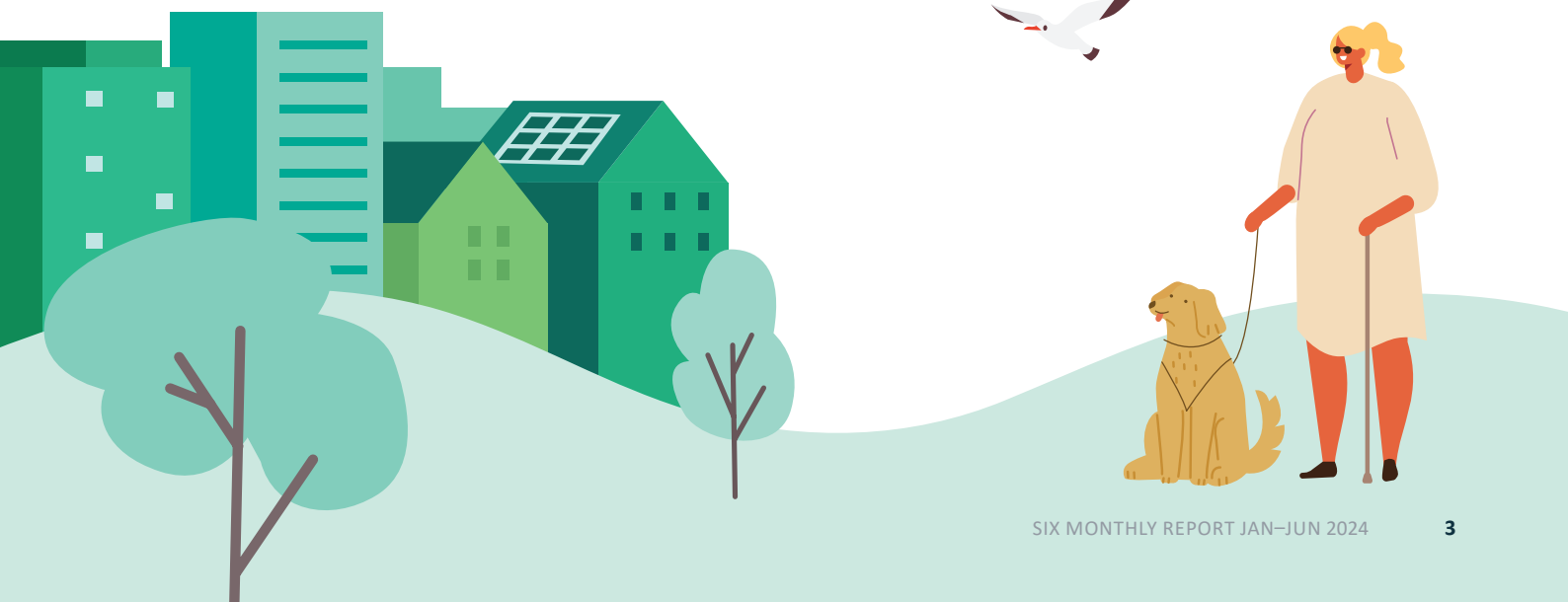
The report sets out many of the highlights of the last six months of the financial year and shows that Council made significant progress in implementing its Operational Plan objectives. Highlights include opening the district-level inclusive play space at Waverley Park Playground. Access and inclusion are at the heart of the playground's design. The Sydney Eastern City Planning Panel approved the revised development application (DA) for Bronte Surf Life Saving Club and Community Facilities.

In March 2024, Council embarked on a Net Zero Month of Action to inspire and empower the community towards achieving our net zero greenhouse gas emissions target by 2035.

In May 2024, the Bondi Innovation Forum was held at Bondi Pavilion. The transformative impact of artificial intelligence (AI) on business was the theme of this year's Business Forum.

Nine speakers delved into the revolutionary world of AI and unpacked its complexities, providing real-world experiences, practical tips, and firsthand insights to help unlock its full potential.

Further achievements and project milestones are reported in the pages that follow. Alongside the projects highlighted, Council has continued to deliver its range of services to the community – from waste and recycling services to roads, footpaths and stormwater to library services and parks and facilities. These projects support in making Waverley a great place to live.



# Part 1

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## Operational Plan achievements



# Theme 1: People

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**Our People theme focuses on a cohesive and connected Waverley community**

Waverley aims to build a strong, socially connected and resilient community that can flourish no matter what are faced. We will work in partnership with others to support quality of life and well-being, creating opportunities for people to come together, be safe and belong.

We value our diversity, fostering meaningful connections to Aboriginal and Torres Strait Islander people and culture and strengthening our approaches to inclusion and accessibility.

We will strive to improve affordable housing and equitable access to affordable community facilities, programs and services, along with opportunities for social development.

We will continue to provide a wealth of cultural programs for our community and visitors, conscious that our local area holds a unique place in the public imagination – an iconic part of Australian culture. We continue to recognise the importance of culture and the arts to social cohesion, lifelong learning, and innovation.



## People: Key Highlights

### Waverley Youth Art Prize 2024

The Waverley Youth Art Prize provides a platform to celebrate and recognise the talents of emerging artists aged 9 to 18 who live, study or spend time in Waverley. In June 2024, Council awarded the 2024 prize winners and celebrated all 265 entries which enabled us to create a moving and colourful exhibition at Waverley Library.

The Mayor's Prize went to **Tilly Naar** and **Lynn Li** for their entries *Dolphin Reef* and *Anglefish*. Winners received a range of art materials to help with future creations.

Senior first place winner, **Misha Heazlewood**, received a voucher to attend the National Art School's summer program for her entry *Polluted Prawn Cocktail*.

The full list of winners are as follows:

- **Tilly Naar**, Mayor's Prize
- **Lynn Li**, Mayor's Prize
- **Misha Heazlewood**, Senior 1
- **Rose Lespets**, Senior 2
- **Coco Batu-Sampson**, Senior 3

- **Claudia Sidoti**, Senior HC
- **Jet Batu-Sampson**, Intermediate 1
- **Zaneta Danusas**, Intermediate 2
- **Suvdaa**, Intermediate 3
- **Annabel Mills**, Intermediate HC
- **Esra Vasfi**, Junior 1
- **Luke Wu**, Junior 2
- **Alexander Banhidi** and **August Bergland**, Junior 3
- **Oliver Starkenburg**, Junior HC
- **Oscar Petersen**, Best Interpretation of the Theme
- **Lexi Smith**, Best Sculpture



Left: Tilly Naar - *Dolphin Reef*, Right: Misha Heazlewood - *Polluted Prawn Cocktail*

## World Ocean Day Concert

In June 2024, Council celebrated World Ocean Day in the Bondi Pavilion Theatre with a free evening of live music with award-winning jazz vocalist Emma Pask, the Oriente Tres Band and the Rose Bay Secondary College Jazz Band.

This all-ages event aims to raise awareness of the importance of protecting our coastal and marine ecosystems and coincides with the start of the whale watching season.



World Ocean Day

This year's World Ocean Day theme - Catalyzing Action for Our Ocean and Climate - encourages transformative collaboration to create a healthy blue planet and a more sustainable society.

## Waverley Youth Week 2024

WAYS Youth and Family, in partnership with Waverley and Woollahra Councils organised the Youth Week in May 2024.

Waverley's Youth Week program embodies this year's theme of Express. *Empower. Get Loud!* through workshops and events focused on music making and performance.



Waverley Youth Week 2024

The program included the WAVES Youth Music Festival at the Dolphin Court, Bondi Park, Our Young Women's Intro to Sound Production workshop at Bondi Pavilion Music Studios, the Bondi Beach Bash held with five local bands and two DJs playing for 200 guests, and two Bondi Beats sessions.

## Global Table 2024

Global Table, Council's annual celebration of our diverse culture, food and music, was held in May 2024 at the Oxford Street Mall, Bondi Junction.

Live performances on the main stage included The Strides, Victor Valdes, Latin Cross Roads, Sitar by Ravi, Be Sureen, Monochrome K Pop, Polish Folk Ensemble, Ganathipan and the MCC Chinese dancers.

Blak Markets partnered with Council to showcase original and unique items from First Nations artists and craftspeople.

Many cultures were represented at the Global Table 2024, including our Aboriginal and First Nations people, and people from Ethiopia, Turkey, France, Japan, Italy, Argentina, Spain and Mexico.

Food stalls featuring menus from around the world in the company of family, friends and neighbours at our 35-metre-long communal table.



Global Table 2024

## Women’s Council

The provision of affordable and appropriate housing for women, including those with young families who may be fleeing family and domestic violence, dominated discussions at the April Women’s Council to the Mayor meeting.

The Women’s Council was established in July 2023 to advise the Mayor on matters relevant to women and girls in Sydney’s east to help guide Council actions to support this section of the community better.

Its 20 members met in April to discuss one of the three key challenges facing women and girls in Waverley, including connections, mentoring and building healthy relationships, and mental health and wellbeing.

A further workshop will be conducted to gain more granularity about this issue and what Council can do to assist.



Women’s Council

## Dawn Reflection

In January 2024, the Dawn Reflection was held at the Bondi Beach at 5.30 am for a morning of quiet reflection to commemorate our First Nations community. The Dawn Reflection included a Welcome to Country and smoking ceremony from the La Perouse Gamay dancers and Jannawi Dance Clan followed by a breakfast BBQ in front of Bondi Surf Club.

The Dawn Reflection acknowledges the resilience and survival of Aboriginal and Torres Strait Islander peoples and their continuous connection to Country and culture as the Traditional Custodians of this land.

In 2023, Waverley Council was one of the first local government organisations in Australia to host an event of this type on the 26th of January.

## Arts in Residence Program

Seven new artists moved into the Waverley Artist Studios (WAS) and participated in two public exhibitions - Beauty Runs the Gauntlet and Power the Future is Here, which had 9,528 and 4,060 visitors, respectively. Four current and former WAS residents participated in three artist talk events, four workshops (Summerama, cape making and Bronte House Plein Air) and judging of the Waverley Art Prize and the Waverley Youth Art Prize.

## Arts and Cultural Program

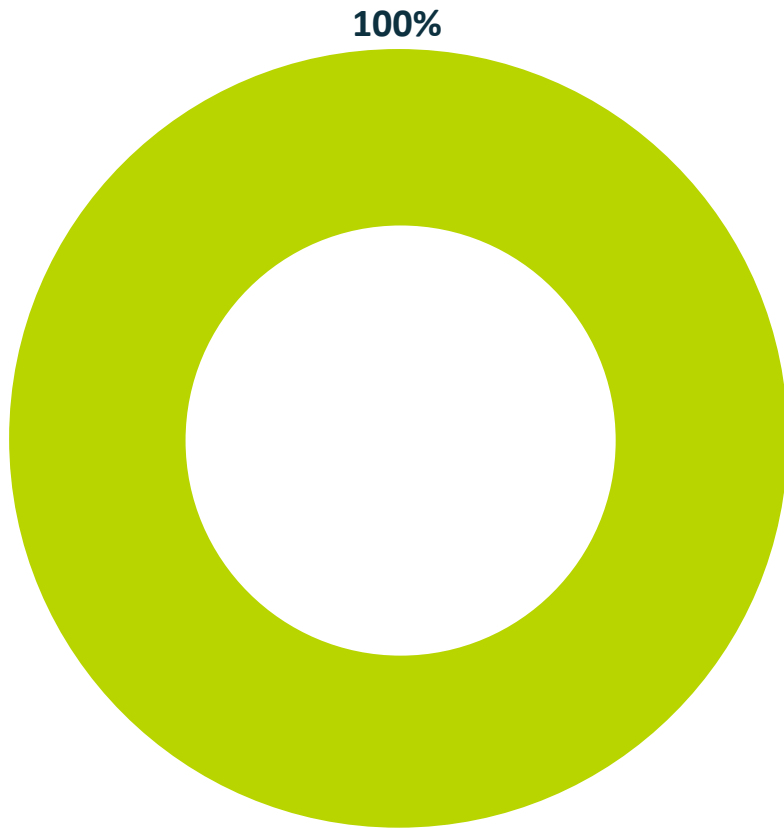
Arts and Culture programs delivered include the Bondi Pavilion Art Gallery exhibition program, the Bondi Pavilion performing arts program, Waverley Library exhibition program, artist talks, Talks and Ideas author talks, Classic Hits monthly music concerts, WAVE Youth Music workshop program, and Nib Literary Award. Highlights in Bondi Pavilion performing arts program include The Listies Make Some Noise (Sydney Festival), How the Birds Got Their Colours and The Seagulls at Bondi Beach (Sydney Festival), Earth Sea and Sky (Sydney Festival), Bangers and Mash (Mardi Gras Festival), BLUE – The Songs of Joni Mitchell, Elixir featuring Katie Noonan, National Theatre Live film screenings, school holiday workshop programs, Blackbird By Poetica, Don Juan theatre performance, Greener Futures panel discussion, Dear Diary theatre show, Courtyard Music activations. Highlights in the Talks and Ideas program include Bri Lee – The Work, Jonathan Seidler – All the Beautiful Things You Love, Pauline Menczer – Surf Like a Woman and International Women’s Day Award.

## Sector Specific Workshops and Partnerships

Transition to high school services networking breakfast was organised, and 82 people attended. Storytime at Playgroup session engaged 23 out of 38 parents with children aged 0-2 to their first playgroup session and opportunity for a continued babies playgroup for new parents. Eastern Suburbs Aging and Disability Interagency was convened three times to support the delivery of aged and disability services in the region. Focus on Commonwealth Reforms, Dying to Know Film Screening and two death cafes were held in partnership with SES Health District, Public Health Unit and Randwick City Council to improve death literacy and plan for end-of-life further.



# People: Progress Summary



● Completed	100%
▶ In Progress	—
▶ In Progress – impacted by unforeseen conditions	—
■ Delayed	—
■ Delayed – impacted by unforeseen conditions	—



# Theme 2: Place

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**Our Place theme focuses on the natural and built environment**

We facilitate architectural design excellence in building infrastructure, functional public spaces and walkable streets in Waverley. With the highest population density in Australia, community-led, place-based planning and design is critical. Council aspires to be a frontrunner and advocate for balanced development in Waverley.

Our community has strong environmental values, and healthy, active lifestyles, and we are committed to reflecting this in Council strategies. Improving all modes of transport makes Waverley more accessible, safe, connected and sustainable. We are committed to enabling people to get around more easily on foot, by bicycle and public transport to reduce traffic congestion and parking pressures.

To ensure we are meeting community expectations, we are focusing on improving roads, footpaths, parks and playgrounds, and being better prepared for climate changes and potential flooding. We aspire to be at the forefront of sustainability to create resilient communities, sustainable buildings, healthy coasts and bushland, conserve energy and water resources. We recognise that any waste sent to landfill has long-term environmental impacts. We aim to progress Waverley to be a zero waste community.



## Place: Key Highlights

### NSW turbocharges kerbside EV charging

The NSW Government is increasing the take up of EVs by investing \$4.1 million to install 671 EV charging ports at 391 sites across the state. This will be matched by \$8 million in private investment.

The new kerbside EV chargers will provide more convenient charging options for drivers without offsite parking. The kerbside chargers will be installed across 16 Local Government Areas by eight grant recipients, including Waverley Council.

The funding is for chargers ranging from seven kilowatts to 75 kilowatts and will include pole mounted, pedestal and ‘kiosk’ EV chargers. They will be installed on kerbsides or in public council car parks.

All chargers will be installed over the next 12 months and open to the public 24 hours a day, 7 days a week.

**671 chargers will be installed across 16 Local Government Areas, including 51 charger ports at 31 sites.**

Below are the details of Round One recipients

RECIPIENT	NUMBER OF SITES	NUMBER OF CHARGE PORTS	NSW GOVERNMENT FUNDING
<b>Evie Networks</b>	26	80	\$800,000
<b>ChargePost</b>	5	40	\$362,032
<b>EVSE</b>	28	68	\$680,000
<b>City of Newcastle</b>	10	30	\$270,572
<b>Waverley Council</b>	31	51	\$286,740
<b>EVX</b>	77	154	\$760,452
<b>PLUS ES</b>	149	149	\$794,979
<b>JOLT Charge</b>	65	99	\$180,000
<b>Total</b>	<b>391</b>	<b>671</b>	<b>\$4,134,775</b>

## Bronte Surf Life Saving Club DA approved

The Sydney Eastern City Planning Panel approved the revised development application (DA) for Bronte Surf Life Saving Club and Community Facilities.

Council will partner with Bronte Surf Life Saving Club and architects Warren and Mahoney to revitalise the building and facilities. Bronte SLSC secured \$1 million in grant funding for the redevelopment from the NSW Government.

Highlights of the project include:

- A balance of female to male facilities
- Family change rooms and accessible amenities
- Adequate facilities to train over 200 lifesavers per year and teach young nippers (currently almost 800)
- Fit-for-purpose lifeguard and lifesaving facilities including adequate storage and training spaces
- Lifeguard facilities with change rooms, first aid, and lifeguard tower (to align with Surf Lifesaving Australia requirements and recommendations).
- Council staff amenities and storage
- Patrol first aid area
- Administrative offices
- Kiosk, gymnasium and function room
- Training and meeting rooms
- The promenade will also be upgraded.



An artist's impression of the new and improved Bronte Surf Life Saving Club and community facilities

## Wairoa School celebrates access and inclusion at Waverley Park Playground

The district-level inclusive play space at Waverley Park Playground was opened and caters to all visitors. The NSW Government co-funded the project through the NSW Public Spaces Legacy Program, in association with the Council. Access and inclusion are at the heart of the playground's design.



The Wairoa School community enjoying this month's visit to the new playground

In April 2024, Wairoa School celebrated access and inclusion at the Waverley Park Playground. Wairoa School provides educational programs to support students with a moderate to severe intellectual disability, who may also have additional support needs related to autism, physical disabilities and/or sensory disabilities.

The Waverley Park Playground upgrade was informed by Waverley Council's Play Space Strategy, Inclusive Play Space Study and the Waverley Park Plan of Management. Waverley's Disability Inclusion Action Plan (DIAP) details the actions Council will take to improve how people with disability access services and participate in community life.

These actions are informed by feedback from a broad range of people from Waverley, including people with a disability, their families, carers, service providers and advocacy groups.

## Planning controls to mitigate future flooding risk in Waverley

In March 2024, Council adopted updated planning controls to ensure that future development reduces risk to property and life during extreme weather events.

These changes respond to the legislative requirements the State Government introduced in 2021 and reaffirmed in the recently released NSW Flood Risk Management Manual in 2023. The changes also implement the Waverley LGA Flood Study which was adopted in 2021.

As part of the process, the Waverley LGA Flood Study and proposed planning controls and flood maps were independently reviewed and verified to align with best practice and State Government requirements. Additional comprehensive, rigorous and independent investigations also found that implementing these changes would not negatively impact property prices and insurance premiums.

The Waverley Floodplain Management Committee has been reinstated as part of the next phase. It comprises of community and expert members, who will be consulted on developing of flood mitigation solutions. This will provide a roadmap for further work that Council and the state government will need to undertake to help reduce flood risk.

## Net Zero Month of Action

In March 2024, Council embarked on a Net Zero Month of Action to inspire and empower the community towards achieving our net zero greenhouse gas emissions target by 2035.

Council, in collaboration with neighbouring councils and Member for Wentworth, Allegra Spender, provided education, tools and support to help our community take action to reduce emissions and save money.

