

Waverley Council Annual Report

2023-2024

waverley.nsw.gov.au



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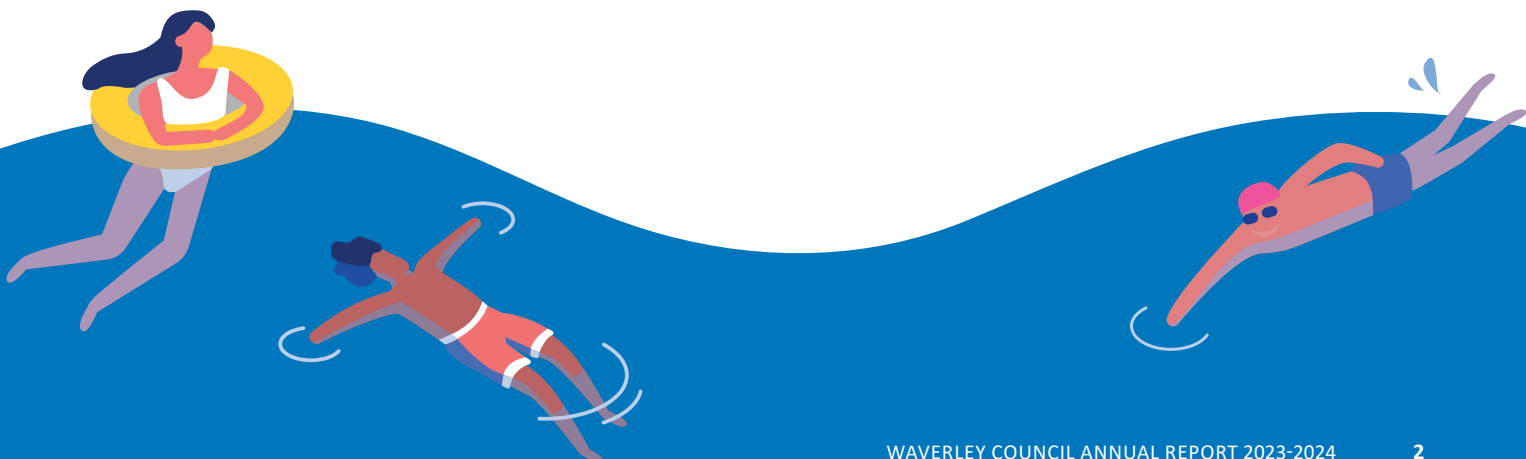
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Acknowledgement and our Reconciliation Vision

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.

Preface

Purpose of this Annual Report

This Annual Report documents Council’s performance during the 2023–24 financial year in relation to the principal activities detailed in the Delivery Program 2022–26 and Operational Plan 2023–24.

The Annual Report is made up of four parts:

<p>PART 01</p> <p>Is an overview of Council</p>	<p>PART 02</p> <p>Provides details of Council’s performance against the Delivery Program 2022–26</p>	<p>PART 03</p> <p>Provides additional reporting information required by legislation</p>	<p>PART 04</p> <p>Contains Council’s audited financial statements</p>	<p>PART 05</p> <p>Contains State of our City Report</p>
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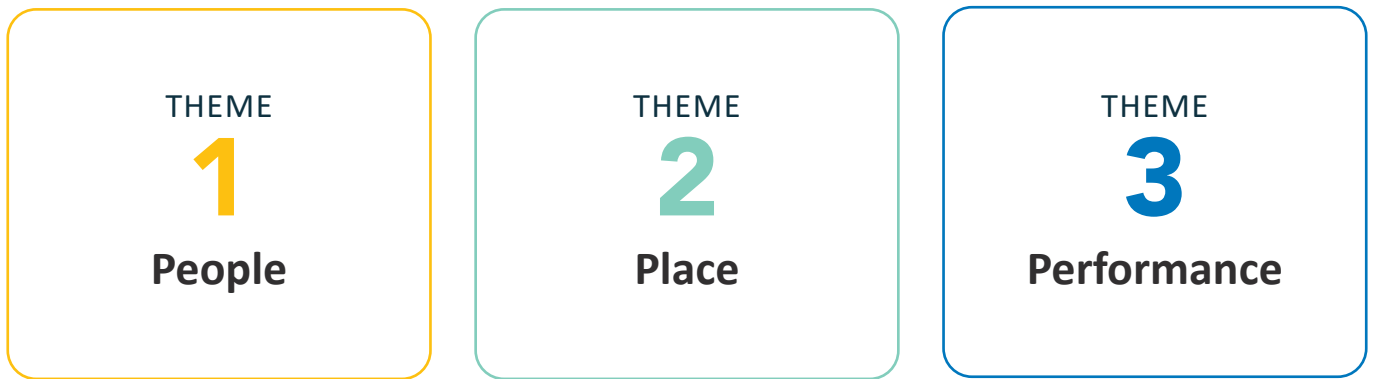
The first three parts are published in one volume. Part four and five are published separately.

This report is prepared in accordance with Section 428 of the *Local Government Act 1993* and the Office of Local Government Integrated Planning and Reporting Guidelines for Local Government in NSW.



Our Performance Snapshot

The Waverley Community Strategic Plan 2022–2032 is built around three themes.



The Delivery Program and Operational Plan are structured around these themes. Sitting beneath the themes are the strategies Council will implement to move in the direction set out in Waverley Community Strategic Plan 2022–2032 and Council’s reporting tracks progress in delivering these. Below is a summary of overall progress in implementing the actions in the Operational Plan 2023–24.

Of the total 158 actions in the Operational Plan 2023–24, 93% (147) of the actions in the Operational Plan were completed, 7% (11) are in progress.

Summary of progress

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

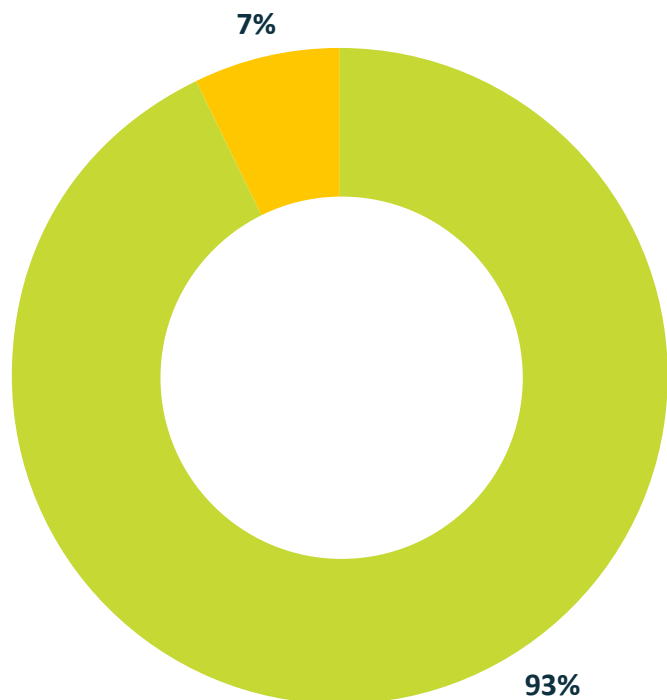


Table 1. Summary of Operational Plan Implementation Progress

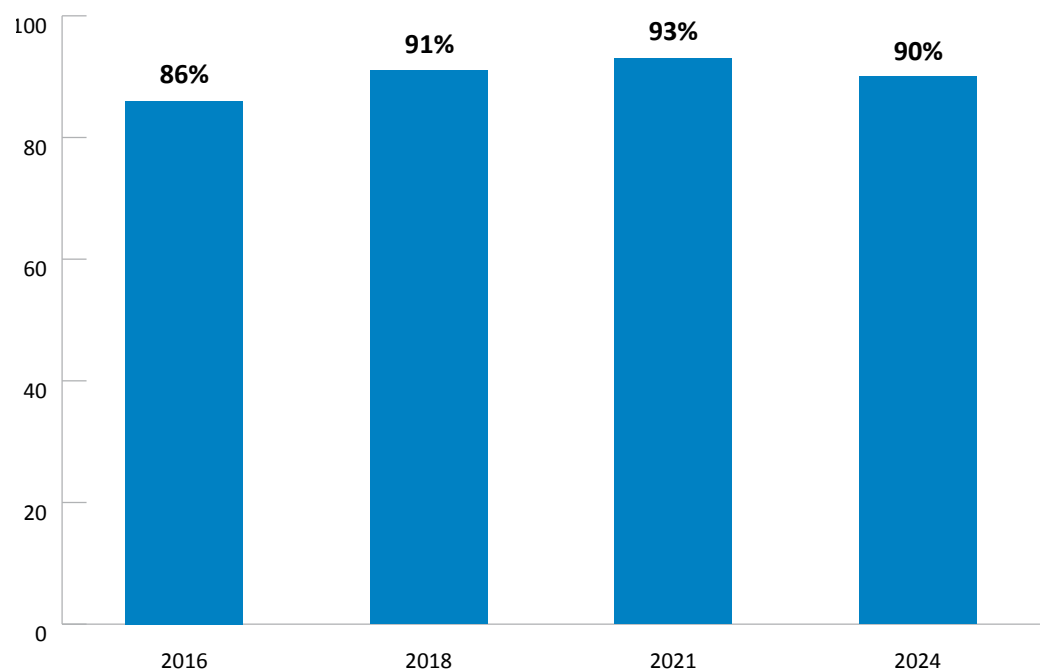
THEMES	COMPLETED	IN PROGRESS	IN PROGRESS – IMPACTED BY UNFORESEEN CONDITIONS	DELAYED	DELAYED – IMPACTED BY UNFORESEEN CONDITIONS
Total	93%	7%	0%	0%	0%
People	100%	0%	0%	0%	0%
Place	88%	12%	0%	0%	0%
Performance	93%	7%	0%	0%	0%

Community Survey 2024

In 2024, Council engaged Micromex Research to undertake a community survey to measure community satisfaction with services offered by Council.

90% of residents are at least somewhat satisfied with the performance of Council in the last 12 months, which is on par with 2021 and Micromex Metro Benchmark.

Overall Community Satisfaction with Council's Performance



A Message from our Mayor

As the newly elected Mayor of Waverley Council, it has been the ideal moment to reflect upon and appreciate the achievements of the 2023–24 financial year. Throughout this report our community and residents will see their aspirations reflected by the accomplishments of Council in delivering a vibrant, cohesive and sustainable Council now and into the future.



Our Annual Report includes the financial results for the past financial year. It documents how Council has managed its resources to deliver programs, projects and services for residents. As part of this upcoming term of Council, I look forward to further strengthening Council's financial position to provide a strong foundation to deliver core essential services now and into the future.

In a move to bring more vibrancy to Oxford Street Mall at night, Waverley Council voted to extend business opening hours until 3am. Building on this, there is more to do to make Bondi Junction a vibrant precinct and hub of the Eastern Suburbs.

We are also pleased with the continuing capital works program which progressed public spaces and facilities such as the opening of Waverley Park Playground, the progression of the Boot Factory and the Mill Hill Community Centre, and upgrade projects such as Diamond Bay Clifftop Walkway, Curlewis Street, and the commencement of Charing Cross Street Upgrade.

Our commitment to work with our community to reach net zero carbon emissions by 2035 has continued with the roll out of over 250 additional public electric vehicle chargers across Waverley, Randwick and Woollahra local government areas.

Council greenhouse gas emissions continued to decrease. To further accelerate this, Council entered into a contract to purchase 100% renewable electricity to power all Council buildings and facilities. Council continues to remove gas appliances including the removal of gas water heating in Council owned assets.

In November 2023, Council launched three new engagement projects aimed at gathering information to address housing and housing affordability concerns across the local government area (LGA). Council updated its Affordable Housing Tenancy Policy to improve access to Council's affordable housing program for a wide range of households including single parent families, and essential workers on low incomes. Council has operated the Waverley Affordable Housing Program since 2000 and currently provides 24 apartments as part of the program.

The Westfield tragedy was a horrific shock to the nation and our community. Council's response was immediate as we sought to bring the community together with support to those in grief and mourning. Council provided essential community information and coordinated service responses to our residents and the broader community. We will never forget those who tragically lost their lives and will honour their memories

A Message from our Mayor continued

Council provided vital community support following the attack on Israel on 7 October 2023 including financial and in-kind support to organisations supporting the local community. Council continues to promote and celebrate Jewish culture and our local Jewish community.