A variety of events, workshops and webinars were designed to empower residents, businesses and organisations to take meaningful steps towards saving energy and creating a more sustainable and resilient community.

Council launched its Net Zero Alliance in August 2023 to assist the Council in achieving its community net zero target in partnership with founding members Sydney Roosters, Waverley College, St Catherine's

School, Sydney and the Bondi & Districts Chamber of Commerce.

These partners work with the Council and, as a network, to help make sustainability second nature within their own organisations to benefit Waverley community and Sydney's East.

A key event highlight of the Net Zero Month of Action was the Waverley Net Zero Alliance business breakfast on Friday, 15 March, at the Bondi Pavilion. Speakers included Alexi Boyd from Energy Consumers Australia, Emmanuel Constantinou, President of Bondi and District Chamber of Commerce and former Mayor Paula Masselos.

## Curlewis Street Upgrade

Construction of the Curlewis St Streetscape Upgrade has commenced from Campbell Parade to Old South Head Road.

Work will be carried out in six stages and smaller sub-stages to minimise the impact on residents and businesses. The first stage of construction will be on both sides of Curlewis Street between Glenayr Avenue and Campbell Parade.

Highlights of the project include:

- Separated two-way bike path from Campbell Parade to Wellington Street
- Six new EV charging stations
- Shared paths for people walking and cycling between Wellington Street and Old South Head Road
- Raised pedestrian crossings at Gould and Wellington streets
- 60 new trees to increase tree canopy
- New paving and signage
- New multifunction light poles
- Improved drainage and stormwater systems

This project is one of 87 projects funded across NSW through Transport for NSW's 2023-24 Get NSW Active program, which provides local councils with funding for projects that create safe, easy, and enjoyable walking and bike riding trips.

The design for the upgrade was informed by two rounds of community consultation conducted in 2022 and feedback received last year about the project's Review of Environmental Factors.

## Social and Affordable Housing Fund and Advocacy

The Voluntary Planning Agreement Policy was presented to the Council at its meeting in June 2024 to place the document on public exhibition. The Affordable Housing Contribution Scheme Planning Proposal was subsequently gazetted in August 2024 and will impose a condition on DAs requiring a 1% contribution of the gross floor area of the residential component of the development to Council's affordable housing fund.

The Affordable Housing Contributions Policy and Planning Proposal were presented to the Council at its meeting in March 2024 for adoption.

## Second Nature Program

The second nature program delivered more than 40 separate environmental education events, including Summerama, National Tree Day, Net Zero Alliance, and sustainability webinars, with more than 1,650 people participating.

## Building Futures Program

Four of the five buildings in the 2023-24 Building Futures Program progressed to opt for energy efficiency. A monitoring and evaluation report for the Round 4 cohort indicated that the average building reduced common area electricity consumption by 26.4%.

## Response to illegal Building Complaints

Of the total 347 illegal building complaints received, nine were asbestos related, 65 were about the condition of the existing building, 64 were complaints about construction hours of operations, 35 were about illegal use and 155 were about illegal work. A total of 285 cases were completed, and the remainder are under investigation.

## Food Safety Inspections

Three hundred sixty-five routine food inspections were conducted. 100% of all high and medium-risk food premises were inspected this financial year.

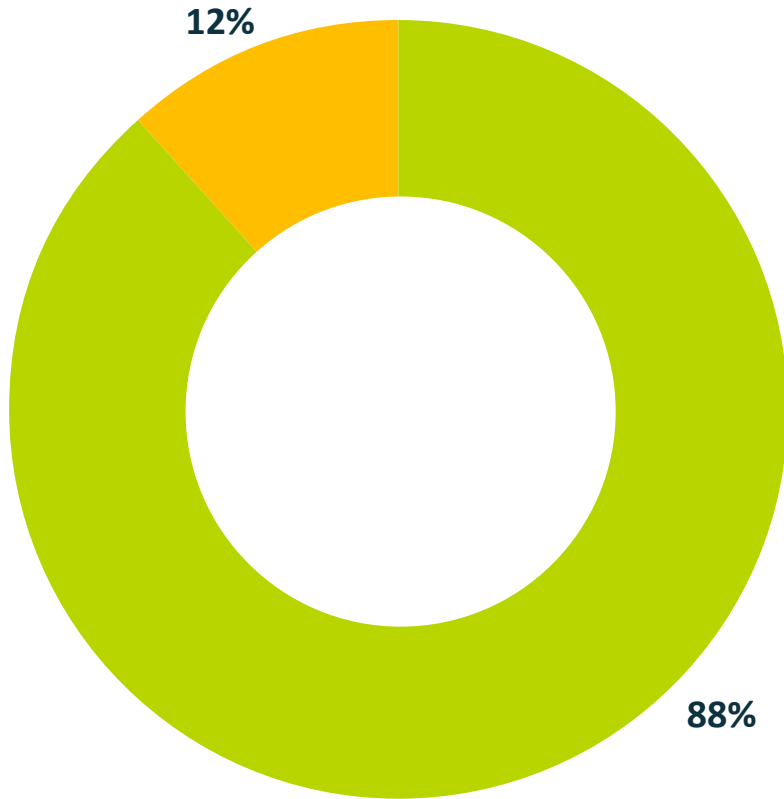
## Climate Change Adaptation and Resilience Framework

The delivery of the Urban Greening and Cooling Strategy, a key component of Waverley's Resilience Framework, involved engaging staff and the community, including a Councillor workshop, three internal staff working group meetings, and workshop with the Sustainability Expert Advisory Panel. A community web dashboard has been established to assist with tracking the implementation of the Strategy.

## Living Connections Program

There were 75 new participants in the Living Connections Program in 2023-24, bringing the number of Living Connections gardens planted to 397.

# Place: Progress Summary



Completed	88%
In Progress	12%
In Progress – impacted by unforeseen conditions	—
Delayed	—
Delayed – impacted by unforeseen conditions	—



# Theme 3: Performance

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**Our Performance theme focuses on Waverley being a well governed, transparent and financially sustainable organisation**

We will continue to make Waverley an ethical Council that delivers efficient services to the community, on a basis of strong financial sustainability and accountability. Councillors represent and make decisions on behalf of all residents and ratepayers of Waverley, informed by thorough community engagement, strategic focus, and based on data and analysis. We will continue to improve the services we offer our community by building our internal systems, processes, capacity and capability.

We are committed to creating a prosperous and sustainable local economy, particularly as the State Government has identified Bondi Junction as a commercial centre linked to the Sydney global economy. We want to protect and enhance our neighbourhood villages while encouraging and supporting the creative and visitor economy.





# Performance: Key Highlights

## Bondi Innovation Forum 2024

In May 2024, the Bondi Innovation Forum was held at Bondi Pavilion. The transformative impact of artificial intelligence (AI) on business was the theme of this year’s Business Forum.

Nine speakers delved into the revolutionary world of AI and unpacked its complexities, providing real-world experiences, practical tips, and firsthand insights to help unlock its full potential.

Council organises the Bondi Innovation Forum in partnership with Bondi Innovation and Bondi & Districts Chamber of Commerce.

For those who cannot attend the event in person, the forum was live streamed from the Bondi Pavilion Theatre.



Bondi Innovation Forum 2024

This year’s speakers were:

<b>Sophie Renton</b>	Social researcher, trends analyst and managing director at McCrindle
<b>Iain McDonald</b>	From startup 8seats which launched this year
<b>Kristen Migliorini</b>	Founder and CEO of technology startup Komplyai
<b>Adrian Falk</b>	From Believe Advertising & PR
<b>Emma Lo Russo</b>	CEO OF Digivizer, Australia’s global digital marketing technology and activations company
<b>Ben Fitzpatrick</b>	Chief Strategy Officer at independent digital growth consultancy Webprofits
<b>Kian Moini</b>	Founder of Q-Tox
<b>Sonia Shwabsky</b>	CEO, Kwik Kopy Australia
<b>Eamonn Egan</b>	The visionary behind the disti.Ai platform

## Library Collection and Development

The Library Collection Development Plan was reviewed and updated. The physical library collection was assessed, and a weeding schedule was introduced to maintain a fresh and relevant collection. New collections were introduced, including console games, multicultural magazines and Junior and Young Adult magazines. The eBook and magazine collections were also increased due to growing popularity.

A Library Membership Plan was developed to promote Library services and increase engagement. Membership grew by 12% during the 2023-24 period to a total of 23,512 active members resulting in increased visitation (30% increase) and loans (11% increase).

## Governance Framework

Several actions in the Governance Framework were completed, including:

- Implementation of the Legislative Compliance Framework
- Roll-out of Council's new organisational values
- Review of Council's strategic risks
- Improved reporting on significant complaints, investigations and referrals and their recommendations
- Adoption of new terms of reference for the Audit, Risk and Improvement Committee
- Adoption of a new Internal Audit Charter.

## Precinct Engagement

Precincts continued to be engaged on strategic issues such as the Bondi Park Upgrade, the Waverley Walking Strategy, Curlewis Street Upgrade, Gould Street Improvements, Sir Thomas Mitchell Reserve Playground Upgrade, Flood Risk Management Study and Plans, South Head Cemetery Plan of Management (POM) and our Road Infrastructure Renewal Program. From January – June 2024, 30 Precinct meetings and 1 Combined Precincts meeting were held.

Precinct feedback continued to be very positive on the effectiveness of engaging through online, face to face and hybrid meetings, as it allows greater participation from a wider group of people.

## Health and Safety Programs

A range of health and safety programs were implemented, including audiometric testing to protect employees' hearing health, especially in high-noise environments. Reinforced drug and alcohol policies promoted safety and responsibility. Skin checks were offered for early skin cancer detection, highlighting our commitment to preventive care. Yoga sessions continued to enhance physical fitness and mental wellbeing. The Uprise EAP was expanded to offer comprehensive support services, promoting mental health and providing resources for personal and professional challenges.

## Future Leaders Program

Twenty-three participants completed the Future Leaders Program in October 2023, and the New Future Leadership cohort, comprising 15 employees across Council commenced the program in May 2024. All senior leaders, including Directors and Executive Managers, participated in a senior leadership program in 2023-24

## Customer Experience Strategy

Council adopted a new Customer Service Charter representative of Council's commitment to providing great service through customer interaction. The charter is available on the Council website and at key sites across the LGA.

The first phase of service level agreements for service requests were completed. The review informed a full Customer Relationship Management (CRM) System review including service level agreements and CRM categories in line with Council's ICT modernisation program and new CRM system.

Council has produced live dashboards of key performance indicators via Microsoft Power BI. These include request volumes, complaints assigned to departments, their SLA performance and general volumes of complaints. The Leadership Team has been assigned access to monitor complaints statistics to ensure these are handled promptly

The Customer Experience Transformation Project addresses the content on the Waverley Council website. This project ensures Council service information is made accessible, relevant and easy to navigate and understand. Council focused on increasing transparency of Have Your Say projects by making engagements readily available on social channels, Council's main newsletter and several Council managed websites. Council also distributed Waverley news magazines to each household across the LGA, three times a year, which additionally highlights how community members can provide feedback on major works and open consultations.

## Commercial Centre Occupancy

Council conducts an audit twice a year to measure occupancy trends and the industry mix at each commercial centre. The audits identify vacancy trends in Waverley's commercial areas for better understanding and planning to meet the needs of business owners, residents, and visitors. The audit measures all areas in Waverley zoned for commercial purposes as defined under the Environmental Planning Instruments.

The designated study areas are:

- Bondi Junction
- Bondi Beach
- Bondi Road
- Charing Cross
- Macpherson Street (Bronte)
- Bronte Beach
- Rose Bay.

# Occupancy Audit Summary

The following information is a summary of information for all of Waverley as of February 2024.

## Occupancy rates

COMMERCIAL CENTRE	OCCUPANCY % AUGUST 2022	OCCUPANCY % FEBRUARY 2023	OCCUPANCY % OCTOBER 2023	OCCUPANCY % FEBRUARY 2024
<b>Charing Cross</b>	95.3	95.1	95.1	96.1 ↑
<b>Macpherson Street</b>	94.0	94.3	90.7	89.5 ↓
<b>Bondi Road</b>	92.3	89.4	90.7	94.3 ↑
<b>Bronte Beach</b>	100	100	100	100 --
<b>Rose Bay</b>	90.0	92.0	88.8	89.8 ↑
<b>Bondi Junction</b>	89.7	87.6	86.2	88.7 ↑
<b>Bondi Beach</b>	91.4	88.4 ↓	91.7	90.5 ↓
<b>Waverley (average)</b>	<b>91.1</b>	<b>89.4 ↑</b>	<b>89.7</b>	<b>90.8 ↑</b>

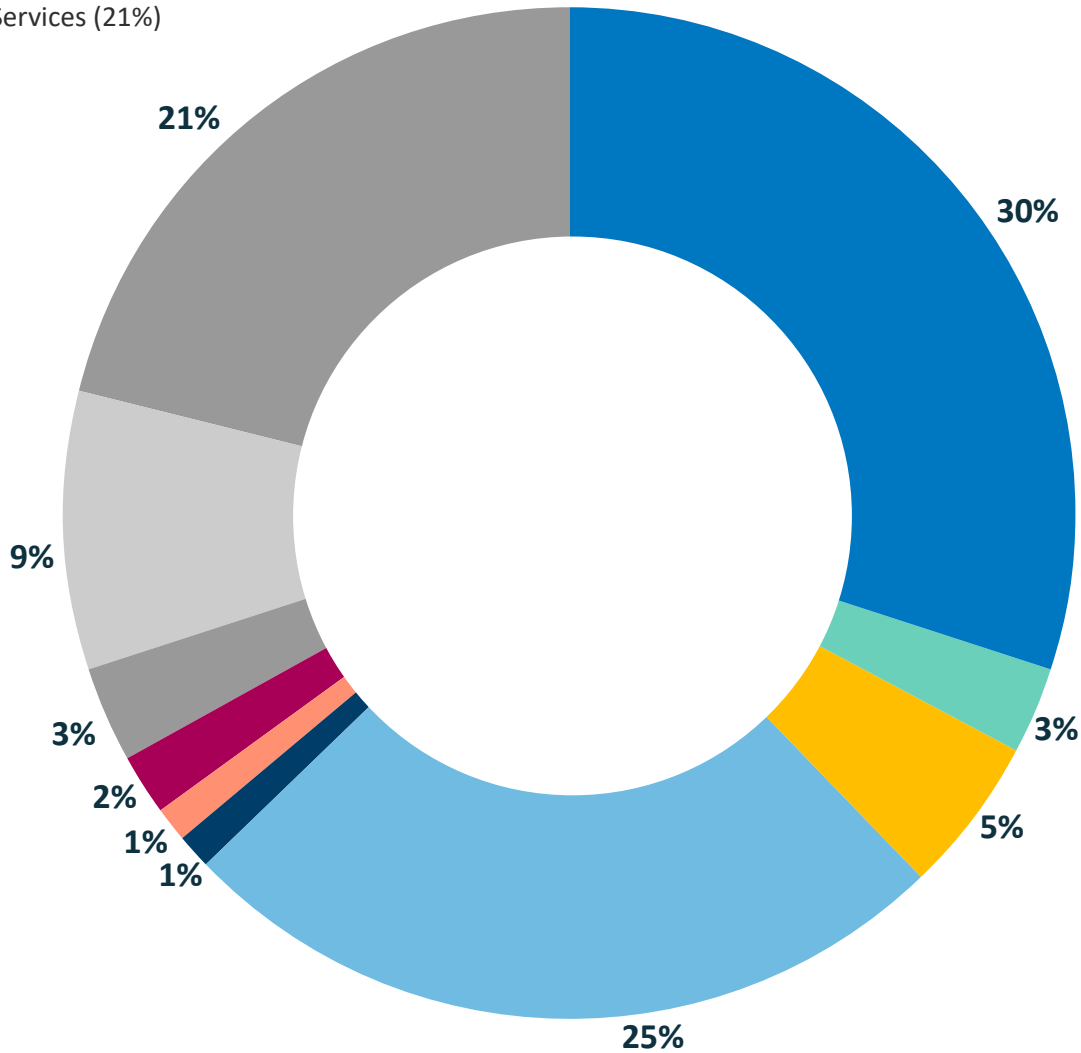
The Occupancy rate exclude properties that are for lease, empty and premises that are awaiting development application(DA) approval.

# Summary of Commercial Centres

## Industry mix

### Top 3 Industries

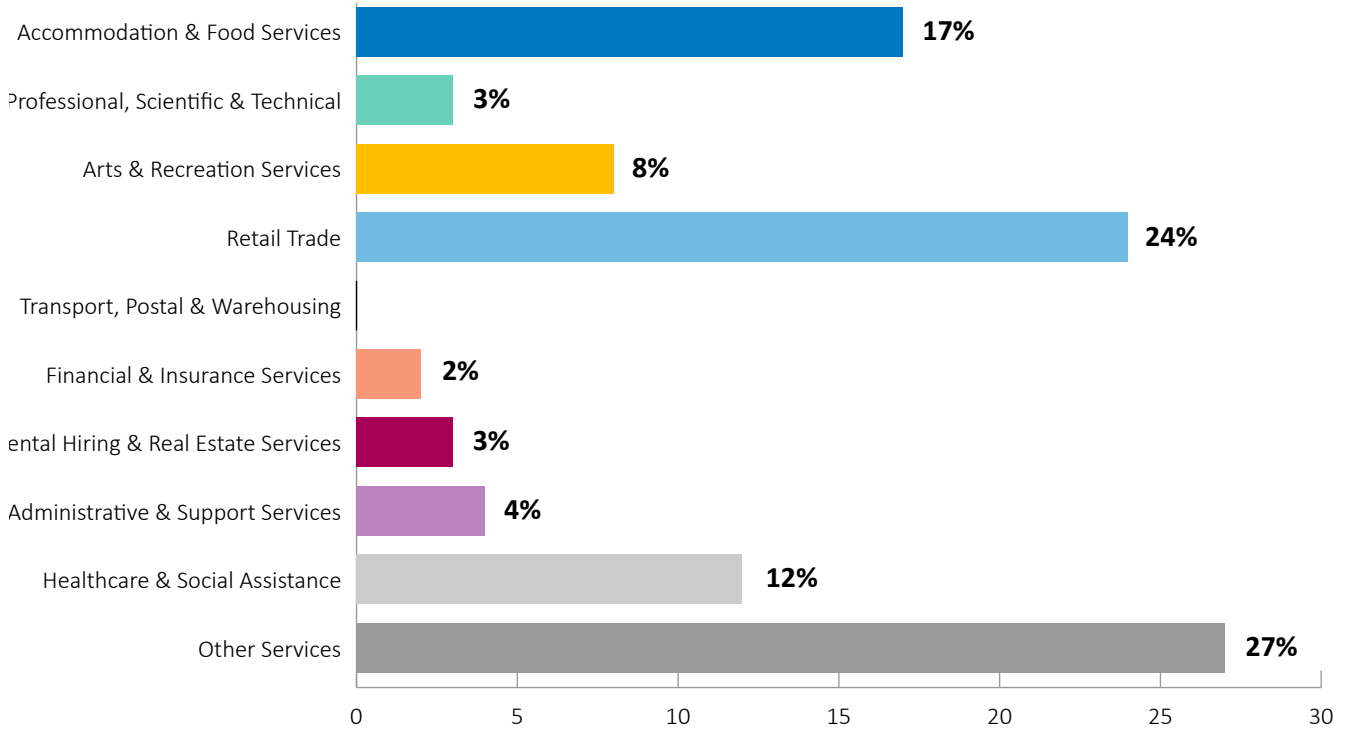
1. Accommodation and Food Services (30%)
2. Retail Trade (25%)
3. Other Services (21%)



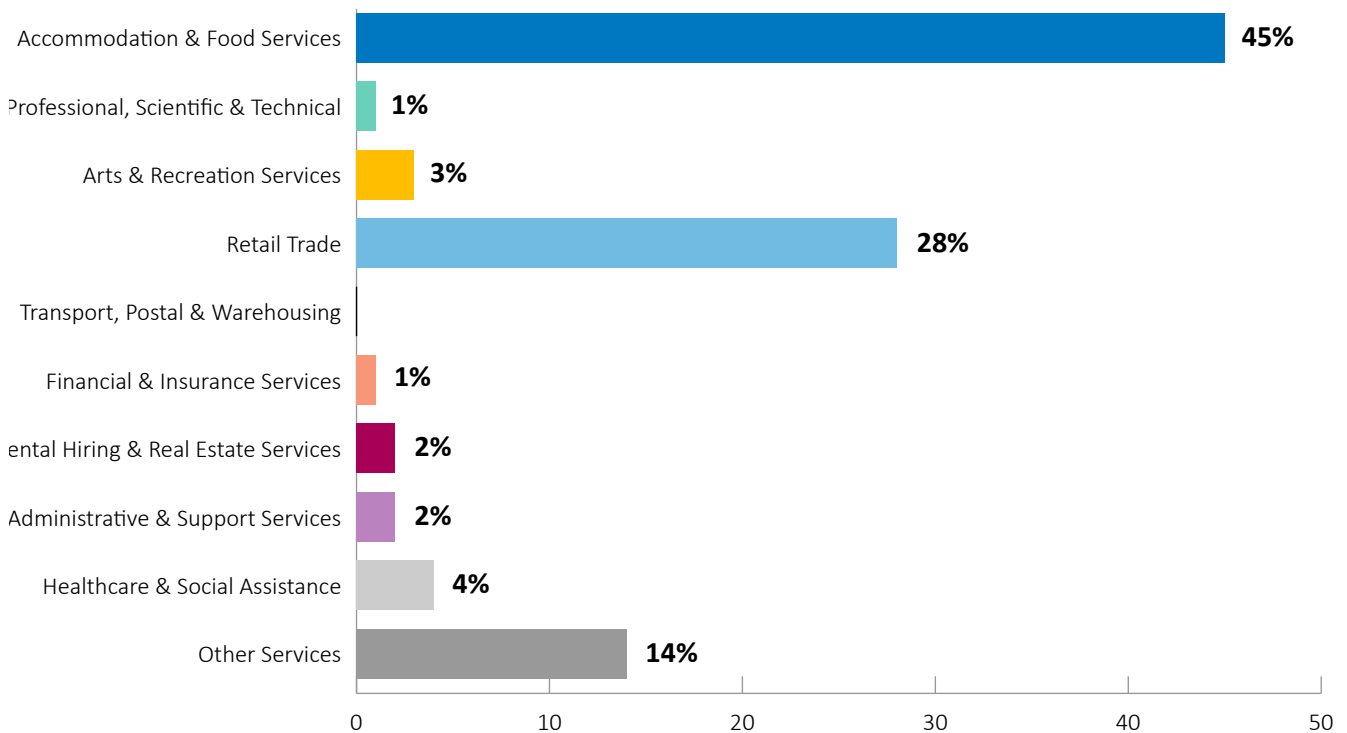
Accommodation & Food Services	30%	Financial & Insurance Services	1%
Professional, Scientific & Technical	3%	Rental Hiring & Real Estate Services	2%
Arts & Recreation Services	5%	Administrative & Support Services	3%
Retail Trade	25%	Healthcare & Social Assistance	9%
Transport, Postal & Warehousing	1%	Other Services	21%