Council contributes to a vibrant community life with many activities and programs at our community venues and library, as well as a world class arts and culture program. We are proud to partner with many organisations such as Sculpture by the Sea and Head On Photo Festival which have become iconic in Sydney's cultural landscape.

I invite you to reflect on what has been delivered for the community in the past twelve months, and the foundational legacy we are building for our future generations.

**William Nemesh,
Mayor of Waverley**



A Message from our General Manager

I am pleased to present Waverley Council's 2023–24 Annual Report, a key document in our Integrated Planning and Reporting Framework.

This report provides a high-level summary of the significant achievements delivered in the reporting period by our staff, community partners, contractors, and community volunteers. It documents the progress we have made with the activities identified in our Community Strategic Plan through which we determine priorities based on consultation with the community.

The efficient running of any Council relies on sound financial and asset management, effective community engagement and efficient service delivery to residents. I am pleased that in Waverley Council's 2024 Community Satisfaction Research, 90% of those surveyed were satisfied with the performance of the Council in delivering services and facilities which is an outstanding result. It is with great pleasure that I can report Council's success in these areas over the past few years.

Once again, this financial year we have balanced the delivery of works and services our community expects through prudent fiscal management and our dedicated leadership team. In the 2023/24 financial year, Waverley Council invested over \$47.5 million on road renewals, kerbs and guttering, footpaths, stormwater drains, a cycleway upgrade and bike parking, traffic infrastructure and more. Our total income for 2023–24 financial year was \$172.3 million, against total expenses of \$159.6 million giving a net operating result of \$12.6 million.

We have helped make Waverley an even better place to live, work and visit, through our continued program of capital works delivered by Council including the opening of Waverley Park Playground, the Boot Factory and the Mill Hill Community Centre, improving the Diamond Bay Clifftop Walkway and the upgrade to Curlewis Street, just to name a few.

In December 2023, Council adopted the Urban Greening and Cooling Strategy, outlining 26 targeted actions to increase canopy, shrubs, and greenspace in Waverley to 35% by 2032, including the planting 500 street trees and 40 park trees each year. This will increase greening to over one third of Waverley and enhance our climate resilience, sustain our local biodiversity, and support healthy, liveable neighbourhoods.

Our Community and Small Grants Program delivered \$407,890 to community groups and individuals across a range of sectors including Arts and Culture, Community, Environment and Creative Streets. We delivered community and cultural programs across our various venues, including Global Table, Waverley Youth Art Prize, World Ocean Day Concert and the Mark and Evette Moran Nib Literary Award.

I would like to thank the members of our eight advisory committees who tackle broad local issues and provide a forum for discussion among council representatives, local agencies and community members, and also convey my deepest gratitude to our Waverley volunteers for their unwavering dedication and selfless service to our community. I hope this report gives you a good understanding of the robust operations and community focused strategies in place to ensure that Waverley is in the best possible position for the future.

Emily Scott,
General Manager of Waverley Council



Part 1

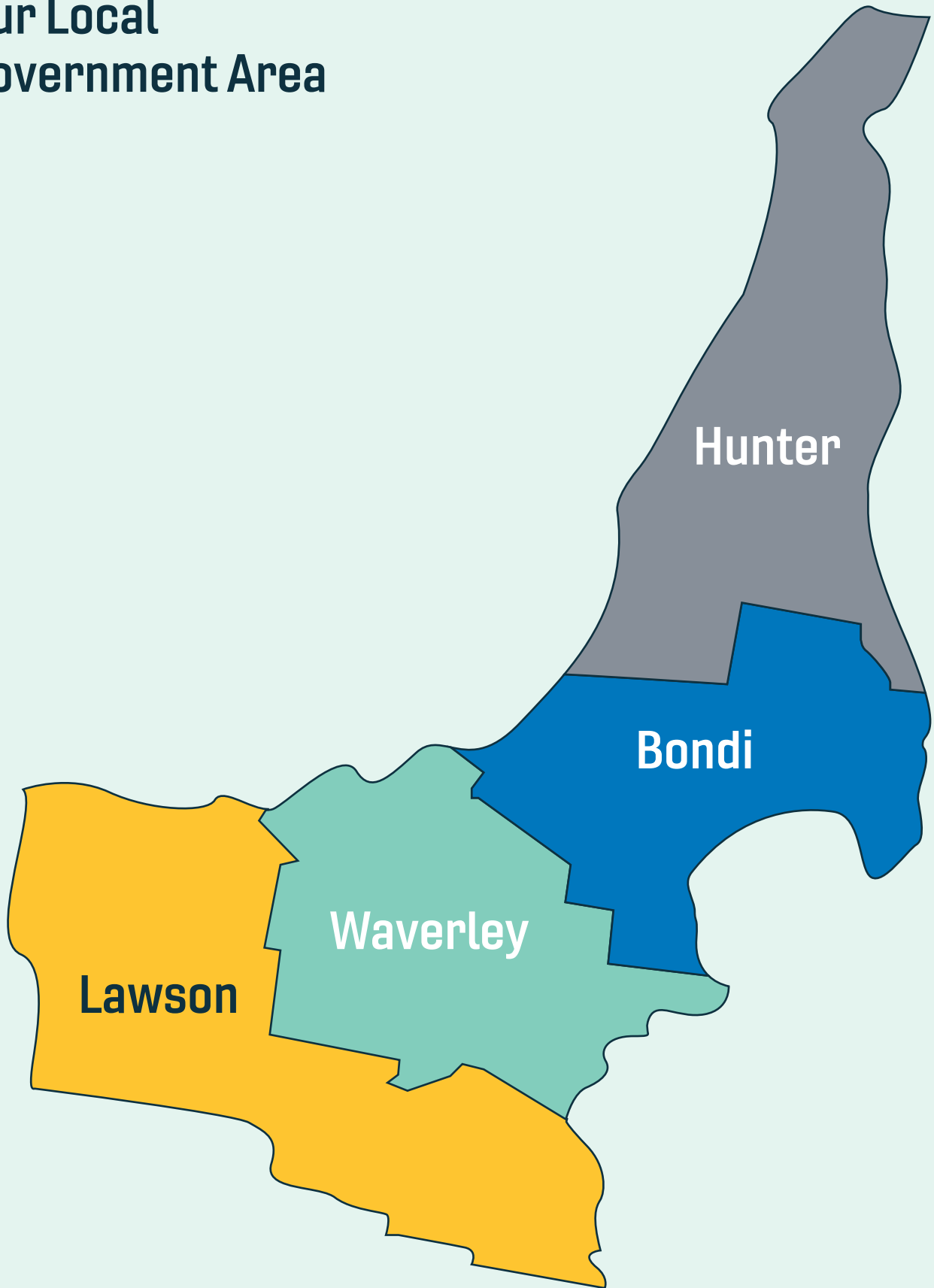
Waverley Council Overview

An aerial photograph of Waverley, Australia, showing a vibrant coastal scene. On the left, the turquoise ocean meets a rocky shore with a sandy beach. The middle ground features a paved walkway along the coast, bordered by lush greenery. To the right, a dense residential area with various houses and buildings is visible under a clear blue sky.

Our Community Vision

Waverley is a vibrant and resilient community. We take care of each other, our natural environment and local places. Our community is empowered to collaborate for a sustainable and connected Waverley for future generations.

Our Local Government Area



GETTING TO KNOW

Waverley

OUR LOCAL GOVERNMENT AREA

9.2km²

SUBURBS

Bondi Beach	North Bondi	Queens Park	Vaucluse
Bondi Junction	Bronte	Rose Bay	Waverley
	Dover Heights	Tamarama	

ATTRACTIONS

Bondi	Bronte House	Bondi Junction	Bronte Gully and Dudley Page Reserve
Bronte and Tamarama Beaches	Waverley Cemetery	Margaret Whitlam Recreation Centre	
Bondi Pavilion	The Coastal Walk		



31,775²

DWELLINGS



38,710³

REGISTERED BUSINESSES

POPULATION

68,605⁴

TOTAL POPULATION

BY 2031

80,100²

PROJECTED POPULATION



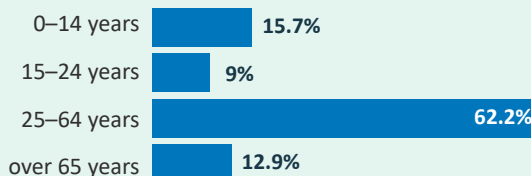
7,420⁶ persons per hectare

POPULATION DENSITY

35.5⁷
YEARS
MEDIAN AGE



RESIDENT AGES BY %



279⁹

ABORIGINAL AND TORRES STRAIT ISLANDER PEOPLE



28,307¹⁰

OVERSEAS BORN RESIDENTS



11,009¹¹

JEWISH COMMUNITY
Our Jewish residents make up 16% of our total population

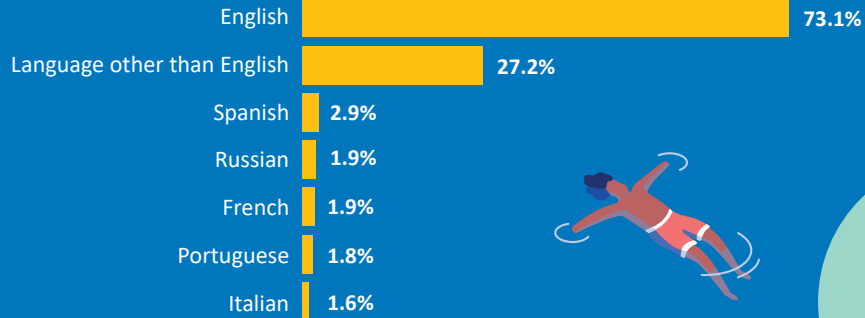
Sources: 1,2, 4, 6, 7, 8, 9, 10, 11 ABS Census 2021; 3 Australian Business Registry Data; 5 Department of Planning and Environment

GETTING TO KNOW

Waverley

LANGUAGES WE SPEAK AT HOME

LANGUAGES SPOKEN BY %



78.4%¹³
PROPERTIES CONNECTED TO THE INTERNET

EDUCATION

17¹⁴

SCHOOLS

including primary and secondary schools



73%¹⁵

of our residents aged over 15 years have completed year 12 schooling or equivalent



44.5%¹⁶

of our residents aged over 15 years have a Bachelor or higher degree, compared to 24.1% for Greater Sydney



20%¹⁷

of young people aged 15–24 years attended an educational institution, including high school and/or a higher education facility, such as TAFE or university

HOUSING

2.3¹⁸
PEOPLE

AVERAGE HOUSEHOLD SIZE



49%¹⁹

RENTING HOUSEHOLDS

\$670²⁰

MEDIAN WEEKLY RENT

29.9%²¹

SINGLE PERSON HOUSEHOLDS

ECONOMY



\$5.07 BILLION²²
GROSS REGIONAL PRODUCT



OVER **29,459**²³
JOBS IN WAVERLEY

HIGH EMPLOYMENT SECTORS

Retail trade

Professional

Healthcare and Social Assistance

Accommodation and Food

Scientific and Technical Services

Services and Education and Training



OVER **\$2,854** per ²⁴ week
MEDIAN TOTAL INCOME



Sources: 18, 19, 20, 21, 24 ABS Census 2021; 13 ABS Census 2016; 15, 16, 17, 22, 23 Id Profile; 14 Department of Education, The Association of Independent Schools of NSW and Council data

Our Mayor and Councillors

Waverley Council is made up of four wards – Bondi, Lawson, Waverley and Hunter – each electing three councillors.

Twelve Councillors were elected by residents and ratepayers for a three-year term on 4 December 2021.

The position of Mayor is elected by Councillors for a two-year period, and Deputy Mayor for a 12-month period. Councillor Paula Masselos was the Mayor during the reporting period.

The responsibilities of Councillors are defined in the Local Government Act 1993 and include:

- Playing a key role in the creation and review of the Council's resources for the benefit of the area
- Reviewing performance, delivery of service, management plans and revenue policies of the Council
- Representing the interests of residents and ratepayers
- Providing leadership and guidance to the community
- Facilitating communication between the community and the Council.

Council meetings and decision making

Ordinary Council meetings are held on the third Tuesday of the month. Extraordinary Council meetings are called at short notice from time to time to address particular issues. The two Council Committees are the Operations and Community Services Committee and the Strategic Planning and Development Committee, which are held on the first Tuesday of the month.