# Tenancy mix

## Bondi Junction

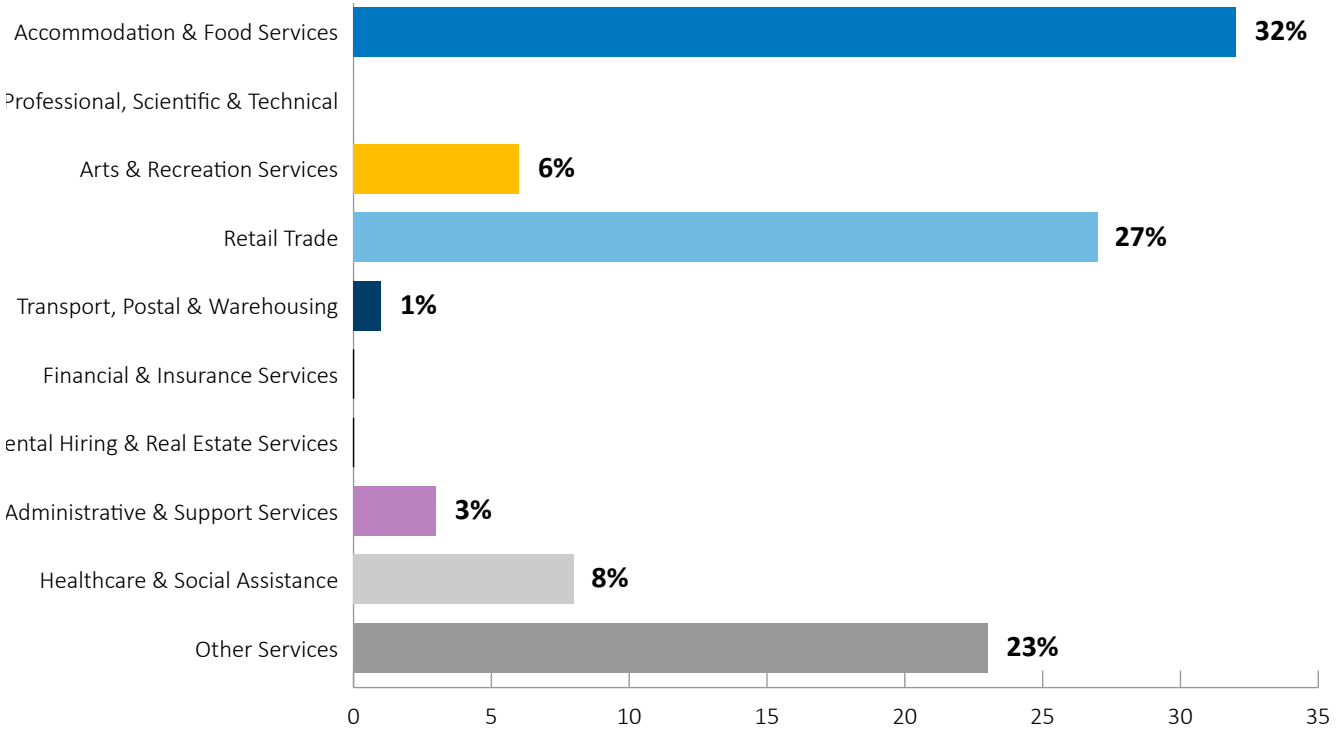


## Bondi Beach

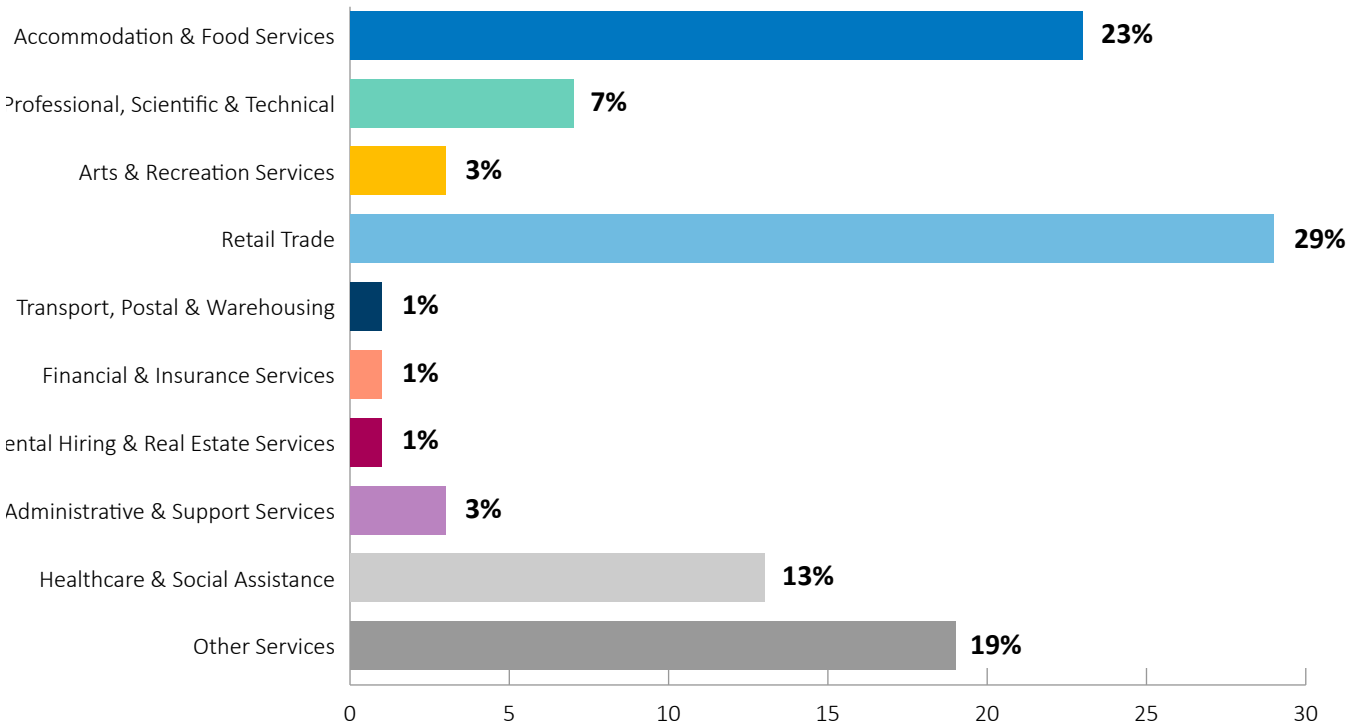


# Tenancy mix

## Bondi Road

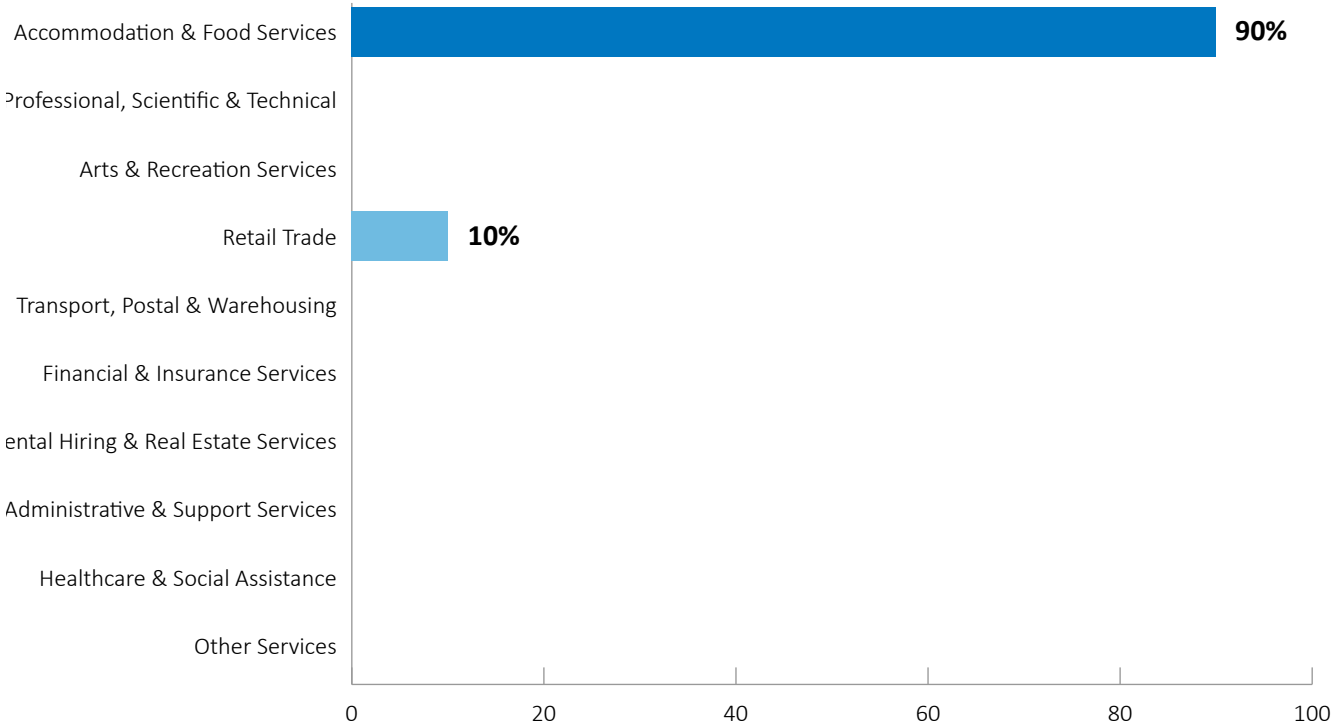


## Charing Cross

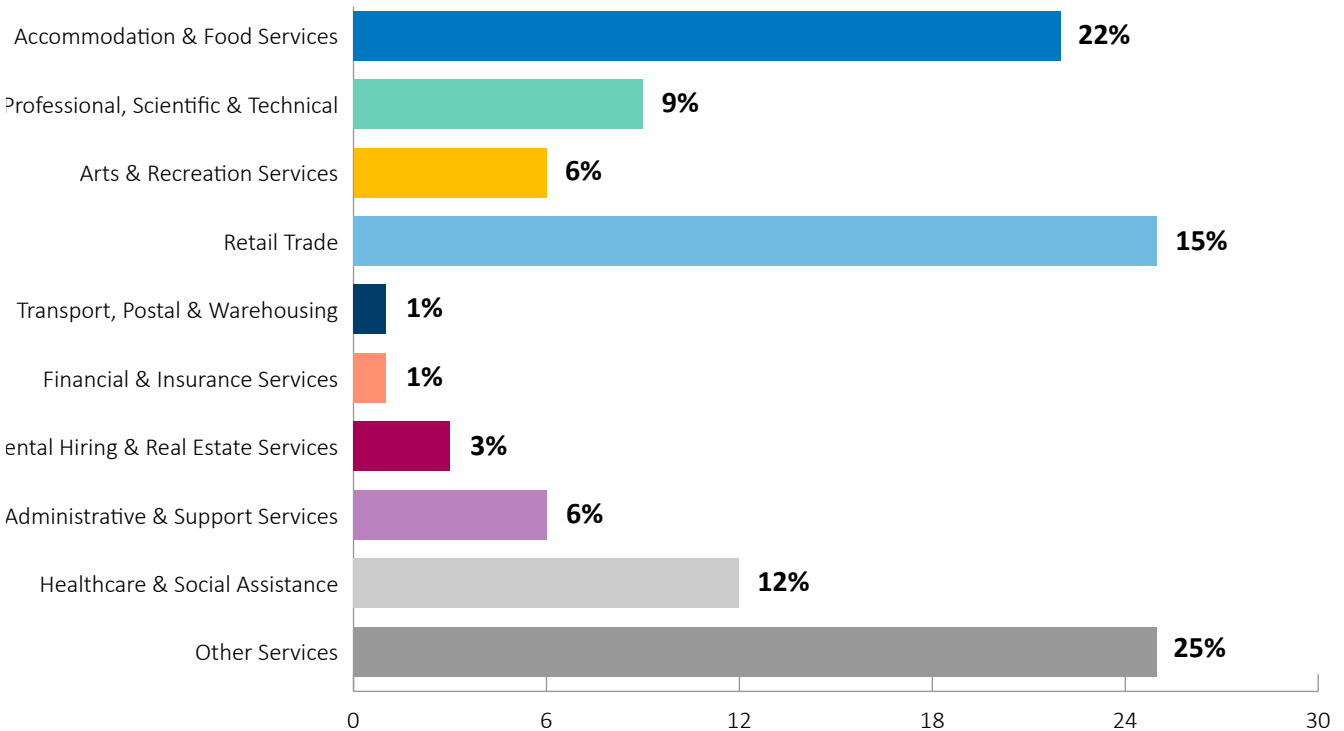


# Tenancy mix

## Bronte Beach



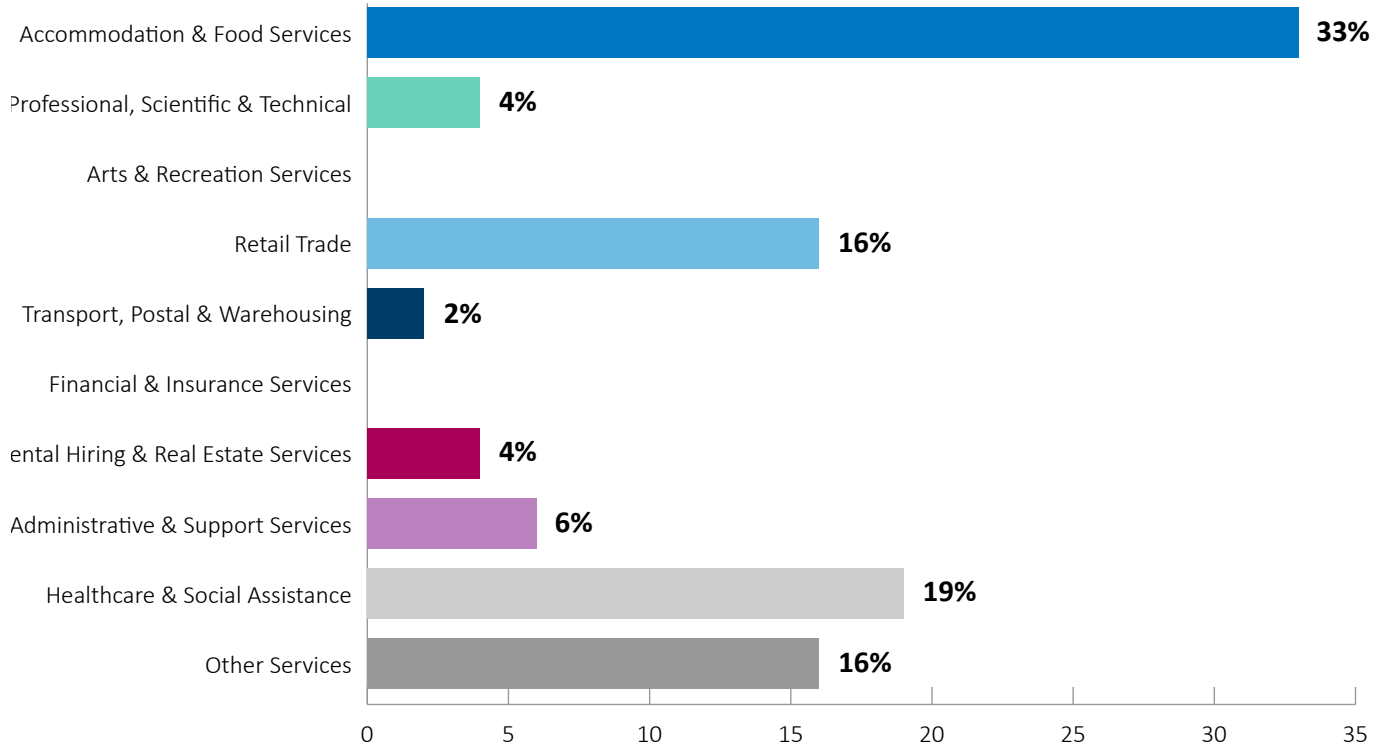
## Rose Bay



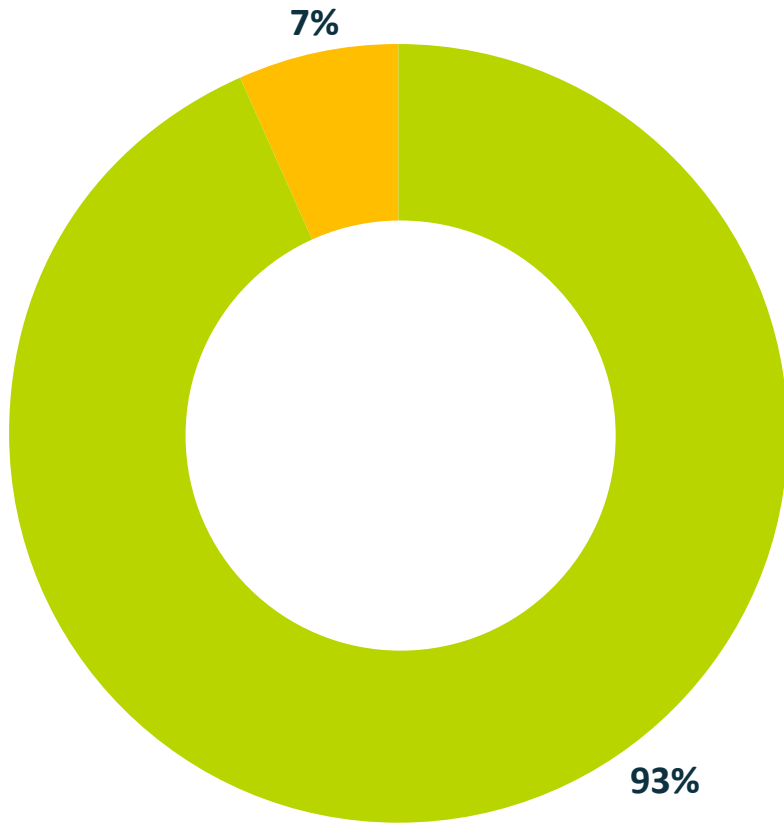


# Tenancy mix

## Macpherson Street



# Performance: Progress Summary

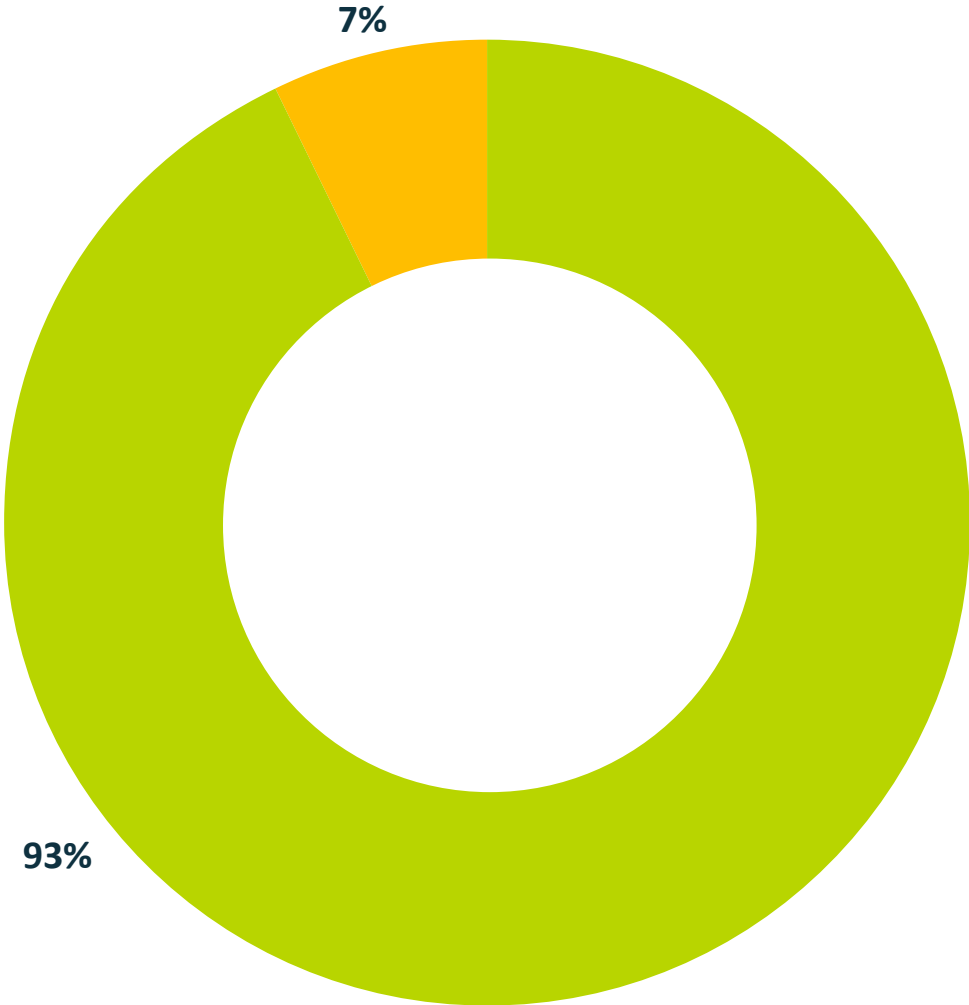


Completed	93%
In Progress	7%
In Progress – impacted by unforeseen conditions	—
Delayed	—
Delayed – impacted by unforeseen conditions	—

# Overall Performance

## Progress summary of all three themes:

- 1. People
- 2. Place
- 3. Performance



● Completed	93%
▶ In Progress	7%
▶ In Progress – impacted by unforeseen conditions	—
■ Delayed	—
■ Delayed – impacted by unforeseen conditions	—






# Part 2

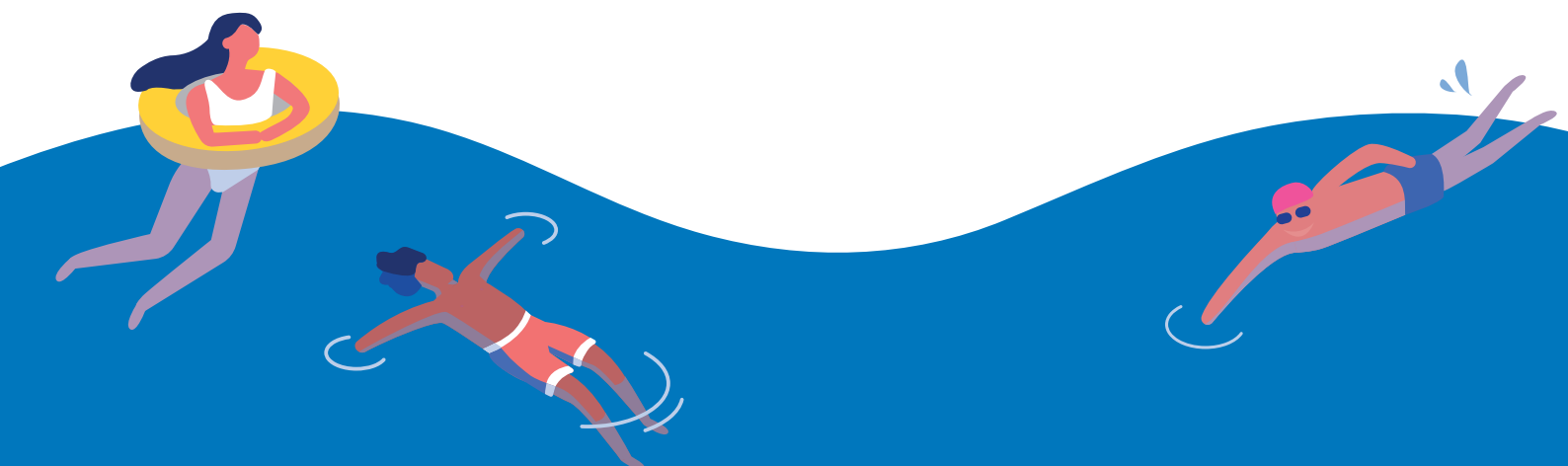
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Detailed progress  
against Operational Plan

# Progress status

The following defines each progress status related to our annual activities laid out in Part 2 of this document.

STATUS	DEFINITION
 <b>Completed</b>	End to end delivery of the activity is completed
 <b>In Progress</b>	Implementation of the activity has commenced
 <b>In Progress – impacted by unforeseen conditions</b>	Implementation commenced, but the activity was impacted by unforeseen conditions such as COVID-19 or other external factors such as floods, disasters, crisis, or legislative changes
 <b>Delayed</b>	Activity is placed on hold or deferred to commence at a later stage due to operational reasons/decisions
 <b>Delayed/on hold – impacted by unforeseen conditions</b>	Unforeseen conditions such as COVID-19 or other external factors such as floods, disasters, crisis, legislative changes or dependency on external decision makers has placed activity on hold





# Theme 1: People

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**Our People theme focuses on a cohesive and connected Waverley community**

Waverley aims to build a strong, socially connected and resilient community that can flourish no matter what are faced. We will work in partnership with others to support quality of life and wellbeing, creating opportunities for people to come together, be safe and belong.

We value our diversity, fostering meaningful connections to Aboriginal and Torres Strait Islander people and culture and strengthening our approaches to inclusion and accessibility.

We will strive to improve affordable housing and equitable access to affordable community facilities, programs and services, along with opportunities for social development.

We will continue to provide a wealth of cultural programs for our community and visitors, conscious that our local area holds a unique place in the public imagination – an iconic part of Australian culture. We continue to recognise the importance of culture and the arts to social cohesion, lifelong learning, and innovation.

# People: our objectives

## What will we focus on?

1.1



### Aboriginal and Torres Strait Islander culture

Respect, acknowledge and protect the continuous living culture of Aboriginal and Torres Strait Islander peoples

1.2



### Diversity, inclusion and accessibility

Celebrate diversity, promote inclusion and accessibility for all members of the community

1.3



### Caring, well connected and cohesive

Foster a caring, well connected and cohesive community

1.4



### Opportunities and spaces for young people

Provide opportunities for young people to engage, connect and build capacity

1.5



### Art, culture and creative expression and participation

Promote and encourage art, culture and creative expression and participation

1.6



### Access to social services and facilities

Provide access to social services and facilities for all stages of life

1.7



### Housing needs

Actively drive housing policy to meet the needs of the vulnerable, diverse and growing population

1.8



### Safe community

Support a safe community with capacity and resilience to adapt to change

# People: strategies

## How will we achieve our focus?



### 1.1


Respect, acknowledge and protect the continuous living culture of Aboriginal and Torres Strait Islander peoples

OUR STRATEGIES	FOUR YEAR ACTIONS	ANNUAL ACTIVITY	STATUS	PROGRESS COMMENTS
<p><b>1.1.1. Create more visibility of and opportunities to share and learn about Aboriginal and Torres Strait Islander Cultures</b></p>	<p>Implement the Waverley Reconciliation Action Plan</p>	<p>Review our Reconciliation Action Plan (RAP) in collaboration with Reconciliation Australia, Council’s RAP Advisory Committee and working group, and other relevant stakeholders</p>		<p>Council completed the Reconciliation Action Plan review. The RAP Advisory committee recommended that the development of a new RAP is delayed, with the Aboriginal Heritage Study being a priority</p>
		<p>Implement community education campaign for the Voice to Parliament</p>		<p>Walking Together training and referendum BBQ were held between June and October 2023</p>







## 1.2 Celebrate diversity, promote inclusion and accessibility for all members of the community

OUR STRATEGIES	FOUR YEAR ACTIONS	ANNUAL ACTIVITY	STATUS	PROGRESS COMMENTS
<p><b>1.2.1. Provide more opportunities to increase the participation and visibility of people with disability in community life</b></p> 	<p>Implement Council's 2022–2026 Disability Inclusion Action Plan (DIAP)</p>	<p>Determine and implement DIAP priority actions in consultation with Access and Inclusion Panel</p>	<p>●</p>	<p>Two Access and Inclusion Panel meetings were held with a focus on employment and coastal and walking strategy. The draft Reasonable Adjustment Policy was prepared and inclusive employment awareness video was codesigned by staff with lived experience.</p> <p>Walking and Mobility Project Control Group was established to progress walking strategy and mobility maps.</p> <p>Coastal Recreation Consumer Information is in progress. Council participated in the Coastal Reserves Project Control Group and access audits. Council also provided inputs into easy to read consumer planning</p>
	<p>Explore alternative service models to connect people with disability to mainstream services and activities</p>	<p>Design, consult and implement flexible support models for people with disability</p>	<p>●</p>	<p>Flexible support has been integrated into programming including support for people with lived experience of disability to codesign inclusive employment and awareness strategies. Participants and families provided feedback and following consultation, the service exited NDIS</p>
<p><b>1.2.2. Promote the benefits of Waverley's cultural diversity in support of a strong and cohesive community</b></p> 	<p>Implement the Waverley Cultural Diversity Strategy 2021– 2031</p>	<p>Develop and deliver Stage 2 anti racism strategy implementation based on 2022 outcomes</p>	<p>●</p>	<p>A refugee artist who worked on the Bondi Seawall artwork was supported to write and illustrate a story on her experience as a refugee. The story was shared at the Council Early Education Centres and the Library during storytime activities. Council was successful in securing a grant for Cultural Waves targeting 14-18 year olds to commence in 2024-25. An author talk with Simon Tedeschi and International Friends activity were held</p>

1.2 continued...

OUR STRATEGIES	FOUR YEAR ACTIONS	ANNUAL ACTIVITY	STATUS	PROGRESS COMMENTS
<p><b>1.2.3. Strengthen partnerships and collaboration with the community, local services and across levels of government to optimise resources, share information and best practice</b></p> 	<p>Maintain and build partnerships and capacity with local services</p>	<p>Facilitate a series of sector specific workshops on community trends &amp; issues to connect with services, strengthen capacity and coordinate service planning</p>		<p>Transition to high school services networking breakfast was organised, and 82 people attended. Storytime at Playgroup session engaged 23 out of 38 parents with children aged 0-2 to their first playgroup session and opportunity for a continued babies playgroup for new parents. Eastern Suburbs Aging and Disability Interagency was convened three times to support the delivery of aged and disability services in the region. Focus on Commonwealth Reforms, Dying to Know Film Screening and two death cafes were held in partnership with SES Health District, PHU and Randwick Council to further improve death literacy and plan for end-of-life</p>



## 1.3 Foster a caring, well connected and cohesive community

OUR STRATEGIES	FOUR YEAR ACTIONS	ANNUAL ACTIVITY	STATUS	PROGRESS COMMENTS
<p><b>1.3.1. Deliver programs that foster social connections, reduce isolation and improve community wellbeing</b></p>	<p>Create innovative online and face to face opportunities to build connections through activities, grants and space activation</p>	<p>Investigate social cohesion grant opportunities and diversify and expand Waverley’s volunteer demographic through innovative volunteer opportunities and new connections</p>	●	<p>Funding was secured for 2024-25 to continue the pilot and increase the scope and scale of the cemetery gardening project. Local Heroes Best of the Best Awards plaque unveiling took place on the Bondi Promenade in May 2024.</p> <p>Volunteers contributed to a range of events including Global Table and the Dawn Reflection in January 2024. The annual Volunteer Week celebrations were held in May, with Ronni Kahn as guest speaker and around 70 attendees</p>
		<p>Continue to build on the success of intergenerational programs to create and maintain connections across age groups and address social isolation</p>	●	<p>Council entered into a research agreement with the George Institute to test and report on the benefits of intergenerational programs. Council will continue to support sessions bringing together older people and preschoolers in the next year</p>



# 1.4

Provide opportunities for young people to engage, connect and build capacity

OUR STRATEGIES	FOUR YEAR ACTIONS	ANNUAL ACTIVITY	STATUS	PROGRESS COMMENTS
<p><b>1.4.1. Provide and maintain accessible and high quality public spaces and facilities for young people</b></p>  	<p>Actively engage and integrate the voices of young people in planning and design</p>	<p>Continue to develop and expand Young People pilot with a focus on music performances and recreation</p>		<p>During Youth Week, the Bondi Beach Bash was held with five local bands and two DJs playing for 200 guests, two Bondi Beats sessions were organised and the Waves Music Festival was organised</p>



# 1.5 Promote and encourage art, culture and creative expression and participation


OUR STRATEGIES	FOUR YEAR ACTIONS	ANNUAL ACTIVITY	STATUS	PROGRESS COMMENTS
<p><b>1.5.1. Provide a network of affordable, fit-for-purpose, accessible cultural and arts facilities that support cultural and creative participation, production and presentation</b></p> 	<p>Implement the Waverley Arts and Culture Plan 2021–2026</p>	<p>Undertake small grants review and propose improvements for supporting arts and culture projects</p>		<p>Small Grants Program supported nine programs including Hey Kunanyi Music Evening, Clofest, Bondi Beats Workshop, Head on Portrait Awards at Bondi Pavilion Art Gallery, Spindrift exhibition development and Making Art in a Warming World. The Small Grants Program Assessment Guide and Score Card were reviewed and implemented</p>
		<p>Leverage Bondi Pavilion, Boot Factory and annual event program reinvigoration to establish new partnerships and sponsorships</p>		<p>Partnerships were established with Sydney Festival, Craft Music, Neil Gooding Productions, Poetica, Legs on the Wall, and Audioplay to deliver and leverage new events at the Bondi Pavilion. Talks and Ideas new and renewed partnerships were entered into with Gertrude and Alice Bookshop and Tracks Magazine</p>
		<p>Leverage artists in residence program to develop opportunities for interactive programming with the artists and the community</p>		<p>Four Local Creative Collaboration projects were delivered, including a public visual arts exhibition, a performing arts creative development, one visual arts development and engagement project, and three artist question and answer sessions. Seven new artists moved into the Waverley Artist Studios and participated in two public exhibitions- Beauty Runs the Gauntlet and Power the Future is Here which had 9,528 and 4,060 visitors respectively. Four current and former WAS residents participated in three artist talk events, four workshops (Summerama, cape making and Bronte House Plein Air) and judging of the Waverley Art Prize and the Waverley Youth Art Prize</p>

1.5 continued...



OUR STRATEGIES	FOUR YEAR ACTIONS	ANNUAL ACTIVITY	STATUS	PROGRESS COMMENTS
<p><b>1.5.1. Provide a network of affordable, fit-for-purpose, accessible cultural and arts facilities that support cultural and creative participation, production and presentation</b></p>	<p>Manage Bondi Pavilion to ensure community, cultural and commercial outcomes are met</p>	<p>Continue to promote Bondi Pavilion to increase awareness and utilisation through targeted promotional activity and leveraging new and existing partnerships</p>	<p>●</p>	<p>Awareness and utilisation of the Pavilion continued to grow with 10,000 venue hire enquiries resulting in more than 3,000 booked sessions over 12 months. In addition to Council-run programs, activity included regular community hirers, large scale annual events and a range of casual hirers utilising the venue for health and fitness sessions, private functions, meetings, conferences, theatre and music performances, talks, workshops, corporate events and festivals</p>



1.5 continued...