Residents are welcome to attend and speak at these meetings. The meetings are also live streamed. Agendas and minutes are available on Council's website.

Advisory Committees

Council convenes and/or supports the following advisory and consultative committees:

- Access and Inclusion Advisory Panel.
- Arts, Culture and Creativity Advisory Committee
- Audit, Risk and Improvement Committee.
- Cycling Advisory Committee.
- Housing Advisory Committee.
- Multicultural Advisory Committee.
- Reconciliation Action Plan Advisory Committee.
- Surf Life Saving Club Committee.
- Sustainability Advisory Expert Panel.
- Waverley Business Forum.



Bondi Ward (Until 14 September 2024)



Dominic Wy Kanak
Greens

REPRESENTED COUNCIL ON:

Finance, Operations and
Community Services
Committee

Strategic Planning and
Development Committee
(Deputy Chair)

Traffic Committee

Access and Inclusion
Advisory Panel

Multicultural Advisory
Committee (Deputy Chair)

Reconciliation Action Plan
Advisory Committee
(Deputy Chair)



Leon Goltsman
Liberal Party of Australia

REPRESENTED COUNCIL ON:

Finance, Operations and
Community Services
Committee

Strategic Planning and
Development Committee

Cycling Advisory Committee

Multicultural Advisory
Committee

Reconciliation Action Plan
Advisory Committee

Surf Life Saving Club
Committee



Michelle Gray
Australian Labor Party

REPRESENTED COUNCIL ON:

Finance, Operations and
Community Services
Committee

Strategic Planning and
Development Committee

Access and Inclusion
Advisory Panel

Reconciliation Action Plan
Advisory Committee

Hunter Ward (Until 14 September 2024)



Sally Betts

Liberal Party of Australia

REPRESENTED COUNCIL ON:

Finance, Operations and
Community Services
Committee

Strategic Planning and
Development Committee

Housing Advisory Committee

Audit, Risk and Improvement
Committee



Steven Lewis

Australian Labor Party

REPRESENTED COUNCIL ON:

Finance, Operations and
Community Services
Committee

Strategic Planning and
Development Committee
(Chair)

Cycling Advisory Committee
(Chair)

Housing Advisory Committee

Reconciliation Action Plan
Advisory Committee



William Nemesh

Liberal Party of Australia

REPRESENTED COUNCIL ON:

Finance, Operations and
Community Services
Committee

Strategic Planning and
Development Committee

Environmental Sustainability
Advisory Committee

Lawson Ward (Until 14 September 2024)



Angela Burrill
Liberal Party of Australia

REPRESENTED COUNCIL ON:

Finance, Operations and
Community Services
Committee

Strategic Planning and
Development Committee

Public Art Committee



Elaine Keenan
Deputy Mayor, Greens

From 10 January 2022
to 13 September 2023

REPRESENTED COUNCIL ON:

Finance, Operations and
Community Services
Committee

Strategic Planning and
Development Committee

Access and Inclusion
Advisory Panel (Chair)

Arts, Culture and Creativity
Advisory Committee
(Deputy Chair)

Cycling Advisory Committee

Sustainability Expert Advisory
Panel (Chair)

Housing Advisory Committee
(Deputy Chair)

Waverley Business Forum



Paula Masselos
Mayor, Australian Labor Party

REPRESENTED COUNCIL ON:

Finance, Operations and
Community Services
Committee

Strategic Planning and
Development Committee

Traffic Committee (Chair)

Access and Inclusion
Advisory Panel

Arts, Culture and Creativity
Advisory Committee (Chair)

Sustainability Expert Advisory
Panel (Deputy Chair)

Housing Advisory Committee
(Chair)

Multicultural Advisory
Committee (Chair)

Reconciliation Action Plan
Advisory Committee (Chair)

Surf Life Saving Club Committee

Waverley Business Forum

Waverley Ward (Until 14 September 2024)



Ludovico Fabiano
Greens

13 September 2023
to 26 October 2023

REPRESENTED COUNCIL ON:

Finance, Operations and
Community Services
Committee

Strategic Planning and
Development Committee

Traffic Committee

Access and Inclusion
Advisory Panel

Sustainability Expert
Advisory Panel

Multicultural Advisory
Committee



Tim Murray
Australian Labor Party

REPRESENTED COUNCIL ON:

Finance, Operations and
Community Services
Committee

Strategic Planning and
Development Committee

Audit, Risk and Improvement
Committee



Tony Kay
Liberal Party of Australia

REPRESENTED COUNCIL ON:

Finance, Operations and
Community Services
Committee

Strategic Planning and
Development Committee

Access and Inclusion
Advisory Panel

Arts, Culture and Creativity
Advisory Committee



Our Council vision and values

We keep our community
at the centre and we
strive for excellence

CARE
RESPECT
INTEGRITY
INNOVATION
COLLABORATION



Organisational Structure





Waverley 2032

Following each Council election, it is our responsibility to review our Community Strategic Plan (CSP). In 2021, Council started community engagement to inform the preparation of the new Waverley CSP which was adopted by Council in June 2022.

This plan sets out the Waverley community's vision for the next 10 years. The priorities our community identified guided Council in developing objectives, strategies and measures for the CSP under three themes:

THEME

1

People

Our People theme focuses on a cohesive and connected Waverley community

THEME

2

Place

Our Place theme focuses on the natural and built environment

THEME

3

Performance

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

Theme 1: People

Waverley aims to build a strong, socially connected and resilient community that can flourish no matter what issues 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.

Theme 2: Place

We facilitate architectural design excellence in building infrastructure, functional public spaces and walkable streets in Waverley. Being one of the most densely populated areas 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.

Theme 3: Performance

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.

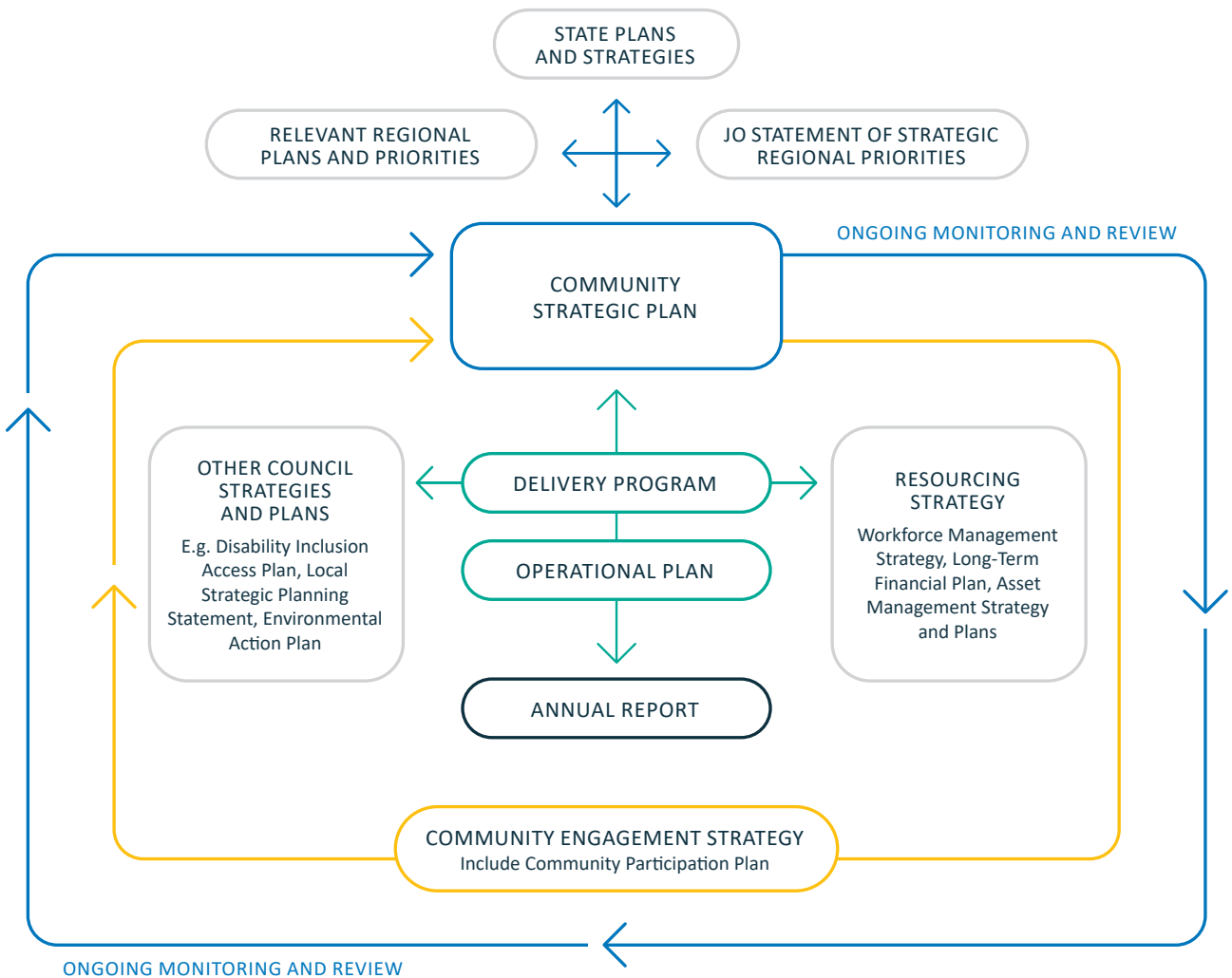


Our Planning Framework

All councils in NSW are required to conduct their business based on an Integrated Planning and Reporting framework.

The framework allows NSW councils to draw various plans together, understand how they interact and get the maximum leverage from their efforts by planning holistically and sustainably for the future. The framework ensures long-term planning for the future with a commitment to the community having a say in what happens in the area.

The framework requires Council to take a long-term approach to decision making which considers the Quadruple Bottom Line, social, economic, environmental, and civic leadership, and the Social Justice Principles of equity, access, participation, and rights. The diagram below shows the framework hierarchy:



Community Strategic Plan

Waverley 2032 (2022–2032) is Waverley’s fifth Community Strategic Plan. Waverley Together (2006–2018), the first strategic plan, was adopted in 2006 as a blueprint to guide Council and the community over a 12- year period. The second iteration, Waverley Together 2 (2010–2022), was adopted in 2010 after extensive community consultation. The third iteration, Waverley Together 3 (2013–2028), was a revision and expansion of Waverley Together 2 and was adopted in 2013. The fourth iteration Waverley Community Strategic Plan 2018–2029 was adopted in 2018.

Under the *Local Government Act 1993*, all councils in New South Wales are required to prepare a Community Strategic Plan. The Community Strategic Plan must identify the community’s main priorities and aspirations for the future. The Community Strategic Plan should be prepared and delivered in partnership with Council, state agencies, community groups and individuals. It should address a broad range of issues that are relevant to the whole community. It is the responsibility of Council to report to the community on the progress toward achieving the priorities and desired outcomes in the Community Strategic Plan regardless of Council’s influence over them. The preparation of the Community Strategic Plan is based on the Integrated Planning and Reporting framework.

Resourcing and delivering the plan

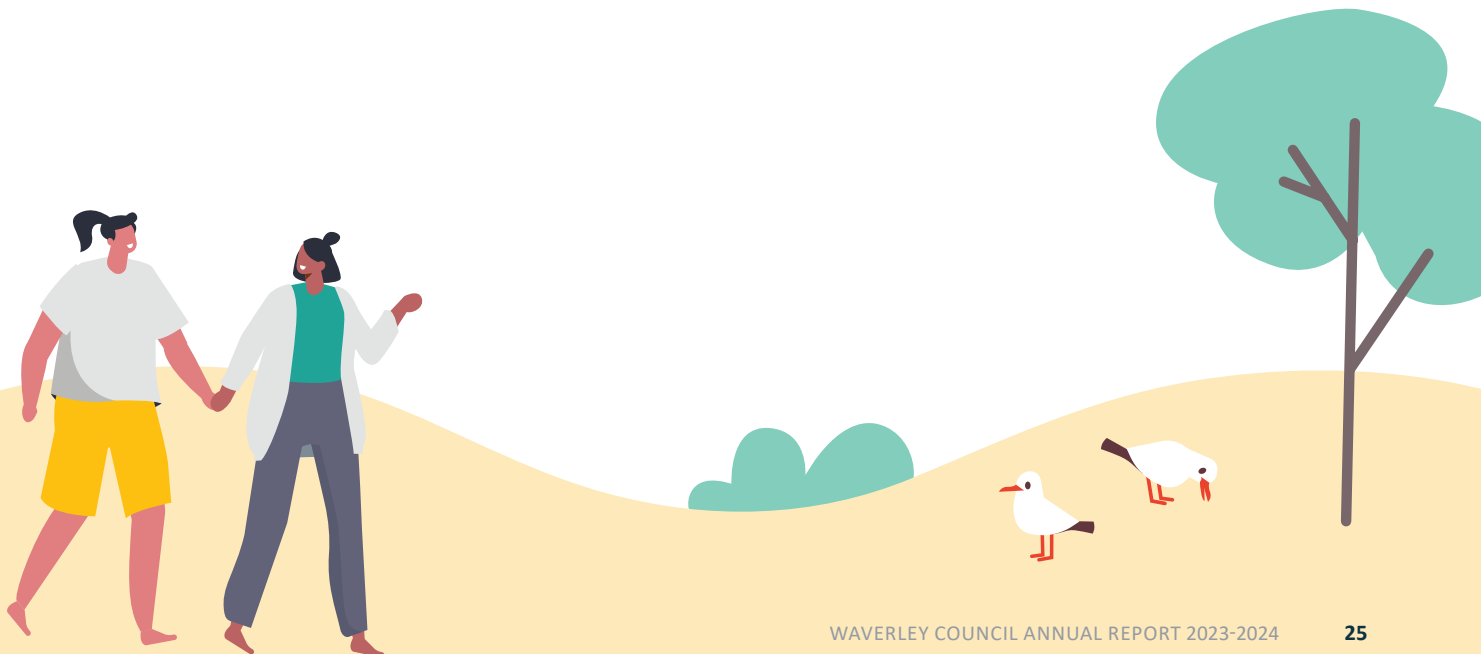
The Community Strategic Plan is the highest-level plan that identifies the community’s main priorities and aspirations for the future, and the broad strategies for achieving these. While Council has a custodial role in initiating, preparing, and maintaining the

plan on behalf of the residents of Waverley, it is not wholly responsible for its implementation. Other partners such as State and Federal Governments and community groups have a role in delivering the long-term community outcomes of this plan. Waverley Community Strategic Plan 2022–2032 has a long-term outlook and covers 10 years. It is reviewed every four years in line with the election cycle and addresses social, environmental, economic, and civic leadership matters in an integrated manner.

Waverley 2026, the Delivery Program (2022–2026) is where the community’s goals in the Community Strategic Plan are systematically translated into actions that the Council will deliver. The Delivery Program is the elected Council’s statement of commitment to the community. Priorities and activities are set to the goals and strategies in the Community Strategic Plan, and appropriate methods to measure the success of the Delivery Program are identified.

The annual Operational Plan sits under the Delivery Program. It lists all the actions that the Council will undertake and the annual operating budget to be applied during the year to achieve its strategic goals. To carry out the activities in the Delivery Program, the Resourcing Strategy sets out how time, money, assets, and people will be allocated. Council has prepared three resourcing strategies to support the delivery of the Community Strategic Plan. It consists of:

- Long-Term Financial Plan 6 (2022–2033)
- Strategic Asset Management Plan 6 (2022–2032)
- Workforce Management Plan (2022–2026).





External Bodies Exercising Waverley Council Functions

In accordance with a direction issued by the Minister for Planning on the 22 June 2018, the Waverley Development Assessment Panel was re-named the Waverley Local Planning Panel (WLPP).

The Waverley Local Planning Panel determines significant development applications (DAs) in the Waverley LGA. This includes DAs where there are more than ten objections, conflict of interest, or a variation to a development standard in the Waverley Local Environmental Plan 2012. The WLPP also provides advice to Council on planning proposals.

The WLPP is directed to exercise its function by the Minister for Planning in the Local Planning Panels Direction – Development Applications and in the Local Planning Panels Direction – Planning Proposals. WLPP is made up of a pool of planning experts and meets monthly. Councillors are no longer involved in the decision-making process for determining DAs, allowing them more time to focus on strategic planning issues, such as the planning controls that underpin DA decisions. WLPP meets on the last Wednesday of the month. Meetings are held at Council Chambers. In 2023–24, the panel had 13 meetings.

Partnerships and Cooperation

Council is a member of the Southern Sydney Regional Organisation of Councils (SSROC), an association of local councils in the south-eastern area of Sydney. SSROC provides a forum for the councils to deal with issues they have in common, particularly those that cross boundaries. Issues under consideration include planning, environment, transport, community development, urban design, sustainability, and local government management.

Waverley Library has a collaborative partnership with five SSROC libraries to purchase materials. Council's Library Services share a document delivery van with all Sydney metropolitan area libraries.

Council participates in the Eastern Region Local Government Aboriginal and Torres Strait Islander Forum, a coalition of six councils: Bayside Council, City of Sydney Council, Inner West Council, Randwick City Council, Waverley Council and Woollahra Municipal Council.

Council is a member of the Sydney Coastal Councils Group, which includes councils located on Sydney's coastline and aims to promote coordination on issues relating to the urban coastal environment and waterways.

Council, in conjunction with Woollahra Municipal Council and Randwick City Council, runs the three-Council Regional Environment Program, which undertakes significant projects to achieve meaningful reductions in energy, water and waste across the Eastern Suburbs, including Solar my School, enabling the uptake of electric vehicles and Compost Revolution.

Council and Woollahra Municipal Council are in partnership to share resources and workforces through the Alexandria Integrated Facility works depot and are in partnership to construct a new State Emergency Service facility to serve their communities jointly.

The Waverley Community Living Program (WCLP) provides independent living skills development and transition to independent living for adults with mild intellectual disabilities. WCLP is a registered service under the National Disability Insurance Scheme.

Council partners with 17 community organisations to provide services to the Waverley area and regionally through funding and/or subsidised accommodation. These include children's services, youth services, outreach and homelessness services, housing, drug and alcohol, and domestic violence support.

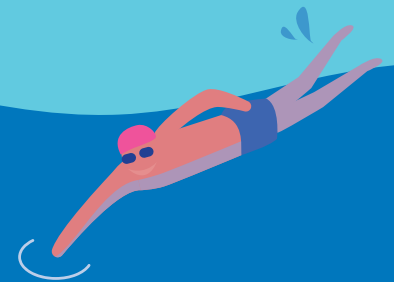
Council jointly coordinates the Eastern Sydney Aged and Disability Interagency Network with Randwick City Council. Council coordinates the Homelessness Coalition and is an active member of the Eastern Sydney Homelessness Assertive (outreach) Collaboration ESHAC. Waverley Council and Randwick City Council supports the headspace regional youth mental health service.

Council partners with the Bondi and Districts Chamber of Commerce to host the Waverley Business Forum, Bondi Festival, and the Waverley Local Business Awards.

Council is a member of the Cities Power Partnership (CPP) which comprises more than 100 councils from across Australia working together to tackle climate change.

Our Financial Snapshot

Council's financial position
as of 30 June 2024 was sound.



HIGHLIGHTS

\$172.3m

Total income from
continuing operations

\$159.6m

Total expenses from
continuing operations

\$12.6m
surplus

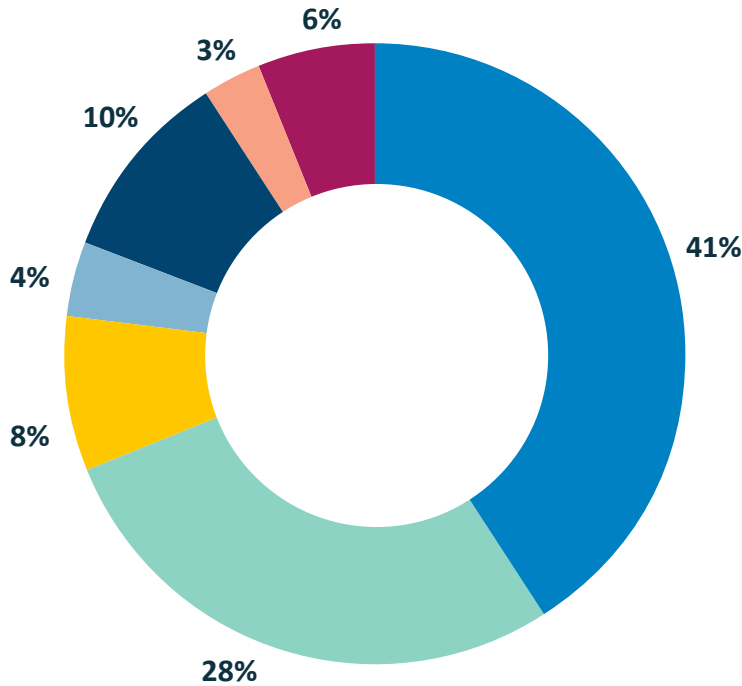
Net Operating Result

\$1.5b

Net
Assets

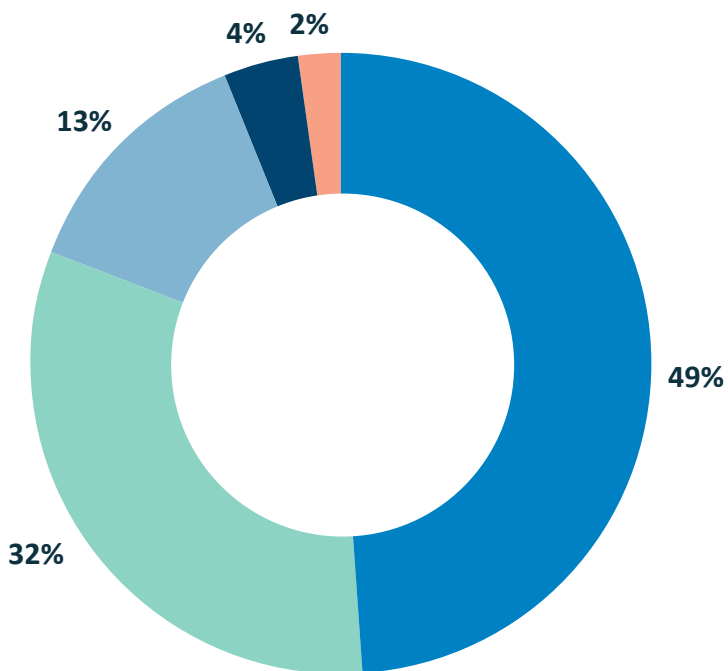


Income from continuing operations (\$ '000)



REVENUE SOURCES	AMOUNT \$'000	%
● Rates and annual charges	70,268	41%
● User charges and fees	48,957	28%
● Other revenues	14,046	8%
● Grants and contributions provided for operating purposes	6,012	4%
● Grants and contributions provided for capital purposes	16,575	10%
● Interest and investment income	5,915	3%
● Other income	10,559	6%

Expenses from continuing operations (\$ '000)



EXPENSES	AMOUNT \$'000	%
● Employee benefits and on-costs	77,820	49%
● Materials and services	51,107	32%
● Borrowing costs	61	0%
● Depreciation, amortisation and impairment of non-financial assets	21,001	13%
● Other expenses	6,432	4%
● Net loss from the disposal of assets	3,265	2%

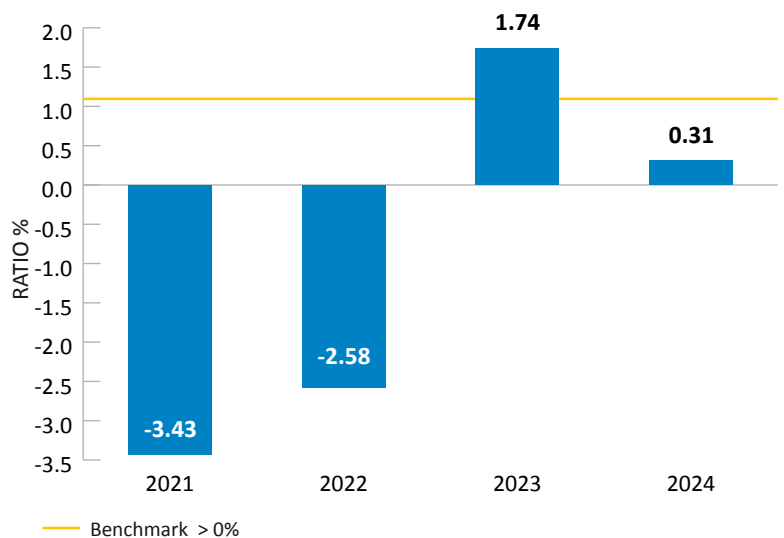


Performance Ratios

Operating performance ratio

This ratio measures Council's achievement in containing operating expenditure within operating revenue.