OUR STRATEGIES	FOUR YEAR ACTIONS	ANNUAL ACTIVITY	STATUS	PROGRESS COMMENTS
<p><b>1.5.2. Deliver a range of diverse and inclusive art, cultural and civic programs, events and experience, including day and night and out-of-season activities</b></p> 	<p>Implement a rich and diverse program of cultural activities across a range of creative and performing arts forms</p>	<p>Implement an annual program of existing, new and innovative arts and culture activities</p>	<p>●</p>	<p>Arts and Culture programs delivered include Bondi Pavilion Art Gallery exhibition program, Bondi Pavilion performing arts program, Waverley Library exhibition program, artist talks, Talks and Ideas author talks, Classic Hits monthly music concerts, WAVE Youth Music workshop program, and Nib Literary Award.</p> <p>Highlights in Bondi Pavilion performing arts program include The Listies Make Some Noise (Sydney Festival), How the Birds Got their Colours and The Seagulls at Bondi Beach (Sydney Festival), Earth, Sea and Sky (Sydney Festival), Bangers and Mash (Mardi Gras Festival), BLUE – The Songs of Joni Mitchell, Elixir featuring Katie Noonan, National Theatre Live film screenings, school holiday workshop programs, Blackbird By Poetica, Don Juan theatre performance, Greener Futures panel discussion, Dear Diary theatre show, Courtyard Music activations.</p> <p>Highlights in the Talks and Ideas program include Bri Lee – The Work, Jonathan Seidler – All the Beautiful Things You Love, Pauline Menczer – Surf Like a Woman and International Women’s Day Award</p>
		<p>Explore and identify sponsorship opportunities for ongoing events</p>	<p>●</p>	<p>New partnerships were established and existing were renewed for Bondi Festival. These include partnerships with NSW Government, The Blue Hotel Bondi, Hours After, Native Drops, and Badlamps Barbershop. Council received \$150,000 from NSW Transport for Streets as Shared Spaces. Research was conducted on pathways to charitable donation partnership and philanthropy for Bondi Pavilion key cultural activities</p>

1.5 continued...

OUR STRATEGIES	FOUR YEAR ACTIONS	ANNUAL ACTIVITY	STATUS	PROGRESS COMMENTS
<p><b>1.5.3. Develop strong partnerships to facilitate growth for our cultural and creative sector</b></p> 	<p>Grow community and event capacity to expand cultural and creative sector profile and impact</p>	<p>Establish partnerships with local businesses, organisations and individuals to enhance programs including for Bondi Festival and Boot Factory</p>		<p>Partnerships with local, NSW and national, small to medium performing arts companies were initiated including Neil Gooding Productions, Poetica, Legs on the Wall, and Audioplay. Partnership also commenced with Craft Music to join music touring circuit for leading Australian artists.</p> <p>New engagements were established with several Bondi local businesses for Gould Street Street Party including Chuck Trailers, Wayside Op-Shop, Bondi Wash, Bondi Active, Between the Flags, Antisystem Barbershop, Curly Lewis, Bondi Beer, and Bondi Bathes.</p> <p>Additional partnerships were facilitated via ongoing relationship with Bondi and Districts Chamber of Commerce, including with Let's Go Surfing, Robb Report (Kanebridge Media), Bondi Boulangerie, Century 21 Armstrong-Smith, Bondi Dental, Masala Theory, Ikaria, Local Pegs, Business Tax and Money House</p>



1.5 continued...

OUR STRATEGIES	FOUR YEAR ACTIONS	ANNUAL ACTIVITY	STATUS	PROGRESS COMMENTS
<p><b>1.5.4. Deliver a dynamic library service that enriches lives by providing a means of social and cultural interaction</b></p> 	<p>Undertake periodic program reviews and deliver a broad range of programs that facilitate lifelong learning and social and cultural inclusion</p>	<p>Deliver improved creative library programs to suit the needs of the community</p>		<p>The Library organised 365 programs that engaged 9,820 members of the community (1,800 adults, 8,020 children). This included 40 summer and autumn school holiday programs (850 participants), 190 emergent literacy programs (6,800 participants) and three outreach sessions to local playgroups and kindergartens (150 participants).</p> <p>Special event sessions for Refugee Week and World Ocean Day were attended by more than 200 participants, and new multicultural workshops were added to the program.</p> <p>The Seniors Festival, author talks, digital know-how talks, craft programs, seminars, one-on-one tech help, book and film clubs continued to be well attended. The Family History Digitisation Station remained popular with 176 community members using the service</p>
	<p>Develop and implement a staff training plan to enhance customer service at the Library</p>	<p>Implement staff training plan to ensure a consistently high standard of customer service is delivered for all community members</p>		<p>Library staff completed training across a range of areas: Customer Service online training (6 staff), Resolving Conflict (2 staff), Keeping Children Safe (2 staff), Gale databases webinar (3 staff), Cyber Security (1 staff), Customer Experience face-to-face training (26 staff), PID &amp; Disability Awareness (28 staff), Future Leaders (3 staff) and MagiQ (2 staff). Staff also attended two professional conferences and seminars: ALIA Conference in May (1 staff) and Reader Advisory seminar at the State Library NSW (5 staff)</p>



## 1.6 Provide access to social services and facilities for all stages of life

OUR STRATEGIES	FOUR YEAR ACTIONS	ANNUAL ACTIVITY	STATUS	PROGRESS COMMENTS
<p><b>1.6.1. Connect with service providers and community groups to drive community wellbeing outcomes</b></p> 	Partner with service providers and community groups to share data and resources, address emerging community needs, and adapt to local challenges	Deliver a targeted grants programs and other events	●	Annual Community Services Grants Round was completed in June 2024 and two Small Grants rounds were completed in October 2023 and May 2024
<p><b>1.6.2. Deliver high-quality, affordable services that support community connection and promote independence, health and wellbeing</b></p> 	Develop a Children and Family Services Strategy and continue to deliver high quality early education services	Align Childrens' Service Strategy with 2023 National Early Childhood Inquiries to inform and guide decisions in relation to provision of care	●	A motion was prepared for the Local Government NSW Annual Conference which highlights the need for action in early education and care. A partnership agreement was negotiated between Family Day Care and Australia Education Research Organisation. Council applied for three grants under the Department of Education flexible initiatives grant
	Deliver high quality, innovative and accessible early education and care services for children 0-5 and their families	Investigate increase of provision supported by funding reforms at Council's Early Education Centres	●	Council is continuing to make submissions with Independent Pricing and Regulatory Tribunal, Australian Competition and Consumer Commission and other bodies and is meeting with relevant government agencies and funding bodies to advocate for funding increases for local government
	Deliver high quality social and recreational programs that supports ageing in place in line with new legislation and funding requirements	Support successful resumption of full programming at the newly refurbished Mill Hill Centre and other venues to meet community expectations and funding requirements	●	Despite the delay in the reopening of the Mill Hill Community Centre, Council has delivered a wide array of programming for Seniors including the relocated Seniors Centre program to the Library, our Seniors Table Tennis at the Margaret Whitlam Recreation Centre, Tai Chi in the Pavilion and various activities that target a predominately seniors audience such as Sunshine Singers and the Mayor's High Tea at the Pavilion, and various Library programming including Killer Podcrafts



# 1.7

## Actively drive housing policy to meet the needs of the vulnerable, diverse and growing population


OUR STRATEGIES	FOUR YEAR ACTIONS	ANNUAL ACTIVITY	STATUS	PROGRESS COMMENTS
<p><b>1.7.1. Deliver affordable rental housing through targeted programs and work in partnership with agencies to address homelessness</b></p>	<p>Deliver targeted support through social and affordable housing programs and work with internal and external partners to extend provision</p>	<p>Implement Council endorsed options to pursue growth in the provision of social and affordable housing</p>	●	<p>Council continued to deliver targeted support through the provision of social and affordable housing. Tender for housing management was completed, and the report on options for growth was presented to the Council in June 2024</p>
	<p>Continue partnership with Eastern Suburbs Homeless Assertive Outreach Collaborative to address street homelessness</p>	<p>Coordinate the Annual Street Count and support for homeless people with complex needs</p>	●	<p>Monthly meetings were held with Eastern Suburbs Homeless Assertive- outreach Collaborative (ESHAC). 2024 street count was completed in February 2024. Fourteen persons were counted, which is consistent with the previous years. Council is assisting seven boarding house residents to relocate through work with specialist services</p>
	<p>Explore new approaches including partnerships to increase provision of affordable housing</p>	<p>Work with Woollahra and Randwick Councils to develop a Regional Affordable Housing Program</p>	●	<p>Council reviewed opportunities with Woollahra and Randwick Councils. Waverley will present the Affordable Housing Delivery Options paper along with strategic property priorities to the Council in 2024-25</p>
		<p>Provide an annual programs report on implementation and outcomes</p>	●	<p>An annual overview report was presented to Council’s Housing Advisory Committee meeting in November 2023</p>

1.7 continued...





OUR STRATEGIES	FOUR YEAR ACTIONS	ANNUAL ACTIVITY	STATUS	PROGRESS COMMENTS
<b>1.7.2. Advocate for increased diversity of housing stock that is affordable and accessible</b> 	Implement planning controls that increase diversity of housing	Consider and investigate how best to reduce and limit the loss of dwelling density in existing residential flat buildings redevelopment	●	Council approved a Planning Proposal to amend the Local Environmental Plan in March 2024. The Planning Proposal will be exhibited in July and presented to Council in the second quarter of 2024-25
		Prepare principles for assessing proponent-initiated requests for Planning Proposals, including out-of-sequence criteria for growth not identified in the Local Housing Strategy 2020-2036, or for urban renewal opportunities	●	The NSW Department of Planning released the Planning Proposal Guidelines. This document sets out how councils must assess planning proposals.  <a href="https://planning.nsw.gov.au/sites/default/files/2023-03/lep-making-guideline.pdf">planning.nsw.gov.au/sites/default/files/2023-03/lep-making-guideline.pdf</a>
<b>1.7.3. Grow the provision of social and affordable housing</b> 	Implement Planning Agreement Policy 2014 to contribute to Waverley Affordable Housing Fund	Assess planning proposals in line with the Planning Agreement Policy 2014	●	All planning proposals were assessed in line with the Planning Agreement Policy. The latest iteration of the Voluntary Planning Agreement Policy was presented to the Council at its meeting in June 2024 to place the document on public exhibition
		Advocate with Department of Planning and Environment (DPE) to improve affordable housing	Prepare Affordable Housing Feasibility report to support Gateway for Affordable Housing Contribution Scheme Planning Proposal	●
<b>1.7.4. Manage housing supply, choice and affordability with access to jobs, services and public transport</b> 	Ensure strategic plans manage and protect/retain adequate housing supply/density close to jobs, services and public transport	Investigate residential redevelopment in Local Housing Strategy 2020–2036 identified R2 lands for apartments, medium density housing, seniors housing and/ or student housing	●	The NSW Government Low and Mid Rise reforms may upzone large areas of the LGA. Council made a submission on the low and mid-rise reforms which will override our Housing Strategy









## 1.8 Support a safe community with capacity and resilience to adapt to change

OUR STRATEGIES	FOUR YEAR ACTIONS	ANNUAL ACTIVITY	STATUS	PROGRESS COMMENTS
<p><b>1.8.1. Partner with key stakeholders to create awareness, prevent, and respond to anti-social behaviour issues</b></p> 	<p>Prepare and implement proactive health and safety strategies to improve community safety, health and address anti-social behaviour</p>	<p>Continue to work in partnership with local services to facilitate, support and advocate for proactive health and safety strategies</p>		<p>Council coordinated local services in response to the Bondi Junction tragedy. Two local service network meetings were coordinated. Council also collaborated with SESLHD and Scentre Group to ensure adequate resources were available to the community members and impacted individuals, and worked with the Red Cross Disaster Recovery Service and Disaster Chaplains Network to provide additional resources as required</p>
		<p>Implement elearning child safe strategy</p>		<p>Children’s Online Resilience and Safety Parent Seminar was held in February 2024, with 25 participants</p>
		<p>Partner with NSW Police and increase late night joint trading operations to patrol and target anti-social behaviour and noise related issues</p>		<p>Joint inspections were carried out with Police on residential noise issues and antisocial behaviour. Further work was carried out with late traders in partnership with licensing police</p>
		<p>Review organisational approaches to community safety activities</p>		<p>Following a review of our 2022-23 program of safety activities, Council completed an annual community safety program over the summer period in 2023-24. The program included additional rangers over the busy summer period, additional lifeguard services on public holidays and school holidays, a user pays police program, additional waste and cleansing services in our coastal parks and reserves, and a water safety campaign. An evaluation of the 2023-24 program was undertaken and reported to the Executive team for consideration in 2024</p>

1.8 continued...

OUR STRATEGIES	FOUR YEAR ACTIONS	ANNUAL ACTIVITY	STATUS	PROGRESS COMMENTS
<p><b>1.8.1. Partner with key stakeholders to create awareness, prevent, and respond to anti-social behaviour issues</b></p> 	<p>Prepare and implement proactive health and safety strategies to improve community safety, health and address anti-social behaviour</p>	<p>Undertake daily and weekend patrols to improve safety at Bondi, Bronte and seasonally at Tamarama beaches</p>		<p>Regular daily and weekend beach patrols were undertaken to monitor and report anti-social behaviour and to enforce alcohol free zones and alcohol prohibited zones. 54 public behaviour related complaints were received and addressed during the reporting period</p>
		<p>Undertake inspections to regulate food handling, sewerage, excessive noise and other issues</p>		<p>365 routine food inspections were conducted. 100% of all high and medium risk food premises were inspected this financial year</p>
		<p>Partner with liquor licensing authority to promote compliance with noise control guidelines</p>		<p>Collaborative work has been carried out regarding licensed premises particularly relating to venues that provide live entertainment</p>
		<p>Undertake daily patrols to ensure compliance within dog on-leash areas within hot-spots</p>		<p>Daily patrols of on-leash areas continued during the reporting period indicating 75% of patrols did not find any compliance issue. A total of 182 animal control related complaints were received in the last six months with 36 reports of dog attacks, seven on dogs in prohibited places, 25 on dogs unleashed and 55 relating to barking dogs</p>

1.8 continued...

OUR STRATEGIES	FOUR YEAR ACTIONS	ANNUAL ACTIVITY	STATUS	PROGRESS COMMENTS
<p><b>1.8.2. Strengthen community and Council capacity to prevent, prepare and respond to shocks and stresses</b></p> 	<p>Develop Resilience and Adaptation Strategy to strengthen community capacity to respond to future crisis and disaster situations</p>	<p>Progress and implement resilience measures to strengthen Waverley’s capacity to adapt and thrive through uncertainties</p>		<p>The Coastal Management Plan progressed through the completion of an amended Waverley Scoping Study</p>
		<p>Deliver the Second Nature program to embed sustainability in the community</p>		<p>The second nature program delivered over 40 separate environmental education events, including Summerama, National Tree Day, Net Zero Alliance, and sustainability webinars, with more than 1,650 people participating</p>
<p><b>1.8.3. Partner with stakeholders to facilitate collaborative, effective and consistent approaches to coastal safety risk management</b></p> 	<p>Improve and standardise beach safety approaches in consultation with NSW Local Government Coastal Safety Group</p>	<p>Deliver beach safety management services and education programs</p>		<p>Float to Survive beach/water safety educational program was implemented throughout the summer season in 2023-24</p>
		<p>Participate in regular meetings with external stakeholders on coastal safety management issues</p>		<p>Minister for Emergency Services and the Emergency Management Branch of the NSW Premiers Department held the NSW Water Safety Roundtable discussion in March 2024. Council attended two Coastal Safety Group meetings following this discussion</p>

# Outcome measures

MEASURES	BASELINE	TARGET 2024	ACTUAL 2024
Positive community and stakeholder feedback for evaluated events	91% positive feedback for evaluated events (2020)	85% positive community and stakeholder feedback	90% "excellent", 10% "good"
Number of partnerships to facilitate growth for our cultural and creative sector	12 event and program partnerships (2021)	15	19
Number of cultural grants supported by Council	4 (2021-22)	8	6
Number of creative personnel supported by Council	30 (2021-22)	60	319
Creative organisations supported in creative spaces	10 (2021-22)	15	16
Number of engagements with local creatives/local content	7 (2021-22)	10	12
Bondi Pavilion utilisation rates (all hirers)	33% (calculated on activity October 2022-June 2023)	7% increase in bookings	39%
Number of activities that promote community connection organised	25 (2021)	25	50
Participant satisfaction rating with capacity building workshops	80% (2020)	Maintain satisfaction at 80%	Maintained - 95% Seniors Centre / 93 % WCLP, 95% satisfaction ESYSN meetings and network coordination; 100% participant satisfaction Bondi Beach Bash
Community services quality accreditation rating	Met accreditation and quality rating (2021-22)	Meet accreditation and quality rating	Maintained
Tenant and community satisfaction with social and affordable housing delivery	78% (2021)	Maintain	84%
Maintain or grow number of affordable and diverse housing	24 (2022)	24	Retained
Participant satisfaction rating with effective parenting programs	80% (2022)	Maintain satisfaction at 80%	Maintained - 85% satisfaction parent seminar
Number of places for 0-2 year old children maintained in Council operated early education and care services	47 (2023)	Maintain or Increase	Maintained
Number of beach safety talks	2 beach safety talks completed (2021)	6 beach safety talks	0





# Theme 2: Place

**Our Place theme focuses on the natural and built environment**

We facilitate architectural design excellence in building infrastructure, functional public spaces and walkable streets in Waverley. With the highest population density in Australia, community-led, place-based planning and design is critical. Council aspires to be a frontrunner and advocate for balanced development in Waverley.

Our community has strong environmental values, and healthy, active lifestyles, and we are committed to reflecting this in Council strategies. Improving all modes of transport makes Waverley more accessible, safe, connected and sustainable. We are committed to enabling people to get around more easily on foot, by bicycle and public transport to reduce traffic congestion and parking pressures.

To ensure we are meeting community expectations, we are focusing on improving roads, footpaths, parks and playgrounds, and being better prepared for climate changes and potential flooding. We aspire to be at the forefront of sustainability to create resilient communities, sustainable buildings, healthy coasts and bushland, conserve energy and water resources. We recognise that any waste sent to landfill has long-term environmental impacts. We aim to progress Waverley to be a zero waste community.