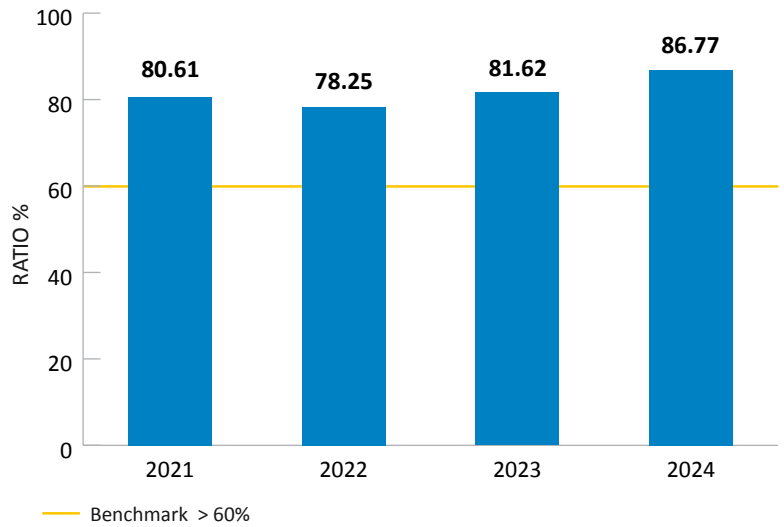
In 2023–24, Council's operating performance ratio of 0.31% compares well with the industry benchmark of 0.00%.



Own source operating revenue ratio

This ratio measures fiscal flexibility. It is the degree of reliance on external funding sources such as operating grants and contributions.

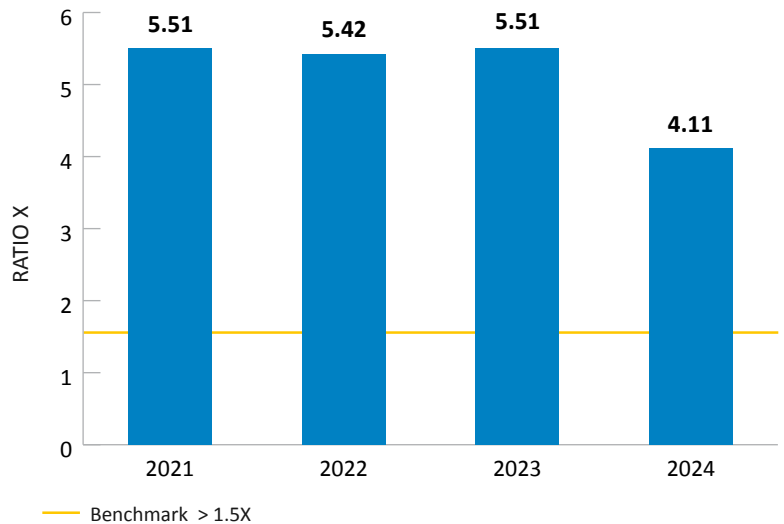
The ratio compares well with the industry benchmark of greater than 60.00%, it shows Council is less reliant on external funding sources to carry out its services and activities.



Unrestricted current ratio

This ratio assesses the adequacy of working capital and its ability to satisfy obligations in the short term for the unrestricted activities of Council.

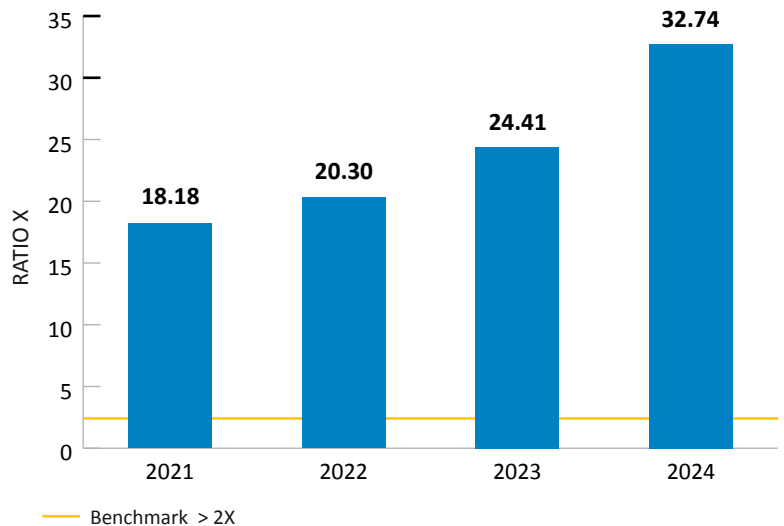
Council’s liquidity remains strong with sufficient liquid assets on hand to meeting short term obligations as they fall due. It compares well with industry benchmark of 1.50x.



Debt Service Cover Ratio

This ratio measures the availability of operating cash to service debt including interest, principal, and lease payments.

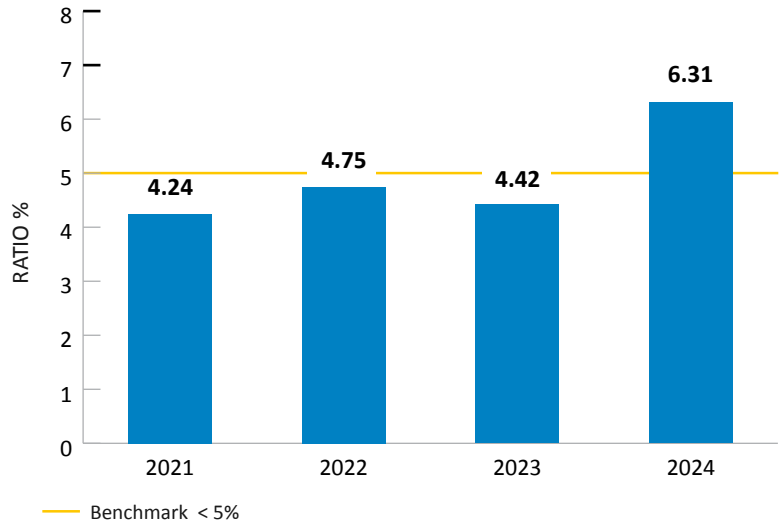
This ratio shows that Council has strong capacity to repay additional debt and provides a favourable comparison with the industry benchmark of greater than 2.00x.



Rates and annual charges outstanding percentage

This ratio assesses the impact of uncollected rates and annual charges on Council’s liquidity and the adequacy of recovery efforts

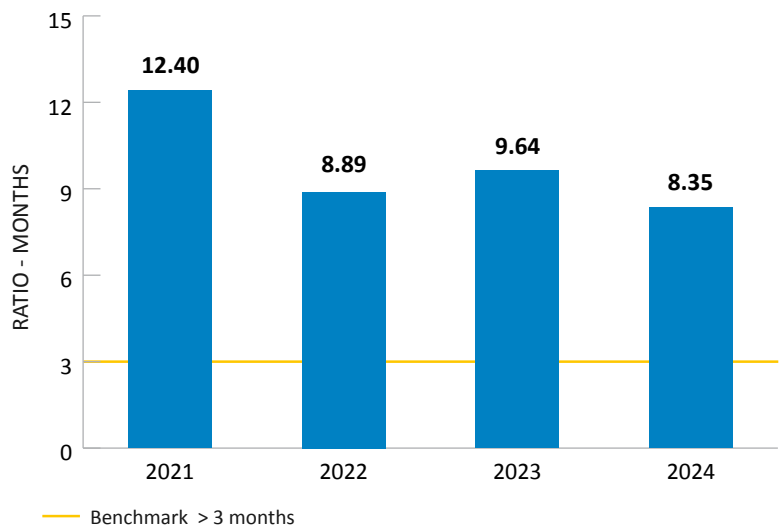
This ratio is higher than expected outstanding ratio and is attributed to a less stringent debt recovery approach. This is with due consideration of the increased cost of living pressure experienced by ratepayers.



Cash Expense Cover Ratio

This liquidity ratio indicates the number of months a Council can continue paying for its immediate expenses without additional cash inflow.

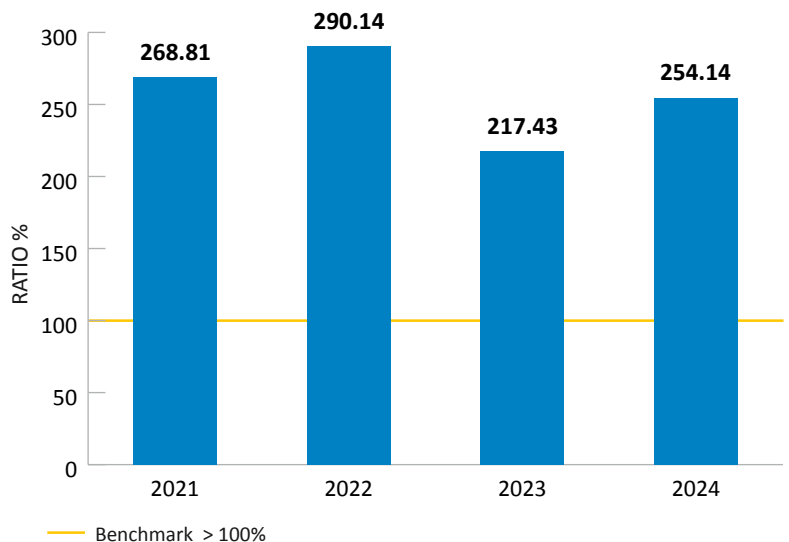
This ratio compares favourably with the industry benchmark of greater than 3 months.



Buildings and Infrastructure Ratio

This liquidity ratio assesses the rate at which assets are being renewed relative to the rate at which they are depreciating.

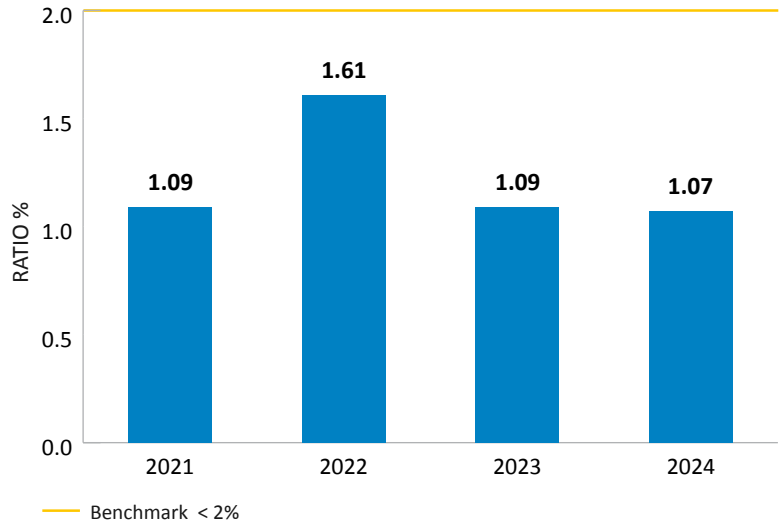
Council’s infrastructure assets upgrades and renewals are carried out as per its Strategic Asset Management Plan (SAMP) to ensure the assets are kept to the agreed community satisfaction level.



Infrastructure backlog ratio

This ratio shows what proportion the backlog is against the total value of a Council’s infrastructure.

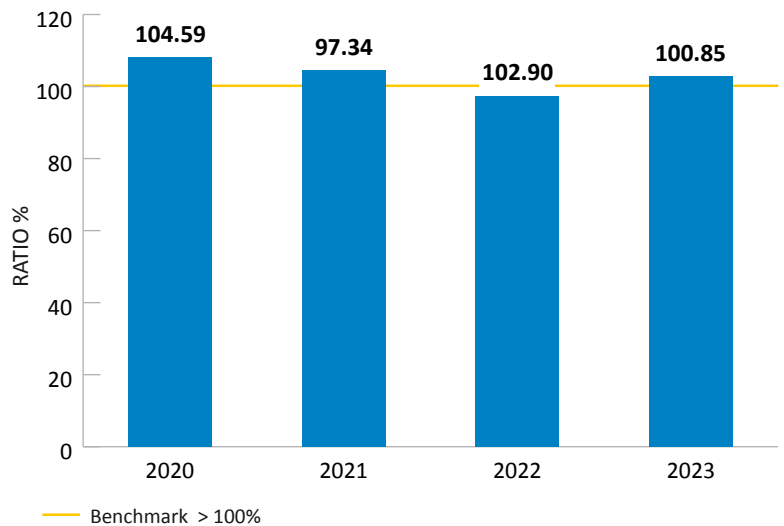
This ratio shows that Council has a small proportion of infrastructure backlog, and it compares favourably with the industry benchmark of less than 2%.



Asset Maintenance Ratio

This ratio compares actual vs. required annual asset maintenance. A ratio above 1.0 indicates Council is investing enough funds to stop the infrastructure backlog growing.

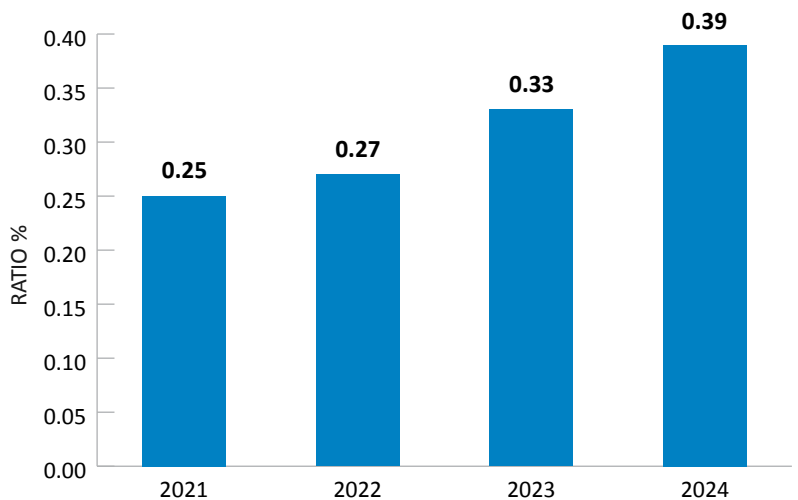
This ratio compares well with the industry benchmark of 100%. It indicates Council’s spending on asset maintenance is sufficient to stop the infrastructure backlog from growing.



Cost to bring assets to agreed service level

This ratio provides a snapshot of the proportion of outstanding renewal works compared to the total value of assets under Council’s care and stewardship.

This ratio shows that Council has a reasonable proportion of outstanding infrastructure upgrade/renewal works to bring assets at agreed service levels, as compared to the total value of its assets



Awards Received

Council received multiple awards in recognition of environmental excellence, and infrastructure.

The awards included:

TYPE	CATEGORY	PROJECT/LOCATION
Excellence in Environment Awards	Behaviour Change in Waste – Highly Commended	Swap and Wash
Excellence in Environment Awards	Louise Petchell Memorial Award for Individual Sustainability	Anthony Weinberg
Excellence in Environment Awards	Sustainable Infrastructure – Overall Winner	Glenayr Avenue Streetscape Upgrades
Excellence in Environment Awards	Towards Net Zero Emissions – Joint Winner Division B and Overall Winner	Leading the Net Zero Transition
Local Government Excellence Awards	Special Innovation	Charging the East- EV Strategy
2023 IMAGinE Awards	Exhibition Projects 1 July 2022- 30 June 2023 – Highly Commended	Bondi Story Room, Bondi Pavilion
2023 IMAGinE Awards	Exhibition Projects 1 July 2022- 30 June 2023 – Highly Commended	Rainbow Mermaid Fireworks!, Bondi Pavilion Art Gallery
Local Government Week Awards 2023	Leo Kelly OAM Arts and Culture Awards – Highly Commended	Bondi Story Room, Bondi Pavilion



Grants and Donations Awarded

In 2023-24, Council awarded a range of community and small grants and donations.

GRANT/DONATION AWARDED	AMOUNT (\$)
Total Grants / Donations	549,899
Community Grants*	307,647
WAYS Youth & Family	89,284
Wayside Chapel (Norman Andrew's House)	50,000
Australian Kiteflyers Society	24,000
Bondi Toy Library	20,620
Bondi Beach Cottage	20,000
Randwick Waverley Community Transport	19,676
The Junction Neighbourhood Centre	19,589
Wairoa School	19,589
Eastern Area Tenants Service (EATS)	19,579
Waverley Bondi Beach Band Inc.	5,155
Waverley Randwick Philharmonic Society	5,155
City East Community College	5,000
North Bondi Playgroup	5,000
Waverley Historic Society	5,000
* Community Grants are provided to enable the delivery of services that support the needs of children, women, and families; young people and their families; tenants and people who are homeless; people with disability and older people; neighbourhood centres and outreach services.	
Surf Club Grants	83,904
Tamarama Beach Surf Club	20,976
North Bondi Surf Club	20,976
Bondi Beach Surf Clubs	20,976
Bronte Beach Surf Club	20,976

Small grants support a range of projects including community projects, cultural projects, and environmental projects.

RECIPIENT	PURPOSE	AMOUNT (\$)
Total Small Grants		100,243,
Arts and Culture		8,500
Head on Foundation	Head On Portrait Awards 2024	5,000
Tania Leimbach	Making Art in a Warming World	2,000
Colette Reynolds	Spindrift – The Bathers Evolution 1900-1990	1,500
Community		71,632
Dover Heights Shule	Chanuka in the Park 2024	5,000
Elana Bejamin	Indian-Jewish Food: A book of recipes from the backstreets of Bondi	5,000
Rose Bay Secondary College P&C	Rose Bay Secondary College Reconciliation Yarning Circle	5,000
Safe and Sound Solutions	Bondi Beats Workshops	5,000
Waverley Community Men's Shed	Woodworking Machines and Accessories	5,000
Ukrainian Women's Association Australia	Ukrainian Refugee Women's Circle	4,982
Dance for Parkinson's Australia- Sydney	Let's Dance! Movement and Community	4,110
Bondi Icebergs Club	Bondi Icebergs Community Swim Program	3,865
Fighting Chance Australia Ltd	The Avenue Botany's Markets Microbusiness	3,735
Autism Mates Inc	Autism Mates Social Circle	3,500
Amanda Fox	Dressability Fashion Inclusive Workshops	3,000
Centre 360 Youth and Family Service	Center 360 link to access (LITA) program	3,000
Eastern Suburbs Cricket Club	Update Governance Framework	3,000
Lokahi Foundation Ltd	Pantry for victim survivors of domestic and family abuse	3,000
Maccabi NSW Inc	Seniors Walkie Talkie	3,000
Community Health Support Ltd	Ready Response First Responders Program	2,500
Neighbourhood Fair	Vaucluse Diamond Bay Precinct	2,500
Janene Weber	Charing Cross Proactive Media Project	2,450
Positive Ageing Forum 2024	Eastern Suburbs Older Persons Mental Health Service, POW	1,000

Small Grants continued

RECIPIENT	PURPOSE	AMOUNT (\$)
Cameron Scott	North Bondi Share Boards	900
Soroptimist International Randwick Eastern Suburbs	Support for Homeless Women at Bondi Beach	590
Aaron O'Sullivan	Battle of the Beaches '23	500
Clovelly Public School P&C	Clofest	500
Soroptimist International Randwick Eastern Suburbs	Support for mothers and children at Jarrah House	500
Environment		20,111
Bondi Public School	Bin the Bins	5,000
Independent Community Living Australia	Installation of solar power	5,000
St Mary's Child Care Centre Ltd	Replace Gas Oven with Electric Oven	5,000
Bronte Public School	Garden Classroom Wicking Beds	3,000
Rosemary McDonell	Wairoa Shared Community Garden	2,111
Financial Assistance Grants		58,105
Sculpture by the Sea	Sculpture by the Sea 2023	20,000
Strata Plan	Building Futures Energy Efficiency	17,000
Jewish Care and House	Support for Jewish people in conflict	10,000
Scout Association NSW 1st Clovelly	Grant scout hall maintenance & Jamboree	4,900
Waverley Action for Youth Services Inc.	Youth Week	4,000
OzHarvest Limited	Speaker fee	1,250
Koori Kids Pty Ltd	Support for 'NAIDOC School Initiatives	500
North Bondi Surf Lifesaving Club	Charity Christmas event	455



Grants Received

In 2023–24, Council received a range of grant funding including:

GRANT PROVIDER	PURPOSE	AMOUNT (\$)
Total Grants Received		12,643,554
Transport for NSW	Curlewis Street Streetscape Upgrade	2,123,484
	Cliff Walk Remediation	1,679,335
	Waverley Park Playground and Fitness Station Upgrade	1,069,059
	Traffic Management	343,994
	Syd Einfeld Drive Bike Parking	250,254
	Traffic Route Lighting Subsidy	200,000
	Regional Road Management	138,000
	Maintain Public Roads used by Bus	44,213
	Queens Park Road shared Path Upgrade	39,000
Office of Local Government	Financial Assistance General Purpose	1,495,394
	Financial Assistance for Road Projects	541,816
Centennial Parklands	York Road Slip Lane Upgrade	1,106,404
NSW Department of Planning	Notts Avenue Boardwalk- Remediation Works	663,376
	Williams Park Walking Track Upgrade	263,197
	Williams Park Walking Track Upgrade	231,487
	Digital Integrations ePlanning APIs	20,216
	Gould Street Party	14,655
	Save our species	5,000
	Creating greener and cooler suburbs across NSW	4,738
	Strong Start Cadetship Program	1,035
Department of Infrastructure, Transport, Regional Development, Communications and the Arts	Financial Assistance for Road Projects	277,817
	Bronte Surf Club and Community Facilities	207,000
	Glenayr Avenue- Blair Street to Hall Street Upgrade	80,363

Grants Received continued

GRANT PROVIDER	PURPOSE	AMOUNT (\$)
Office of Sport, NSW	Bronte Surf Club and Community Facilities Redevelopment	270,000
	Bondi Bathers SLSC Infrastructure Upgrade Stage1	211,128
NSW Public Works	2022 April Storm Damage (Restoration of Essential Public Asset – road pavement)	207,459
	Heavy Patching program (Restoration of Essential Public Asset – road pavement)	86,640
State Library of NSW	Financial Assistance for Library	197,271
NSW Department of Family and Community Services	Program Grant – Early Education Centre	188,817
	Program Grant – Seniors	151,176
NSW Department of Education	Salary Grant – Early Education Centre	173,721
Library Council of NSW	Financial Assistance for Library	57,625
NSW Environment Protection Authority (EPA)	Pathway to a Circular Bondi Junction Precinct	49,638
Department of Climate Change, Energy, the Environment and Water	EV Fleets Incentive	49,140
NSW Department of Communities and Justice	Program Grant- Youth Services	43,013
	Program Grant- Youth Week	32,440
Department of Industry, Science and Resources	Safety by design in public places	42,750
NSW Premiers Department	Install, operate and maintain Electric Vehicle (EV) charging stations	24,965
	Install, operate and maintain Electric Vehicle (EV) charging stations	21,367
	Culture Waves Project	5,064
	The Elsa Dixon Aboriginal Employment Grant (NSW Social Cohesion Grants Local Government Round 3)	2,728
NSW Department of Environment and Heritage	Financial Assistant for Library	14,150
NSW Environmental Trust	Harnessing Intergenerational Knowledge for Collective Climate Change Impact	12,116
Department of Customer Service	Small Business Grant Program	2,500

Part 2

Delivery Program Achievements



Theme 1: People

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: Key Highlights

2023 Mark and Evette Moran Nib Literary Award

The Mark and Evette Moran Nib Literary Award is Council’s annual celebration of Australian research and writing. In November 2023, Alison Bashford, author and Professor at the University of New South Wales has been awarded the 2023 Mark and Evette Moran Nib Literary Award for her book *An Intimate History of Evolution: The Story of the Huxley Family* (Allen Lane). This year’s award offers Bashford a major prize of \$40,000.



2023 Mark and Evette Moran Nib Literary Award Winners

The \$4,000 Nib People’s Choice Prize was awarded to *The Age of Seeds* by Fiona McMillan-Webster (Thames & Hudson Australia). Hundreds of votes were received from around the country in support of the Nib People’s Choice Prize.