# Place: our objectives

## What will we focus on?

2.1



### Reduce greenhouse gas emissions (Waverley)

Facilitate, enable and support the community to rapidly reduce their greenhouse gas emissions

2.2



### Reduce greenhouse gas emissions (Council)

Rapidly reduce Council's greenhouse gas emissions

2.3



### Climate change and resilience

Prepare and adapt to the impacts of climate change

2.4



### Biodiversity

Protect and increase our local bushland, parks, urban canopy cover and habitat areas

2.5



### Water use and quality

Conserve water use and improve water quality

2.6



### Control and manage development

Control and manage development to protect the intrinsic values of the community including aesthetics, size, heritage and population

2.7



### Safe and accessible parks and open spaces

Ensure public spaces, parks, open spaces and facilities have equitable access, are safe day and night, and meet community needs for recreation

2.8



### Sustainable transport

Ensure sustainable transport infrastructure is easily accessible and provides climate friendly transport alternatives

2.9



### Traffic, transport and parking

Manage traffic, transport and parking in a balanced way

2.10



**Accessible and sustainable assets**

Build, maintain and renew well-designed, accessible and sustainable assets and infrastructure, to improve the liveability of neighbourhoods

2.11



**Sustainable waste and circular economy**

Move towards a sustainable waste community and a circular economy

2.12



**Clean and litter free spaces**

Keep public spaces clean and litter-free

# Place: strategies

## How will we achieve our focus?




### 2.1

Facilitate, enable and support the community to rapidly reduce their greenhouse gas emissions

OUR STRATEGIES	FOUR YEAR ACTIONS	ANNUAL ACTIVITY	STATUS	PROGRESS COMMENTS
<p><b>2.1.1. Increase uptake of renewable energy and improve energy efficiency of buildings and infrastructure</b></p>	<p>Implement initiatives that increase uptake of green energy, and improve environmental performance</p>	<p>Deliver Building Futures and residential dwelling program</p>	●	<p>Four of the five buildings engaged in the 2023-24 Building Futures Program progressed to opt for energy efficiency. A monitoring and evaluation report was prepared for Round 4 cohort which indicated that the average building reduced common area electricity consumption by 26.4%</p>
		<p>Promote the uptake of renewable energy in the community</p>	●	<p>Council has promoted the use of GreenPower. Council is also working with the Regional Environment Program to identify and support non-residential users to participate in bulk buying for a renewable electricity Power Purchase Agreement</p>
		<p>Implement the Waverley Development Control Plan 2022 to improve the environmental performance of new buildings</p>	●	<p>This activity is ongoing and occurs through DA referrals and the provision of information to the community</p>



## 2.2 Rapidly reduce Council's greenhouse gas emissions

OUR STRATEGIES	FOUR YEAR ACTIONS	ANNUAL ACTIVITY	STATUS	PROGRESS COMMENTS
<p><b>2.2.1. Increase Council's energy efficiency, uptake of renewable energy and reduce carbon</b></p> 	<p>Demonstrate leadership in green energy generation, consumption and energy saving programs</p>	<p>Purchase 100% renewable energy in the Council electricity contract and install solar on Council assets</p>	●	<p>Council purchases 100% renewable electricity for Council sites through Zen Energy</p>
		<p>Upgrade and improve street lighting performance</p>	●	<p>63% of Ausgrid owned streetlighting that Council pays for has been converted to LED with the program now focusing on upgrading or changing the higher wattage main road lighting</p>
		<p>Electrify existing gas appliances in Council assets</p>	●	<p>Waverley Library gas hot water has been replaced with electric and decommissioned</p>



## 2.3 Prepare and adapt to the impacts of climate change

OUR STRATEGIES	FOUR YEAR ACTIONS	ANNUAL ACTIVITY	STATUS	PROGRESS COMMENTS
<p><b>2.3.1. Deliver the Climate Change Adaptation and Resilience Framework</b></p>	<p>Implement the Climate Change Risk Adaptation and Resilience Framework</p>	<p>Engage and educate staff and community on local climate risks and responses</p>	●	<p>The delivery of the Urban Greening and Cooling Strategy, a key component of Waverley's Resilience Framework, involved engaging staff and the community including a Councillor workshop, three internal staff working group meetings, and workshop with the Sustainability Expert Advisory Panel. A community web dashboard has been established to assist Strategy implementation tracking</p>
		<p>Progress the Coastal Management Program</p>	●	<p>The Coastal Management Plan progressed through the completion of an amended Waverley Scoping Study</p>



## 2.4

### Protect and increase our local bushland, parks, urban canopy cover and habitat areas

OUR STRATEGIES	FOUR YEAR ACTIONS	ANNUAL ACTIVITY	STATUS	PROGRESS COMMENTS
<p><b>2.4.1. Improve the condition of non-remnant native vegetation on public land in the LGA and reinstate indigenous vegetation characteristic of natural coastal landscapes in Councils' parks and reserves</b></p>	Deliver the Biodiversity Action Plan- Remnant Sites	Engage bush regeneration contractors to implement the Biodiversity Action Plan – Remnant sites	●	Bush regeneration contractors were engaged to implement the Biodiversity Action Plan- remnant sites
<p><b>2.4.2. Protect the threatened species plan Acacia terminalis (subs Eastern suburbs) and Eastern Suburbs Banksia Scrub Endangered Ecological Community</b></p>	Deliver Thomas Hogan, Bronte and Tamarama Ecological Restoration Action Plan	Undertake restoration at Loombah Cliffs and York Road to protect and improve threatened plant species and communities	●	Bush regeneration contractors were engaged at Loombah Cliffs and York Road
<p><b>2.4.3. Improve biodiversity across the Waverley LGA</b></p>	Improve native habitat in habitat corridors and adjacent to remnant areas	Deliver the Living Connections program	●	There were 75 new participants in the Living Connections Program in 2023-24 bringing the number of Living Connections gardens planted to 397
		Continue to implement the restoration of Bronte Gully, Tamarama Gully and Thomas Hogan Reserve	●	Bush regeneration contractors were engaged at Bronte Gully, Tamarama Gully and Thomas Hogan Reserve. Additional large planting zone has been completed at Bronte Gully in autumn 2024
<p><b>2.4.4. Increase the quantity of trees and plants in public and private spaces, parks and streets to achieve Waverley's canopy targets</b></p>	Prepare and implement Tree Canopy Strategy	Implement the new Tree Policy and Waverley Development Control Plan 2022	●	The Significant Tree Register review project was completed. Significant trees were documented in a new register to be released in 2024-25
		Implement annual tree planting program in public spaces and streetscape	●	Council planted 529 trees in the last financial year. 135 trees were planted in the last six months



## 2.5 Conserve water use and improve water quality

OUR STRATEGIES	FOUR YEAR ACTIONS	ANNUAL ACTIVITY	STATUS	PROGRESS COMMENTS
<p><b>2.5.1. Increase water harvesting through stormwater harvesting schemes and rainwater capture</b></p>	Maintain and optimise recycled water use at Varna Park, North Bondi, Bondi Park and Pavilion projects	Maintain and optimise recycled water use at Bondi Beach, Tamarama, Bronte, Waverley Park and Barracluff Park	●	All sites were operational in Q3 and Q4. Bronte Gully offtake structure upgrade was undertaken
<p><b>2.5.2. Improve water efficiency of new and existing buildings</b></p>	Engage the community to promote water savings devices and practices	Deliver WaterFix project (Strata, Commercial and Small Business) in partnership with Sydney Water	●	Sydney Water delivered this project with Council support. WaterFix has been undertaken at a number of Council properties in Waverley
<p><b>2.5.3. Reduce or minimise the pollutants entering into waterways</b></p>	Maintain and increase the number of raingardens, gross pollutant traps and stormwater quality improvement devices to reduce pollutants at beaches	<p>Construct new stormwater quality improvement devices in the Curlewis Street streetscape upgrade</p> <p>Maintain water sensitive urban design infrastructure in Bondi Junction</p>	▶	<p>Scheduled work on Curlewis Street between Campbell Parade and Glenayr Avenue is in progress. Further upgrades are scheduled in 2024-25</p> <p>Scheduled maintenance works were completed in Q4</p>





## 2.6


### Control and manage development to protect the intrinsic values of the community including aesthetics, size, heritage and population

OUR STRATEGIES	FOUR YEAR ACTIONS	ANNUAL ACTIVITY	STATUS	PROGRESS COMMENTS
<p><b>2.6.1. Respond to community concerns on overdevelopment through robust community engagement, data collection and education on planning issues</b></p>	<p>Increase community engagement through methods like codesign and data collection in preparing planning controls, plans and strategies</p>	<p>Consult on and implement new Community Engagement Policy and Strategy to increase community engagement, awareness and participation in the planning process</p>		<p>Four Have Your Say pop-ups across the LGA (one in each ward) were hosted as devised In the Community Engagement Strategy adopted in August 2023. Particular methods of engagement were integrated to develop holistic and conclusive outcomes. Relevant engagement periods are met for all consultations as stipulated within the engagement matrix</p>
		<p>Establish the Community Planning Advocate role</p>		<p>The Community Planning Advocate role has been established in May 2023 and the position has continued to operate in accordance with the workplan</p>
		<p>Undertake a baseline survey of the community experience of overdevelopment</p>		<p>The Living in Waverley survey was completed and the service provider id Informed Decisions, provided the results to Council in early 2024</p>
		<p>Undertake community education on strategic planning process relevant to the Waverley LGA</p>		<p>Respondents to the Living in Waverley survey indicated that they wanted to see more online resources from Council on the NSW Planning System. In response Council has completed stage 1 of the education campaign including the development of: a series of Frequently Asked Questions (FAQs) covering the Local Environmental Plan (LEP) &amp; the Development Control Plan (DCP), and submission writing (inclusive of a submission template); Fact Sheets and a guide on using the Development Application (DA) tracker. Additionally a series of three planning videos covering general information on the NSW Planning System, the DA process and exempt and complying development are in the final stages of production</p>






2.6 continued...

OUR STRATEGIES	FOUR YEAR ACTIONS	ANNUAL ACTIVITY	STATUS	PROGRESS COMMENTS
<p><b>2.6.2. Ensure new development provides high standard of design quality and does not adversely impact the amenity of neighbours or the wider community</b></p>	<p>Ensure new development meets the aims and objectives of the Local Environmental Plan (LEP) and Development Control Plan (DCP)</p>	<p>Assess all applications against relevant provisions of the LEP and DCP and other relevant legislation</p>		<p>All applications were assessed against statutory and non-statutory planning instruments</p>
	<p>Provide timely determinations of applications for development</p>	<p>Implement assessment procedures that deliver high quality outcomes and efficient determination</p>		<p>Continuous improvement review and implementation is in place to improve high quality outcomes and efficient determination</p>





2.6 continued...

OUR STRATEGIES	FOUR YEAR ACTIONS	ANNUAL ACTIVITY	STATUS	PROGRESS COMMENTS
<p><b>2.6.3. Ensure development is undertaken in accordance with required approvals and new and existing buildings provide a high standard of fire safety and amenity</b></p> 	<p>Ensure development meets the requirements of the development consent and relevant legislation where Council is appointed as the certifier</p>	<p>Assess construction certificate applications in compliance with legislative and development condition requirements</p>	●	<p>36 building information certificate applications were received during the reporting period, 11 were approved, six deferred, two withdrawn, one cancelled, and 16 are currently under assessment</p>
	<p>Provide efficient and professional pool certification</p>	<p>Undertake swimming pool inspections in compliance with <i>Swimming Pool Act 1992</i> and <i>Regulation 2018</i></p>	●	<p>Inspections of low risk pools are ongoing with more than 50 pools deemed compliant and more than 120 pools followed up for further compliance action</p>
	<p>Ensure new buildings meet current fire safety standards and existing buildings are upgraded</p>	<p>Undertake fire safety assessment of new developments where Council is the certifier</p>	●	<p>50 DA referrals were received for fire safety assessments and all assessments were finalised</p>
		<p>Undertake fire safety inspections where potential fire safety issues are identified</p>	●	<p>Seven fire safety complaints were received, four were investigated and closed and three are still in progress</p>
	<p>Undertake initiatives to address issues relating to illegal use or building works in a timely manner</p>	<p>Implement proactive patrols at building sites</p>	●	<p>Daily proactive patrols were conducted for breaches of the <i>Protection of the Environment Operations Act 1997/Environmental Planning and Assessment Act 1979</i>. 51 warnings and 55 infringement notices were issued</p>
		<p>Undertake compliance actions for illegal building works as identified</p>	●	<p>Of the total 347 illegal building complaints received, nine were asbestos related, 65 about condition of existing building, 64 were complaints about construction hours of operations, 35 illegal use and 155 about illegal work. A total of 285 cases were finalised and the remainder are under investigation</p>



2.6 continued...

OUR STRATEGIES	FOUR YEAR ACTIONS	ANNUAL ACTIVITY	STATUS	PROGRESS COMMENTS
<p><b>2.6.4. Protect and prioritise employment floor space in Bondi Junction Strategic Centre, and other centres where relevant</b></p> 	<p>Explore ways to incentivise commercial floorspace in Bondi Junction</p>	<p>Investigate the implementation of minimum non-residential Floor Space Ratio across all of Waverley’s centres</p>		<p>Minimum non-residential floor space ratio was considered as part of the General Local Environmental Plan update</p>
<p><b>2.6.5. Create a thriving, flourishing, accessible and liveable destination with great public spaces and buildings, public art, and walkable streets that engage and excite everyone</b></p> 	<p>Develop precinct scale upgrade programs in alignment with Our Liveable Places Centres Strategy 2020–2036</p>	<p>Undertake streetscape design of North Bondi Terminus (Village Centre) and Hall Street</p>		<p>Community consultation for the North Bondi Terminus concept was completed. The project is now progressing to refine the concept design prior to Council endorsement in late 2024</p>
		<p>Deliver Curlewis Street and Charing Cross precinct upgrades</p>		<p>Works are underway on the Curlewis Street and Charing Cross Streetscape Upgrade projects. Works between Campbell Parade and Glenayr Avenue are scheduled for completion in August 2024. Upgrade with inground electrical works commenced in Charing Cross Streetscape with project scheduled to be complete in 2024-25</p>

2.6.5 continued...

OUR STRATEGIES	FOUR YEAR ACTIONS	ANNUAL ACTIVITY	STATUS	PROGRESS COMMENTS
<p><b>2.6.5. Create a thriving, flourishing, accessible and liveable destination with great public spaces and buildings, public art, and walkable streets that engage and excite everyone</b></p> 	<p>Improve the quality of streetscapes through Health Street Assessment indicator integration to relevant capital works projects</p>	<p>Trial the use of Health Streets tool to assess and communicate benefits of proposed and completed streetscape projects</p>		<p>The Healthy Streets Tool is being used on multiple design projects</p>
	<p>Ensure street infrastructure is comprehensively equipped to support decorative and program-led activation</p>	<p>Coordinate inter-organisational efforts to maximise enhanced place management and activation outcomes</p>		<p>Events organised to maximise place management and activation outcomes include Australia Day, Dawn Reflection, Mardi Gras Bondi Beach Party, Mardi Gras Bondi Memorial Dawn Reflection event, Bronte House Open Days including local heritage walk, Ocean Lovers Festival, Bondi Community Candlelight Vigil in collaboration with Department of Premier and Cabinet, other NSW state agencies, community organisations, locals and visitors, Anzac Day, Citizenship Ceremonies and Global Table</p>
	<p>Deliver annual program of public art including Bondi Pavilion Indigenous Public Art Work, North Bondi Kids Pool Public Art Work</p>	<p>Deliver annual program of public art including Bondi Pavilion Indigenous Public Art Work, North Bondi Kids Pool Public Art Work</p>		<p>The Bondi Mermaids Public Art Project was placed on public exhibition in April and May 2024. 289 community responses were received during this time. Whale Dreaming Public Artwork scheduled for the Bondi Pavilion building and surrounding areas were presented to the Multicultural Advisory Committee, Reconciliation Action Plan Committee and the Arts, Culture and Creativity Advisory Committee in February and March 2024. Council endorsed the concept design commission in May 2024 and a program for delivery will be finalised in July 2024. Boot Factory Public Artwork by artist Brendan Van Hek has been manufactured and will be installed following construction. Bondi Beach Sea Wall permits were issued for new murals as part of the Bondi Festival. Council have progressed annual program of public art deliverables planned for the financial year</p>

2.6 continued...

OUR STRATEGIES	FOUR YEAR ACTIONS	ANNUAL ACTIVITY	STATUS	PROGRESS COMMENTS
<p><b>2.6.6. Celebrate the heritage and character of our centres and heritage sites, and protect and enhance their character</b></p> 	Implement Heritage and Social Impact Assessment recommendations	Review Development Applications in line with Heritage and Social Assessment guidelines	●	Development Applications and Planning Proposals are assessed against these guidelines
	Revise the Aboriginal Heritage study and prepare Management plans for all registered sites	Seek grant funding to undertake an Aboriginal Heritage Study	●	Grant funding to undertake Aboriginal Heritage Study was sought and was unsuccessful
	Review heritage and character controls in strategic plans	Prepare inventory sheets of all items to be listed in the Heritage Planning Proposal	●	Council has responded and met the Department of Planning's requirements and is awaiting gateway determination
	Deliver key actions identified in the Cemetery Services Strategic Business Plan	Commence Quinn Road Memorialisation Wall Project providing additional ash internments	▶	Review of Environmental Factors has been updated. 80% of the design is presented to the Project Control Group and the remaining is scheduled for July 2025
<p><b>2.6.7. Promote opportunities for residents to increase the sense of wellbeing in high density environments</b></p> 	Provide a range of Arts, Culture and Events programs to promote local participation, engagement and exchange	Explore program opportunities across Waverley precincts to activate spaces and promote local connections	●	New Public Art in the Private Domain discussions are under way with developments in Oxford Street, Bondi Junction. New procedures for approval have been provided to developers to ensure best public art outcomes for the community.