2023 shortlisted authors were selected from a record 239 nominations received across the country. Each shortlisted author received the Alex Buzo Shortlist Prize (\$1,500). Joining Alison Bashford and Fiona McMillan-Webster, the shortlisted authors were:

- Anam by André Dao (Hamish Hamilton)
- Emperors in Lilliput by Jim Davidson (The Miegunyah Press)
- Life So Full of Promise: further biographies of Australia’s Lost Generation by Ross McMullin (Scribe Publications)
- Shirley Hazzard: A Writing Life by Brigitta Olubas (Virago)

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. On Thursday, 6 June, Council awarded the 2024 prize winners and celebrated all 265 entries with a moving and colourful exhibition at Waverley Library.

The Mayors 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*.

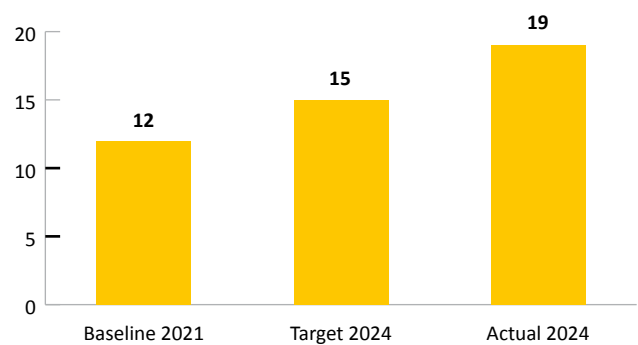


Waverley Youth Art Prize 2024 winners

The full list of winners are as follows:

NAME	RESULT
Tilly Naar	Mayors Prize
Lynn Li	Mayors 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	Junior 3
August Bergland	Junior 3
Oliver Starkenburg	Junior HC
Oscar Petersen	Best Interpretation of the Theme
Lexi Smith	Best Sculpture

Partnerships to facilitate growth for our cultural and creative sector



In 2021, Council had established 21 partnerships to facilitate growth for our cultural and creative sector. This grew to 19 in 2024, exceeding the set target of 15.



Waverley Youth Summit

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 raised awareness of the importance of protecting our coastal and marine ecosystems and coincided with the start of Bondi’s whale watching season.

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 Summit

In its inaugural year 2023, the youth summit engaged student representatives from local public, private, and independent primary and secondary schools to speak directly to the Mayor on topics they and their peers identified as priorities for the Waverley community. Discussion provided Council an opportunity to listen to young people’s experiences, concerns, and insights to form recommendations focusing on the importance of diversity, equity of access and develop innovative pathways for children to connect with Council so that their voices are included in Council’s programming and planning decisions.

Waverley Youth Week 2024

Council organised the Youth Week program in partnership with WAYS Youth & Family, and Woollahra Council in May 2024. Activities embodied 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 supported young people to shape activities and lead on event design, planning, engagement and implementation for the WAVES Music Festival, a young women’s sound production session, and Bondi Beats DJ and MC workshops.

The highlight was the Bondi Beach Bash initiated by Bondi WAVE graduates, in collaboration with other local young bands and Bondi Beats DJs playing to 200 guests at the Bondi Pavilion.

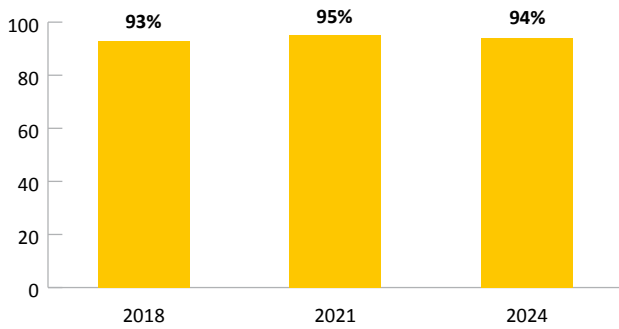
Responding to the Westfield tragedy

Council’s response to people affected by the Westfield tragedy was immediate and brought the community together in grief and compassionate support. Council provided essential community information and coordinated service responses to our residents and helped facilitate a resilient approach to recovery.



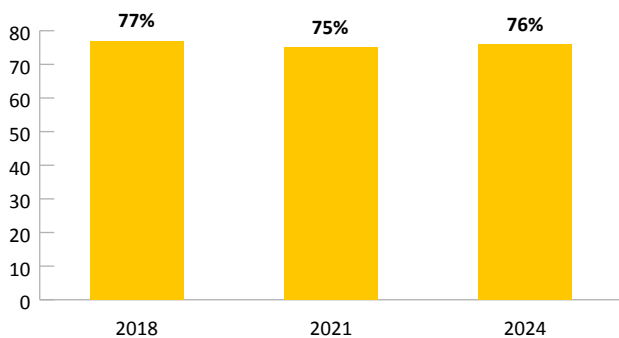
Global Table 2024

Community feel safe during the day in Waverley's streets and public spaces



Community Satisfaction trend on feeling safe during the day has remained consistent and within the same range since 2018

Community feel safe during the night in Waverley's streets and public spaces



Community Satisfaction trend on feeling safe during the night has remained consistent and within the same range since 2018. Council is undertaking safety walkshops to understand safety related issues and address community concerns

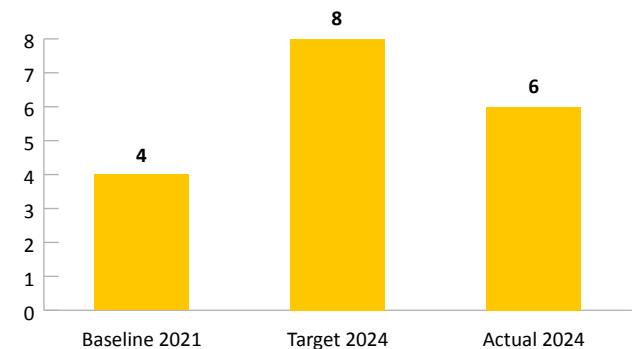
Live performances on the main stage included artists and performers like The Strides, Victor Valdes, Latin Cross Roads, Sitar by Ravi, Be Suren, Monochrome K Pop, Polish Folk Ensemble, Ganathipan and the MCC Chinese dancers.

Blak Markets partnered with Council to showcase original and unique items from First Nations artists and craftspeople, a Global Table first.

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

Number of cultural grants supported by Council



The number of cultural grants has increased to 6 in 2024 from 4 in 2021. The target set was an ambitious 8, which was double the baseline

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.

Support for People with nowhere to go

In conjunction with specialist services, Council worked hard to connect with and support people sleeping rough. Four long term homeless people were housed. The annual Street Count recorded 13 people sleeping rough in open spaces.

Support for Older People

Supported by funding from the Department of Health, Council continued to support healthy ageing by delivering mind, body, fitness, and social connection activities. The diverse program was delivered in alternative venues at the Waverley Library during extensive refurbishments at the Mill Hill Centre. More than 9,000 attendances were recorded with a satisfaction rating of 95%.

Aboriginal & Torres Strait Islander Community

Council created more visibility for First Nations knowledge, arts, and culture and invited the community to share and learn about respecting and protecting Aboriginal & Torres Strait Islander heritage.

Council staff worked with Waverley College Aboriginal students who produced banners, displayed at various locations throughout Waverley LGA as part of an art project for National Reconciliation Week.

The Gujaga Foundation made several recommendations to guide Council's approach to managing and protecting sites of significance as part of a broader cultural audit presented to members of the Reconciliation Action Plan (RAP) Committee and Council.

Council delivered a community education campaign to engage the community on issues and implications around the Voice to Parliament, with three workshops held, one community forum, and two information BBQs attended by about 550 people.

Early education & care

Utilisation of Council's Early Education and Family Day Care Centres at 95%, top the national benchmark of 81% (ELACCA Early Learning & Care Council of Australia). The quality of early education and care offered to our families has received positive feedback, with the inclusion of the Gujaga Dharawal language and culture program.

Council's Family Support service, partly funded by the Department of Communities and Justice received 437 requests for information, advice & referrals. 86 families attended a variety of training sessions including 'Anxiety & Children 0-5'. The new program Tuning into Kids has become very successful and is increasingly engaging dads in the program with positive results.

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 Waverley Mayor on matters that are relevant to women and girls in Sydney's east to help guide actions by the Council to better support this section of the community.



Women's Council

Its 20 members (pictured above) met in April 2024 to discuss this issue, which was one of 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.

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 the Country and culture as the Traditional Custodians of this land.

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

Volunteering opportunities

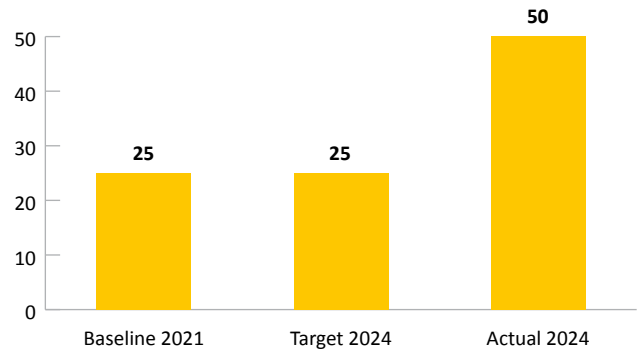
Waverley’s inaugural Volunteer Expo in 2023 facilitated connections for potential volunteers and 28 local organisations who utilise volunteers.

The Cemetery Gardening Project brought some of the neglected plots in the cemetery back to life through volunteer gardening activities.



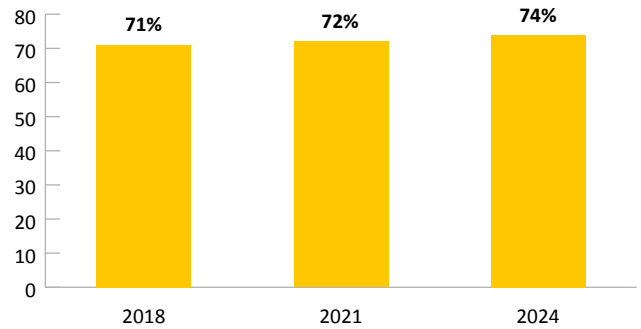
Volunteer gardening

Number of activities that promote community connection organised



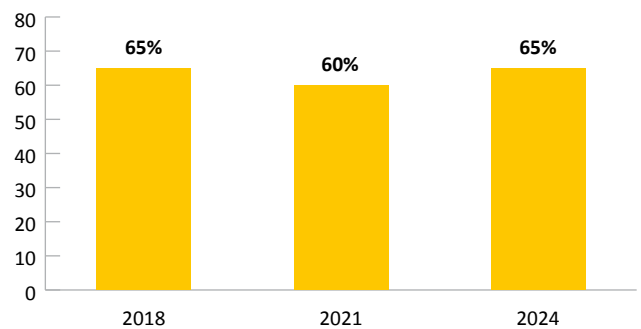
The number of activities that promote community connections doubled in 2024 against the baseline of 25 in 2021

You know your neighbours



The trend of knowing your neighbours has remained consistent within the same range since 2018

Living in Waverley makes you feel connected



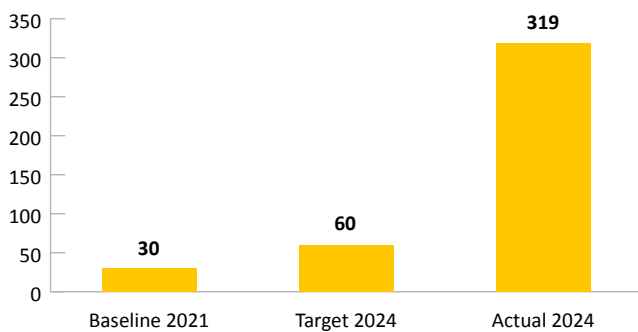
Though the percentage of community agreement of living in Waverley makes you feel connected dropped in 2021 the percentage has increased to the 2018 percentages in 2024. This increase may be attributed to the doubling of initiatives to make the community feel connected post Covid

Artists in Residence Programs

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.

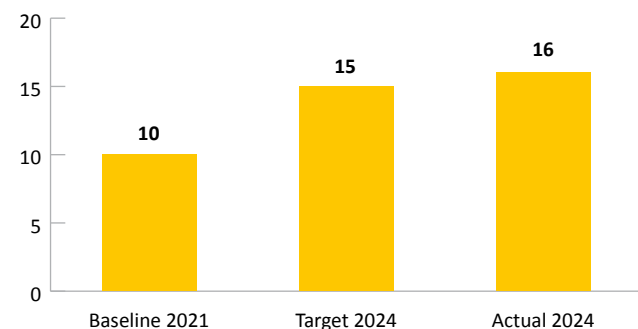
Local Creative Collaborations provided local artists and theatre makers with space and financial subsidies to undertake creative development work in Bondi Pavilion’s Yalagang Room. From visual arts exhibitions to play readings to musical theatre development workshops, this new program provided meaningful support to 10 different projects, engaging 20 artists and involving 245 participants in showings, workshops or related events.