## 2.7

Ensure public spaces, parks, open spaces and facilities have equitable access, are safe day and night, and meet community needs for recreation are well maintained

OUR STRATEGIES	FOUR YEAR ACTIONS	ANNUAL ACTIVITY	STATUS	PROGRESS COMMENTS
<p><b>2.7.1. Provide safe, accessible and diverse spaces and facilities for different users</b></p>	<p>Provide safe, accessible spaces and facilitate physical activity for active and healthy lifestyles</p>	<p>Implement community feedback to improve existing recreation programs including activities that promote active and healthy lifestyles</p>	●	<p>161 active seniors classes were organised with 2,140 attendees. 23 school holiday programs were organised with total attendance of 335</p>
	<p>Maximise the use and access to public open recreation spaces and sports fields</p>	<p>Continue to promote community venues, sport fields and recreation facilities to increase utilisation and analyse usage / availability to prepare options for partnerships to increase usage and community participation</p>	●	<p>The utilisation of sport fields and recreation venues continued to be maximised by engaging with local sporting clubs and community members to inform increased access to facilities. Council continued to enhance the school holiday programs through the addition of karate sessions in response to customer feedback</p>
	<p>Deliver accessible community facilities and venues that cater for the diverse needs of the community</p>		●	<p>The venue hire application process was updated to provide a more streamlined and user-friendly experience to remove barriers and increase bookings. Feedback from community groups was analysed to maximise access to sports fields and recreation venues through improved scheduling and upgrade of facilities</p>
<p><b>2.7.2. Increase the capacity of existing active recreation spaces through embellishment and upgrade works</b></p>	<p>Implement the Open Space and Recreation Strategy action plan and the Inclusive play space study</p>	<p>Complete the upgrade and expansion of Waverley Park Playground and Fitness Station and upgrade Gilgandra Reserve playground</p>	●	<p>All internal playground works are complete for Waverley Park playground and playground open to the public. Minor outstanding works on the playground will be completed in late 2024. Sydney Water approvals impacted timely delivery</p>
<p><b>2.7.3. Leverage opportunities to provide new and extended spaces in key locations</b></p>			▶	<p>Remediation of the site for contaminated materials is underway and the play equipment has been sourced. Works to install the equipment will occur in early 2024-25</p>



## 2.8

Ensure sustainable transport infrastructure is easily accessible and provides climate friendly transport alternatives

OUR STRATEGIES	FOUR YEAR ACTIONS	ANNUAL ACTIVITY	STATUS	PROGRESS COMMENTS
<p><b>2.8.1. Deliver an innovative and integrated mass transport solution, as well as separated bike paths for the centre, with improved transport efficiency</b></p>	<p>Prepare and implement a new Bike Plan and a new Walking Plan</p>	<p>Prepare the next iteration of the Bike Plan and Walking Plan</p>	▶	<p>The Walking Strategy and the Bicycle Strategy are well progressed. Consultation on the Walking Strategy will be completed in July 2024 and consultation on the Bicycle Strategy has included extensive information gathering community workshops held in May 2024. Drafts of both strategies will be placed on public exhibition in late 2024</p>
	<p>Implement cycling infrastructure, bike paths and pedestrian safety projects</p>	<p>Deliver cycling infrastructure and improved pedestrian safety as part of the Curlewis Street Upgrade</p>	▶	<p>Curlewis Street Upgrade is progressing. Night works will be undertaken to reduce impacts on businesses during the day</p>
	<p>Develop an integrated transport solution that addresses traffic, parking and considers neighbourhood and place outcomes</p>	<p>Undertake the Local Area Traffic Study in key areas in Waverley to inform the integrated transport solution</p>	●	<p>The draft Local Area Traffic Management Study is completed</p>
<p><b>2.8.2. Encourage more shared vehicles (cars, bicycles, scooters) and electric vehicle charging</b></p>	<p>Facilitate alternatives to private car transport such as improved access to bus and car share vehicles</p>	<p>Review car share policy requirements with operators and other councils</p>	●	<p>Annual car share policy review completed</p>





## 2.9

### Manage traffic, transport and parking in a balanced way

OUR STRATEGIES	FOUR YEAR ACTIONS	ANNUAL ACTIVITY	STATUS	PROGRESS COMMENTS
<p><b>2.9.1. Leverage technologies and regulations to provide better transport and parking outcomes</b></p>	Effective management of Council car parks to optimise revenue and customer experience	Investigate alternative revenue streams within Council car parks from local businesses and other customer segments	●	Car Park rates review was completed and adopted by Council to incentive the use of the car parks by local business
	Research and implement cost-effective technology, policy and process improvements and prepare Smart Parking Management Strategy	Identify smart parking technology to improve real time parking data	●	A limited trial of mobile license recognition cameras was undertaken in September and October 2023
	Ensure residential and commercial parking areas are patrolled	Patrol residential and commercial parking areas	●	Patrolling of parking areas and residential parking continued on a rotation basis and additional officers were assigned
<p><b>2.9.2. Improve access to schools and local destinations by making it easier to walk, ride and catch public transport</b></p>	Develop safe and convenient access by foot, bike or public transport to important destinations	Develop Safe Walking Routes to School project, expanding beyond the core schools and securing funding for identified infrastructure projects	▶	The Safe Walking Routes to School project is progressing with findings integrated into the Walking Strategy. Workshops with schools is currently underway. Council has secured funding to begin the delivery of capital works identified in the study



# 2.10

Build, maintain and renew well-designed, accessible and sustainable assets and infrastructure, to improve the liveability of neighbourhoods

OUR STRATEGIES	FOUR YEAR ACTIONS	ANNUAL ACTIVITY	STATUS	PROGRESS COMMENTS
<p><b>2.10.1. Ensure Council's infrastructure assets are operated, maintained, renewed and upgraded to meet the levels of service set by the community</b></p>	<p>Implement the Strategic Asset Management Plan 6</p>	<p>Deliver annual actions in the SAMP Program</p>	●	<p>The Buildings SAMP program was delivered in line with the annual allocation. Projects implemented include upgrades to the Wairoa Community Centre, essential upgrades at Waverley Library including hot water replacement and AC upgrades and upgrades to the social and affordable housing portfolio</p>
			●	<p>The Infrastructure SAMP program is delivered in line with the annual allocation. Projects implemented include electrical upgrades, street signs and line marking in Bondi Junction, a new speed hump in Dover Heights, bus shelter and seat upgrades and retaining wall and fencing works</p>
<p><b>2.10.2. Implement continuous improvement to achieve advanced maturity in asset management practices</b></p>	<p>Implement the Asset Management Improvement Plan as noted in SAMP 6</p>	<p>Deliver proactive maintenance activities to ensure all Council's civil infrastructure assets meet standards</p>	●	<p>Regular maintenance inspection program of civil infrastructure assets to meet standards was completed as per schedule</p>
	<p>Undertake an asset management maturity assessment</p>	<p>Review asset data integrity and processes in preparation for migration into an Asset Management System</p>	●	<p>Assets Management maturity assessment was completed. Data integrity review was completed</p>
<p><b>2.10.3. Manage Council property portfolio in a financially sustainable way, to optimise value through maximising investment yield, and deliver quality community outcomes</b></p>	<p>Implement priority actions identified in the Property Strategy 2020–2024</p>	<p>Develop plan and program to deliver Commercial Property Review recommendations</p>	●	<p>Property review program was completed. Priority actions identified for 2023-24 were completed</p>

STATUS: ● Completed ▶ In progress ▶ In progress - impacted by unforeseen conditions  
 ■ Delayed ■ Delayed/on hold - impacted by unforeseen conditions



## 2.11 Move towards a sustainable waste community and a circular economy

OUR STRATEGIES	FOUR YEAR ACTIONS	ANNUAL ACTIVITY	STATUS	PROGRESS COMMENTS
<p><b>2.11.1. Deliver best practices in waste and organics collection services and maximise diversion from landfill</b></p>	<p>Develop and implement the Waverley Waste Strategy in accordance with the NSW Waste and Sustainable Materials</p>	<p>Implement the new Waverley Waste Strategy to support the uptake of a circular economy</p>	▶	<p>Progress has been made in the uptake of the circular economy in parallel with development of the updated Waste Strategy, which has been developed with community consultation scheduled to commence in July 2024. The first Thinker in Residence was appointed, with Regen Sydney to move into the new space at the Boot Factory to guide the development of regenerative activities and initiatives. Council is also working with leading local businesses to develop a Circular Economy Roadmap for Bondi Junction</p>
		<p>Implement a waste management system for in-vehicle monitoring, route optimisation, improved customer service capabilities and real-time data capture</p>	●	<p>Council's in truck camera has been reviewed and update for route optimisation, performance, data capture and access via 4G</p>
		<p>Plan for the introduction of a trial FOGO service in 2024–25, including engagement with the community and Council's waste processors</p>	●	<p>FOGO service trial plan was developed and roll out including community engagement scheduled for October 2024</p>
	<p>Continue to implement Recycling and Contamination Improvement Program</p>	<p>Continue to implement recycling and contamination improvement program to residents and businesses</p>	●	<p>Council's Waste Compliance and Contamination Officer has continued working with residents, building managers &amp; strata managers to improve contamination issues. This includes bin room audits and provision of signage and education resources. The 2023-24 program was completed</p>
		<p>Deliver the Compost Revolution Program</p>	●	<p>100 worm farms and compost bins were delivered in Q3 and 19 in Q4</p>
	<p>Provide waste collection points and recovery programs for problem waste items</p>	<p>Continue to partner with City of Sydney and Woollahra Councils to deliver recycling drop off events for problem waste items</p>	●	<p>Council continued to partner with City of Sydney and Woollahra Councils and delivered recycling drop off events for problem waste items. All Recycle it Saturday events were delivered as per schedule</p>

STATUS: ● Completed ▶ In progress ▶ In progress - impacted by unforeseen conditions  
 ■ Delayed ■ Delayed/on hold - impacted by unforeseen conditions



## 2.12 Keep public spaces clean and litter-free

OUR STRATEGIES	FOUR YEAR ACTIONS	ANNUAL ACTIVITY	STATUS	PROGRESS COMMENTS
<b>2.12.1. Reduce litter and illegal dumping across Waverley through education and enforcement</b> 	Deliver litter and illegal dumping education and enforcement program	Implement Illegal dumping program	●	Grant has been successfully obtained from the Environment Planning Authority. Scope of project is being determined by Council staff
		Implement waste presentation compliance program to reduce litter from overflowing bins and incorrectly presented waste	●	Council's Waste Compliance and contamination Officers have continued working with residents, building managers and strata managers to improve contamination and illegal dumping issues
		Undertake beach litter audits	●	The Litter Audits were completed at Bondi, Tamarama and Bronte beaches
<b>2.12.2. Reliable and efficient public place waste</b> 	Deliver optimal public place waste infrastructure and services	Review public place bin locations in line with changes to the Waverley street scape	●	Street litter bin infrastructure has been reviewed in line with changes to the street scape
		Service and maintain public place bins	●	Bin repairs and replacements were completed as required

# Outcome measures

MEASURES	BASELINE	TARGET 2024	ACTUAL 2024
Asset Maintenance Ratio	97.34% (2022)	100%	100.85%
Infrastructure Backlog Ratio	1.61% (2022)	Less than 2%	1.07%
Buildings and Infrastructure Renewal Ratio	290.14% (2022)	Greater than or equal to 100%	254.14%
Road renewed/treated program (m2)	23,558 m2 (2023)	15,000m2	32,576 m2
Footpath renewed (m2)	2,162 m2 (2023)	5,000m2	6,287 m2
Utilisation rates of community venues	39% (calculated on peak hours hired against max hours available 2022)	5% increase in bookings	42%
Overall customer experience rating of community venues	4.0 stars out of 5 (regular hirers survey results 2022)	4.95 stars	4.6 stars
Compliance with trading hours of businesses in target areas	64 breaches (2017-22 analysis)	Reduce by 10%	11 (2023/24) 100%
Daily and weekend patrolling in three beaches	2 daily beach patrols (2022)	3 daily beach patrols	100%
Percentage of food premises inspections conducted as scheduled	90% ((2017-22 analysis)	100%	100%
Percentage of complaints acknowledged within 14 days	76% (2017-22 analysis)	100%	100%
Percentage of noise related complaints complete within 14 days	66% (2017-22 analysis)	80%	60%
Percentage of asbestos and sewage complaints completed within 14 days	52% (2017-22 analysis)	75%	73%
Frequency of daily patrols in dog-on-leash areas	3 (2017-22 analysis)	5	3
Number of reports of dogs off lead	66 (2017-22 analysis)	63	60
Percentage of dog attacks reported within timeframes	80% (2017-22 analysis)	100%	100%
Percentage of pool safety inspection program completed	25% (2017-22 analysis)	90%	90%
Percentage of residential and commercial areas monitored twice weekly	75% (2017-22 analysis)	85%	95%
Percentage of fire safety assessments submitted on time	82% (2017-22 analysis)	90%	95%



Outcome measures continued...

MEASURES	BASELINE	TARGET 2024	ACTUAL 2024
Percentage of applications that meet LEP and DCP are determined within 40 working days after notification	79% (2021)	80%	85%
Number of Voluntary Planning Agreements executed	6 (2022)	Maintain	4 VPAs
Number of Voluntary Planning Agreements offers	15 VPAs (2022)	Maintain	22 VPAs offered
Metres of cycleway	1,300m (2022)	Increase by 1,530m	Increase by 405m only-below target
Council greenhouse gas emissions	4,702 (t CO2-e) (2021-22)	4,000 (t- CO2-e)	1620 (t- CO2-e) (23/24 preliminary estimate)
Community greenhouse gas emissions	517,983 (t CO2-e) (2019-20)	502,000 (t CO2-e)	504,334 (T co2-E) (2021-2022)
Solar installations in Waverley LGA	7,561 KW of installed capacity (2021-22)	8,000 KW of installed capacity	12083 KW (2023)
Increase in the amount of remnant vegetation in good condition	5.9 hectares (2019)	Greater than 5.9 hectares	NA
Percentage of Council's electricity demand in NSW met by renewable sources	100%	100%	100%
Potable water use from Council operations	60,859 kl/yr (2020)	62,000 kl/yr	51,373 kl/yr
Beach quality rating	Good rating for all three beaches (2022)	Good rating for all three beaches	Good rating for all three beaches (2023)
Cleaning program completed according to schedule and service standards	100% (2021-22)	100%	100%
Waste collection program completed according to schedule and standards	100% (2021-22)	100%	100%
Reduction in total residential waste collected (tonnes)	13,843 tonnes (2022)	Reduce	13,564 tonnes
Reduction in total residential waste collected per capita (kg/capita)	201.77kg/capita (2022)	Reduce	195.39kg/capita
Revenue generated from Council's car parks	\$2,847,163 (2021-22)	\$3,866,342	\$3,458,978
Number of trees planted (streetscape trees)	234 trees (2021-22)	400 trees	527 trees planted (230 planted in parks/reserves)





# Theme 3: Performance

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**Our Performance theme focuses on Waverley being a well governed, transparent and financially sustainable organisation**

We will continue to make Waverley an ethical Council that delivers efficient services to the community, on a basis of strong financial sustainability and accountability. Councillors represent and make decisions on behalf of all residents and ratepayers of Waverley, informed by thorough community engagement, strategic focus, and based on data and analysis. We will continue to improve the services we offer our community by building our internal systems, processes, capacity and capability.

We are committed to creating a prosperous and sustainable local economy, particularly as the State Government has identified Bondi Junction as a commercial centre linked to the Sydney global economy. We want to protect and enhance our neighbourhood villages while encouraging and supporting the creative and visitor economy.

# Performance: our objectives

## What will we focus on?

3.1



### Community engagement opportunities

Create opportunities for the community to engage with council decision making, and ensure input is listened to and acted on where appropriate

3.2



### Excellent Customer Experience

Deliver the Waverley community excellent customer service, with services delivered efficiently, and with innovation

3.3



### Financial Sustainability and Resource Management

Ensure Waverley Council is financially sustainable, and manages resources, assets and contracts effectively

3.4



### Governance, Capacity and Capability

Govern Waverley Council well, and build culture, capability, capacity, systems and processes to deliver services to the community

3.5



### Resilient Economy

The local economy is resilient and thriving, providing a diverse offering of services and opportunities for employment (including economic contribution of visitors)

3.6



### Smart and Innovative

Waverley is a smart, safe and connected city of the future that fosters innovation



# Performance: strategies

## How will we achieve our focus?









### 3.1

Create opportunities for the community to engage with council decision making, and ensure input is listened to and acted on where appropriate

OUR STRATEGIES	FOUR YEAR ACTIONS	ANNUAL ACTIVITY	STATUS	PROGRESS COMMENTS
<p><b>3.1.1. Ensure those who are impacted by, or have an interest in, a decision or initiative of Council have an opportunity to engage</b></p>	<p>Implement Community Engagement Policy and Strategy 2021</p>	<p>Engage Precinct committees on strategic issues</p>		<p>Precincts continued to be engaged on strategic issues such as the Bondi Park Upgrade, the Waverley Walking Strategy, Curlewis Street Upgrade, Gould Street Improvements, Sir Thomas Mitchell Reserve Playground Upgrade, Flood Risk Management Study and Plans, South Head Cemetery Plan of Management (POM) and our Road Infrastructure Renewal Program. During the reporting period, 30 Precinct meetings, and one Combined Precincts meeting were held.</p> <p>Precinct feedback continued to be very positive on the effectiveness of engaging through online, face to face and hybrid meetings as it allows greater participation from a wider group of people</p>
		<p>Partner with community groups, and other agencies to engage hard to reach groups on decisions impacting the community</p>		<p>Council publicised several major engagements such as Wairoa School at Bondi Pavilion and NAIDOC week directly to key partners and community groups to reach hard to reach segments of the community</p>
		<p>Organise customer service training for relevant Council staff</p>		<p>Mandatory Customer Experience Training was made available for all staff focusing on the basic principles of providing good customer service. Customer Experience in-person facilitated training was also delivered to staff with attention to more complex principles and skills that influence a customer's experience</p>



3.1 continued...

OUR STRATEGIES	FOUR YEAR ACTIONS	ANNUAL ACTIVITY	STATUS	PROGRESS COMMENTS
<p><b>3.1.2. Ensure our engagement practices are accessible and inclusive</b></p> 	<p>Implement Community Engagement Policy and Strategy 2021</p>	<p>Utilise new telephony system capability to undertake customer research</p>		<p>The new telephony system has been implemented, including email, phone and webchat services. In addition, implementation of a Voice of the Customer initiative allows us to track and review instantaneous feedback from these service channels understanding customer preferences and opportunities. This implementation contributes to Council's ongoing efforts in delivering continuous improvements</p>
<p><b>3.1.3. Continual development of an organisational culture focused on best practice community engagement</b></p> 	<p>Improve data sources and analytics via Waverley customer/ audience evaluation processes</p>	<p>Assess accessibility of engagement opportunities for under-represented groups</p>		<p>Four Have Your Say pop-ups across the LGA (one in each ward) were communicated across multiple channels sharing how Council would be available in high traffic locations to improve accessible feedback channels for the community. Results are collated from these sessions to understand common themes and areas of opportunity amongst respondents</p>
<p><b>3.1.3. Continual development of an organisational culture focused on best practice community engagement</b></p> 	<p>Improve data sources and analytics via Waverley customer/ audience evaluation processes</p>	<p>Establish communication dashboards to capture audience reach and impact to support evidence-based decision making</p>		<p>A new dashboard has been created to understand Council's presence digitally across all platforms (socials, newsletters, engagements and reach). This consolidates more than five application services making it simpler to strategise and address platform users in a tailored manner</p>



## 3.2

Deliver the Waverley community excellent customer service, with services delivered efficiently, and with innovation


OUR STRATEGIES	FOUR YEAR ACTIONS	ANNUAL ACTIVITY	STATUS	PROGRESS COMMENTS
<p><b>3.2.1. Implement Customer Experience Strategy to enhance customer experience across all business areas</b></p>  	<p>Provide consistent level of customer experience tailored to suit the location, service and/or interaction</p>	<p>Develop organisational Customer Service Charter and Service Promise that reflect the communities expectations and Council's commitment to delivering high quality service</p>	●	<p>Council adopted a new Customer Service Charter representative of Councils commitment to providing great service through customer interaction. The charter is available on Councils website and at key sites across the LGA.</p>
		<p>Review service level agreements for service requests to provide customer guidance and meet operational requirements</p>	▶	<p>The first phase of service level agreements for service requests were completed. The review informed a full Customer Relationship Management (CRM) System review including service level agreements and CRM categories in line with Council's ICT modernisation program and new CRM system</p>
	<p>Implement Complaints Management Framework and monitor compliance with procedures</p>	<p>Deliver live dashboards to monitor complaints across Council to improve increased transparency, accountability action and resolutions</p>	●	<p>Council has produced live dashboards of key performance indicators via Microsoft Power BI. These include request volumes and the complaints assigned to departments, their service level agreement performance and general volumes of complaints. The Leadership Team has been assigned access to monitor complaints statistics to ensure these are handled in a timely manner</p>



## 3.3 Ensure Council is financially sustainable, and manages resources, assets and contracts effectively

OUR STRATEGIES	FOUR YEAR ACTIONS	ANNUAL ACTIVITY	STATUS	PROGRESS COMMENTS
<p><b>3.3.1. Prepare, implement and monitor a suite of Integrated Planning and Reporting documents that respond to community needs and organisational capacity</b></p>	<p>Develop and maintain a suite of integrated corporate plans that meet legislative requirements including resourcing strategies and other plans</p>	<p>Undertake Council’s Integrated Planning and Reporting (IPR) activities that align with legislative requirements and provide community engagement opportunities</p>		<p>The Six Monthly Progress Report for the period 1 July 2023 to 31 December 2023 was presented to the Council in February 2024. Council adopted the Operational Plan 2024-25 at its meeting in June 2024</p>
	<p>Implement Long Term Financial Plan [LTFP 6 (2022-2033)] and monitor budget on a regular basis</p>	<p>Undertake annual review of LFTP, quarterly budget review and monthly budget performance reports</p>		<p>Annual review of the Long Term Financial Plan was completed and Council adopted the Budget and the next iteration of the Long Term Financial Plan in June 2024. The Executive Leadership Team undertakes quarterly and monthly budget performance reviews on an ongoing basis and quarterly reports are presented to the Council</p>
	<p>Implement the Workforce Plan 2022–2026</p>	<p>Continue to implement priority actions in the Workforce Plan such as diverse workforce, tenure, wellbeing and age profile</p>		<p>Recruitment Policy, Bullying and Harassment, Gender Based and Sexual Harassment Policy and Parental Leave Guidelines were prepared/updated. Annual Training Plan was completed. Key staff training delivered include Training for People Leaders, Disability Confidence for Managers, and Customer Experience training. Mental Health First Aid Officer program was implemented. Council’s trainee and apprenticeship program is in place and ongoing across multiple work areas including Open Spaces, Horticulture, Children’s Services and Customer Experience</p>

3.3 continued...

OUR STRATEGIES	FOUR YEAR ACTIONS	ANNUAL ACTIVITY	STATUS	PROGRESS COMMENTS
<p><b>3.3.2. Deliver long-term financial, environmental and economic programs that improve financial and environment sustainability</b></p> 	<p>Embed financial and environment sustainability across the organisation</p>	<p>Build organisational financial capability through financial frameworks, structured financial reviews, trainings, and cost benefit analyses</p>		<p>Phase 1 of the Financial Sustainability Review project was completed with a review of current capacity and identified areas for improvement. Executive Managers attended Finance for Non-Financial Managers training in May and June 2024</p>
		<p>Embed Sustainability into Council's policies, processes and values</p>		<p>Sustainability metrics were incorporated into major projects, delivering the new Sustainable Procurement Policy and Procedures</p>
	<p>Implement the Contract Management Policy and Guidelines to optimise value for money and deliver quality services to the community</p>	<p>Implement NSW Audit Office recommendations to improve procurement practices, including roll-out of the contract management framework and policy</p>		<p>The Executive Leadership Team endorsed Contract Management Framework and Policy was rolled out. Ongoing training and support systems are in place to support implementation</p>
	<p>Embed sustainable procurement into our activities consistent with Council's sustainability commitments</p>	<p>Embed the circular economy principles in our sourcing activities consistent with Council's sustainability commitments</p>		<p>The circular economy principles were incorporated into the Procurement Policy and Procedure adopted by the Executive Leadership Team</p>
<p><b>3.3.3. Deliver and review services to increase value for money</b></p> 	<p>Develop and implement a Service Review Framework to deliver efficient, effective and customer focused services</p>	<p>Undertake priority service reviews in line with the approved service review program</p>		<p>A panel of service review providers was established in Q4. Two service reviews were initiated in 2023-24 - Financial Sustainability Service Review and Lifeguards. Phase 1 of the Financial Sustainability review to assess current capacity and determine future improvement areas was completed. Phase 2 will be completed in Q2 2024-25. The Lifeguard Service Review is underway. Technical review is 50% complete, with community consultation due to commence in August 2024</p>



# 3.4

Govern Waverley Council well, and build culture, capability, capacity, systems and processes to deliver services to the community

OUR STRATEGIES	FOUR YEAR ACTIONS	ANNUAL ACTIVITY	STATUS	PROGRESS COMMENTS
<p><b>3.4.1. Promote an organisational environment that encourages professionalism, sustainability, integrity and ethical conduct</b></p>	<p>Prepare and implement the Governance Framework</p>	<p>Review Internal Reporting Policy in alignment with the Public Interest Disclosures (PID) Act 2013 and train relevant PID officers</p>	●	<p>The Public Interest Disclosures Policy was rolled out as part of a broader awareness campaign encouraging staff to report serious wrongdoing.</p> <p>Managers and disclosure officers received training on their obligations under the policy.</p> <p>An improved online reporting form for serious wrongdoing was also implemented</p>
		<p>Review policy register and streamline policy management process</p>	●	<p>The policy register review was completed. A new policy management process has been drafted for review and implementation next financial year</p>
		<p>Facilitate and promote professional development for Councillors</p>	●	<p>Seven Councillors undertook professional development in the financial year, including:</p> <ul style="list-style-type: none"> <li>• Company director courses and membership of the Australian Institute of Company Directors</li> <li>• Executive Certificate for Elected Members</li> <li>• Understanding Local Government Finances for Councillors</li> <li>• Attendance at events such as International Women’s Day, Premier’s Community Harmony Dinner and Bondi and Districts Chamber of Commerce</li> </ul>
		<p>Promote good financial governance, internal control and risk mitigation practices</p>	<p>Review and update financial policies, systems, procedures and business processes to improve financial compliance and risk mitigation</p>	●




# 3.4

Govern Waverley Council well, and build culture, capability, capacity, systems and processes to deliver services to the community





OUR STRATEGIES	FOUR YEAR ACTIONS	ANNUAL ACTIVITY	STATUS	PROGRESS COMMENTS
<p><b>3.4.1. Promote an organisational environment that encourages professionalism, sustainability, integrity and ethical conduct</b></p>	<p>Implement an enterprise risk management framework</p>	<p>Conduct a business continuity exercise based on a major disruption of operations at one of Council's sites to identify and make refinements to business continuity plans</p>		<p>Cyber Incident Response Plan, Business Continuity Plan and Sudden Incident Management Response Plan were reviewed</p>
		<p>Conduct an internal audit program for high risk operational activities</p>		<p>Revised internal audit program was endorsed and high risk operational activities were prioritised</p>
		<p>Review Council's Strategic Risk Management Plan</p>		<p>Council's key strategic and operational risks and their treatments were reviewed and presented to the Audit, Risk and Improvement committee</p>

3.4 continued...


OUR STRATEGIES	FOUR YEAR ACTIONS	ANNUAL ACTIVITY	STATUS	PROGRESS COMMENTS
<p><b>3.4.2. Uphold a commitment to accountable and transparent decision making</b></p> 	<p>Prepare and implement the Governance Framework</p>	<p>Implement priority actions, including developing the Fraud and Corruption Control Plan 2023–24</p>	●	<p>All actions from the Fraud and Corruption Plan 2023-24 were implemented, with a new plan scheduled to be adopted in the next financial year</p>
		<p>Continue to implement the Governance Framework</p>	●	<p>A number of actions in the Governance Framework were completed, including:</p> <ul style="list-style-type: none"> <li>• Implementation of the Legislative Compliance Framework</li> <li>• Roll-out of Council’s new organisational values</li> <li>• Review of Council’s strategic risks</li> <li>• Improved reporting on significant complaints, investigations and referrals and their recommendations</li> <li>• Adoption of new terms of reference for the Audit, Risk and Improvement Committee</li> <li>• Adoption of a new Internal Audit Charter</li> </ul>
		<p>Promote and inform community on key decisions affecting community through different communication channels</p>	●	<p>Council decisions are promoted through Council’s social media channels and the Precinct system. Council and Council Committee meetings are live streamed to keep the community up to date on Council’s decision making real time.</p> <p>A table of Council resolutions is now published on Council’s website to better inform the public of Council’s decisions.</p> <p>Members of the public can address Council by video conference, enabling greater participation in Council decision-making. This process will be formalised in the required review of the Code of Meeting Practice within 12 months of the local government election</p>
		<p>Meet legislative requirements for financial reporting</p>	<p>Prepare all financial reports required by legislation or requested by government departments and agencies</p>	●



3.4 continued...

OUR STRATEGIES	FOUR YEAR ACTIONS	ANNUAL ACTIVITY	STATUS	PROGRESS COMMENTS
<p><b>3.4.3. Promote a safe and healthy workplace that rewards a culture of high performance</b></p> 	<p>Develop and implement a Total Rewards Framework</p>	<p>Source and implement Performance Management system</p>		<p>A new performance management framework has been introduced for all senior leadership roles across Council. The Business Scorecard based on the Australian Business Excellence framework has been rolled out for all senior leaders in 2023. A focus for 2024-25 will be further roll out to Managers. A key component of this is the establishment of consistent operational and financial performance related key performance indicators and targets to measure organisational performance</p>
		<p>Continue to build on the Leadership Development Program for senior leaders and introduce Future Leaders program for front line leaders</p>		<p>Twenty-three participants completed the Future Leaders Program in October 2023 and New Future Leadership cohort comprising of 15 employees across Council commenced the program in May 2024. All senior leaders including Directors and Executive Managers participated in a senior leadership program in 2023-24</p>
		<p>Review and revise health &amp; safety wellbeing programs and activities to ensure fit for purpose</p>		<p>A range of health and safety programs were implemented including audiometric testing to protect employees' hearing health, especially in high-noise environments. Reinforced drug and alcohol policies promoted safety and responsibility. Skin checks were offered for early detection of skin cancer, highlighting our commitment to preventive care. Yoga sessions continued to enhance physical fitness and mental wellbeing. The Uprise EAP was expanded to offer comprehensive support services, promoting mental health and providing resources for personal and professional challenges</p>

3.4 continued...

OUR STRATEGIES	FOUR YEAR ACTIONS	ANNUAL ACTIVITY	STATUS	PROGRESS COMMENTS
<p><b>3.4.4. Continue to build capacity and capability of our people and Council to deliver services to our Community</b></p> 	<p>Implement the Capability Framework</p>	<p>Review and revise position descriptions and integrate Capability Framework</p>		<p>More than 100 position descriptions were reviewed and updated. Review of C-K role categories were reviewed and changes were implemented</p>
		<p>Implement priority systems identified under the ICT Modernisation Program</p>		<p>Priority systems were reviewed and action plan was implemented. Phase 1 (Migration to cloud) of Finance system upgrade was completed. Saas uplift/upgrade was successfully completed</p>
		<p>Review Council's information security and undertake gap analysis in line with Mandatory25</p>		<p>An Information Management Program has been developed and initiated to uplift privacy and information management practices. The Program focuses on introducing key policy documents and aligning our business processes with best practice. Gap analysis of mandatory25 was undertaken and action plan to address gaps was implemented</p>
		<p>Deliver business and spatial intelligence projects for better planning and decision making</p>		<p>Data exchange project to enhance BYDA (Before You Dig Australia) service was completed</p>









## 3.5 The local economy is resilient and thriving, providing a diverse offering of services and opportunities for employment (including economic contribution of visitors)






OUR STRATEGIES	FOUR YEAR ACTIONS	ANNUAL ACTIVITY	STATUS	PROGRESS COMMENTS
<p><b>3.5.1. Improve Waverley’s post COVID-19 economic resilience through innovation</b></p>	<p>Prepare and implement an innovation roadmap</p>	<p>Deliver priority actions from Innovation Roadmap themes such as Innovation forum and business workshops</p>		<p>Becoming Cybersmart for Small Business workshop was delivered in October 2023 in alignment with the small business month. The workshop was open to all business sectors looking to improve business cybersecurity. There were 30 attendees.</p>
<p><b>3.5.2. Position Waverley as a future business destination and promote local businesses</b></p>	<p>Deliver businesses services and activation activities across Waverley</p>	<p>Continue delivering business awards to recognise excellence</p>		<p>Bondi Innovation Forum including the annual Shark Tank event in partnership with the Bondi Chamber of Commerce was delivered in May 2024. 320 people attended</p>
<p><b>3.5.3. Support and enhance the visitor economy</b></p>	<p>Implement the Waverley Sustainable Visitation Strategy 2019–2024</p>	<p>Create and promote virtual place based offerings and information for visitors</p>		<p>Seven priority actions including four walks were delivered. The walks include Coastal Nature Walk, First Nations, Public Art and Waverley Cemetery. Work is in progress to deliver 11 actions</p>



## 3.6 Waverley is a smart, safe and connected city of the future that fosters innovation

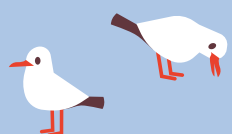
OUR STRATEGIES	FOUR YEAR ACTIONS	ANNUAL ACTIVITY	STATUS	PROGRESS COMMENTS
<p><b>3.6.1. Improve and increase the quality and quantity of data shared in the local business community</b></p> 	<p>Research, analyse and promote a range of data and trends that monitor the local economy</p>	<p>Release relevant business data sources to inform decision making through the business resource centre (e.g. ED Newsletter, biannual Occupancy Audit)</p>		<p>Occupancy Audit Report was completed in March 2024</p>
<p><b>3.6.2. Facilitate and grow innovative spaces for business incubation and knowledge transfer</b></p> 	<p>Position business incubator as an innovative hub for local community</p>	<p>Host a business pitching event centred on innovation</p>		<p>Bondi Innovation Forum including the annual Shark Tank event in partnership with the Bondi Chamber of Commerce was delivered in May 2024. 320 people attended</p>
<p><b>3.6.3. Enhance communication and engagement channels to improve service delivery</b></p> 	<p>Maximise the use of existing engagement tools such as Have Your Say</p>	<p>Explore and implement website improvements to improve accessibility, presence and ease of subscription to Have your Say newsletters</p>		<p>The Customer Experience Transformation Project addresses the content on the Council website. This project ensures Council service information is made accessible, relevant and easy to navigate and understand. Council focused on increasing transparency of Have Your Say projects by making engagements readily available on social channels, Council’s main newsletter and several Council managed websites. Council also distributed Waverley News magazines to each household across the LGA, three times a year, which additionally highlights how community members can provide feedback on major works and open consultations.</p>

3.6 continued...

OUR STRATEGIES	FOUR YEAR ACTIONS	ANNUAL ACTIVITY	STATUS	PROGRESS COMMENTS
<p><b>3.6.4. Deliver and facilitate access to emerging technologies and library collections in fit for purpose digital and physical spaces</b></p> 	<p>Implement Local Studies Digitisation Strategy</p>	<p>Populate Local Studies online platform to provide community access to digitised local history resources</p>		<p>The Local Studies online archive containing a large collection of digitised images and documents was launched for public access in September 2023</p>
	<p>Prepare and implement the Waverley Library Strategy</p>	<p>Improve and refurbish physical spaces in the Library in alignment with the Waverley Library Strategy</p>		<p>Improvement of the physical environment of the Library continued. More comfortable seating spaces were created in the adult library and flexible shelving was introduced to better showcase Adult Fiction. New furniture was purchased for the foyer and lighting was upgraded to create a more subdued and pleasant study environment</p>
		<p>Update the Library Collection Development Plan to ensure collection is current and relevant to the community</p>		<p>The Library Collection Development Plan was reviewed and updated. The physical library collection was assessed and a weeding schedule introduced to maintain a fresh and relevant collection. New collections were introduced including console games, multicultural magazines and Junior and Young Adult magazines. The eBook and magazine collections were also increased due to growing popularity</p>
		<p>Develop a library membership plan to increase membership and engagement</p>		<p>A Library Membership Plan was developed to promote Library services and increase engagement. Membership grew by 12% during the 2023-24 period to a total of 23,512 active members resulting in increased visitation (30% increase) and loans (11% increase)</p>

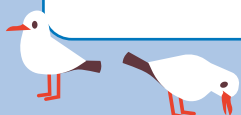
# Outcome measures

MEASURES	BASELINE	TARGET 2024	ACTUAL 2024
Customer complaints management	80% complaints closed within SLA (2022)	86% complaints closed within SLA	80% complaints closed within SLA
Number of community engagement channels to reach diverse segments of community	5 (2022)	7	9
Contact Centre- Average call handling time	3 mins 49 sec (2022 Annual average result)	<3 min 30 sec (80%)	3 mins 40 sec Ave
Front Counter- Average wait time	5 min 15 sec (2022 Annual average result)	<5 mins (80%)	<5 mins = 88%
Front Counter- Average service time	7 mins 43 sec (2022 Annual average result)	<7 mins 30 sec (80%)	7 mins 53 sec average
Contact Centre- First Call Resolution	Transfer rate (<15%)	Transfer rate (<10%)	7% transfer rate
Library membership	27% of population (June 2022)	35% of population	34% of population
Library visitation	177,551 visits (2022)	250,000 visits	443,000 visits
Library circulation	245,075 loans (2022)	300,000 loans	385,000 loans
Precinct satisfaction against 2021 baseline	73% (2021)	+/-5% variance against baseline (based on sample variation)	88%
Number of service reviews undertaken	0 (2022)	2	2 in progress
Enterprise risks outside of risk appetite against 2022-23 baseline	57 out of 142 risks (2022-23)	Below baseline	52 out of 142 risks (2023-24)
Number of front line leaders participating in Future Leaders Program	20 Front Line leaders(2022)	23	23
Number of staff safety and well-being initiatives	15 (2022)	Maintain or Increase	20
No of approved FTE positions	717.17 (2023)	Maintain	734.68
Vacancy Rate (FTE)	14.90% (2023)	Reduce	17%
Compliance with NSW Audit Office procurement recommendations	65% (2021)	90%	100%



Outcome measures continued...

MEASURES	BASELINE	TARGET 2024	ACTUAL 2024
Maintenance or improvement in financial benchmarks			NA
Operating Performance Ratio	-2.58% (2022)	0%	0.31
Own Source Operating Revenue Ratio	78.25 (2022)	>60%	86.77
Unrestricted current ratio	5.42x (2022)	1.50x	4.11
Debt Service Ratio	20.30x (2022)	2.00x	32.74
Rates and Annual Charges Outstanding Ratio	4.75% (2022)	4.24	6.31
Cash Expense Cover Ratio	8.89 months (2022)	> 3 months	8.35
Percentage return on financial investment	- 0.55% (2022)	> AusBond Bank Bill Index	5.35%
Number of Code of Conduct complaints received about Councillors	2 (2022)	2	4
Complaints upheld regarding fraud or corruption by Council staff	0 (2022)	0	0
Number of public interest disclosures received	1 (2022)	0	0
Number of formal GIPA applications received versus number of times access to information granted (in full or in part)	91% in full/in part (2022)	90%	90%
Number of informal GIPA applications received versus number of times access to information granted (in full or in part)	98% in full/in part (2022)	90%	88%
Commercial Centre Occupancy Audit	Combined Occupancy rate of 91.7%	Maintain or improve on baseline	92.4%
No of business events or attendance	2 events, more than 250 in attendance(2022)	Maintain a minimum of 2 events and more than 250 local businesses	3 events, 450+ people
Click rate of opened business communications	More than 10 communications with average of 40.5% openings (2022)	Maintain an average of 38% opening across all communications	46.09% (Average of 20 Communications)
Spending in LGA	12 month spend \$2.718 billion (2022-23)	12 month spend to maintain/increase	12 month spend \$2.696 billion (2023-24)
Number of registered businesses	39,408 businesses (2023)	Support for more than 35,000+ businesses	38,710
Occupancy rate at retail spaces	Occupancy across the LGA was an average of 93.15% (2023)	Maintain an average occupancy across LGA commercial centres above 90%	92.4%





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