Creative personnel supported by Council



The number of creative personnel supported by Council grew by 5 times against the set target of 60 in 2024

Creative organisations supported in creative spaces



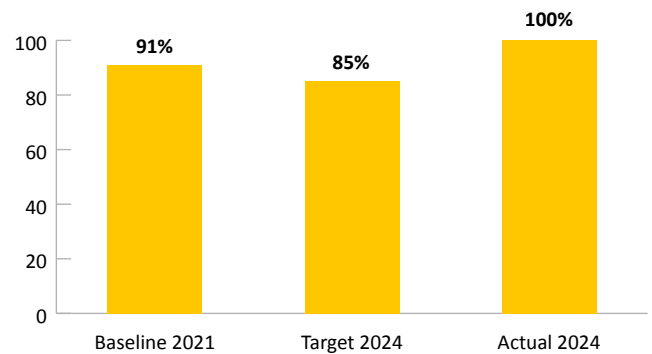
16 creative organisations in creative spaces were supported by Council in 2024, an increase by 6 organisations since 2021

Arts and Culture Program

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 the Nib Literary Award.

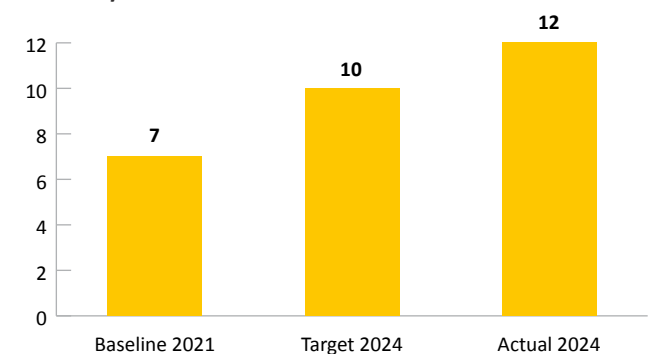
Highlights in Bondi Pavilion Performing Arts Program include The Listies Make Some Noise (Sydney Festival), How the Birds Got Their Colours and The Seagulls at Bondi Beach (Sydney Festival), Earth Sea and Sky (Sydney Festival), Bangers and Mash (Mardi Gras Festival), BLUE – The Songs of Joni Mitchell, Elixir featuring Katie Noonan, National Theatre Live film screenings, school holiday workshop programs, Blackbird by Poetica, theatre performance Don Juan by New Zealand company A Slightly Isolated Dog, Greener Futures panel discussion, musical theatre show Dear Diary, and regular 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 Waverley’s International Women’s Day Award.

Positive community and stakeholder feedback for evaluated events



Community and stakeholder feedback received for evaluated events have been consistently positive since 2021

Number of engagements with local creatives/local content



The number of engagements with local creatives/content increased by 5 since 2021 and exceeded the set target

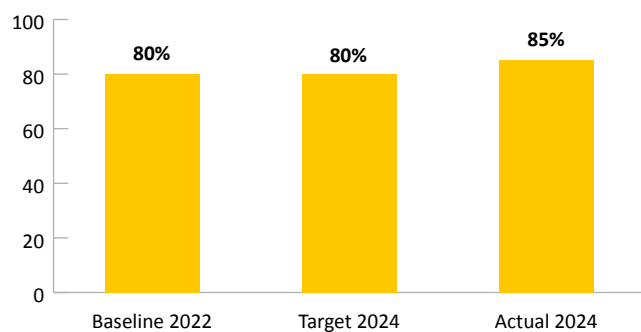


Waverley Library

Sector Specific Workshops and Partnerships

Transition to high school services networking breakfast was organised with 82 people attending. Storytime at Playgroup sessions 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 South Eastern Sydney Health District, Public Health Unit, and Randwick Council to further improve death literacy and plan for end-of-life.

Participant satisfaction rating with effective parenting programs

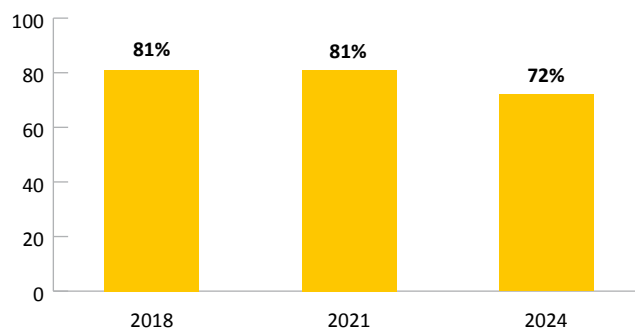


Participant satisfaction with effective parenting programs has consistently remained high. In 2024, the percentage increased by 5 percentage points against the baseline and target

Library Programs

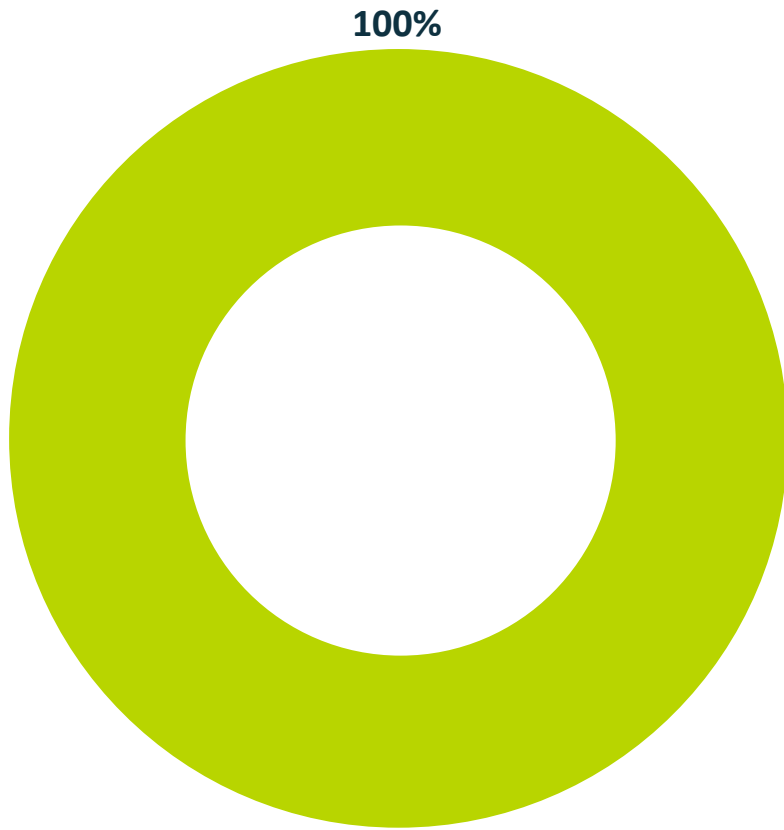
The Library organised 365 programs that engaged 9,820 members of the community (1,800 adults, 8,020 children). This included 40 summer and autumn school holiday programs (850 participants), 190 emergent literacy programs (6,800 participants) and three outreach sessions to local playgroups and kindergartens (150 participants). 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. 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.

Quality library services are available and accessible in Waverley



Community satisfaction with quality library services that are available and accessible in Waverley has dropped by 9 percentage points in 2024 against 2018 and 2021 percentages. However, community satisfaction with Library facilities and programs has consistently remained high at 97% satisfaction rating in 2024 and 2021

People: Progress Summary



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

Of the 43 actions in the People theme of the Operational Plan 2023–24, 100% (43) actions were completed..



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: Key Highlights

Five stars reviews for Bondi Pavilion

Council's award-winning Bondi Pavilion restoration received five stars reviews from the prestigious Hong Kong Green Building Council (HKGBC), whose representatives toured the heritage building in October 2023.

HKGBC has been proactively engaging with counterparts from around the globe to create learning and exchange opportunities for its members to accelerate the practice of green building development in Hong Kong, one of the world's most densely populated areas.

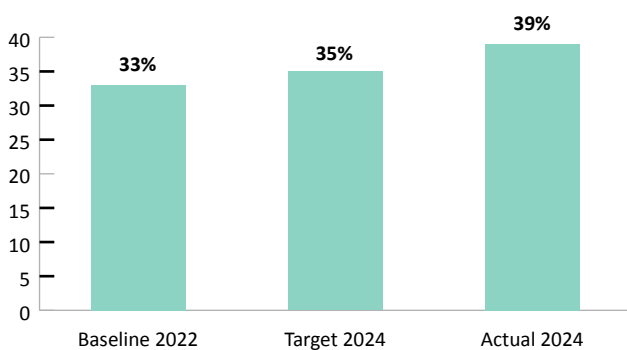
Sustainability features of the restoration project include:

- A 100% electric building with 217 solar panels that provide 71% of the building's power needs during the day
- 80% of existing structure retained to embody energy and materials
- About 90% of the construction waste recycled
- Connected to a centralised stormwater harvesting system located at south Bondi Park, which provides 100% of irrigation needs and for our public bathrooms
- improved thermal comfort in our open spaces and enclosed habitable rooms by minimising VOCs, using green star tagged products and using natural ventilation whenever and wherever possible
- A Building Energy Monitoring System that measures consumption of energy output and input. The system also controls ventilation and temperature and can be remotely controlled to reduce energy consumption
- Nearby electric vehicle charging stations, public transport, and bike racks on our doorstep
- Land use and ecology was also a major focus, with new mass planted mounds, timber seating and new native tree planting.



Prime Minister Anthony Albanese celebrates the plaque unveiling with Waverley Council General Manager, Emily Scott (far left) and Waverley's Councillors, including Mayor Paula Masselos (in green). Picture: Deborah Field.

Bondi Pavilion utilisation rates



Since the opening of the revitalised Bondi Pavilion utilisation rates grew by 6 percentage points in 2024, an increase of 4 percentage points against the set target

The Bondi Pavilion Restoration Project has won several industry awards including:

AWARD

2023 Heritage Awards Judges Choice award

Australian Institute of Landscape Architects' State Landscape Architecture Award for Civic Landscape

A Public Architecture award at the 2023 NSW Architecture Awards

Robin Dods Roof Tile Excellence Award in the 2023 Think Brick Awards.



35 Hong Kong delegates toured the Pavilion with Mayor Masselos

On 24 August 2023, The Hon. Anthony Albanese MP, Prime Minister of Australia, officially commemorated Waverley Council's heritage restoration of the historic Bondi Pavilion at a plaque unveiling and tour of the beachside venue.

At the unveiling, he told guests that:

"The restoration of Bondi Pavilion has brought back the sparkle to one of our most loved buildings. Just as you can't imagine Sydney Harbour without the Opera House, you can't imagine Bondi Beach without the Pavilion. Bondi is a much-loved national treasure. One of the expressions of that love is that we never take it for granted. We have to protect it and nurture it, because even a treasure like Bondi needs a boost sometimes to be at its best."

Streets as Shared Spaces

In September 2023, Council’s Strategic Planning and Development Committee voted to retain the parklets in Wairoa Avenue Bondi Beach and Watson Street, Bondi for a further six months. Funded by the NSW Government, Council’s Streets as Shared Spaces (SASS) parklet trial has been a success.

Parklets in Boonara Avenue and Ocean Street, Bondi and Waverley Street, Bondi Junction will be moved to new temporary locations based on expressions of interest, strategic merit and assessment and relevant Council team approval.

Council also voted to instruct Officers to prepare a further report to Council about arrangements to:

- Support the leasing of parklets to business owners. Eligibility, partnership conditions, program operations and maintenance responsibilities will be finalised ahead of parklet leasing.
- Required amendments to the Waverley Development Control Plan to broaden the opportunity for businesses to seek footpath seating.
- Opportunities to implement a Verge Program for kerb extensions or verge upgrades based on feedback.

During the trial, the Council collected community feedback to determine which trial parklet locations should be extended or relocated, or alternatively, if the space should be considered and designed as a permanent landscaped space with seating. Feedback received during the SASS trial included location-specific learnings for parklets and our streetscapes and this feedback will influence the ongoing Waverley Council Parklet Program.

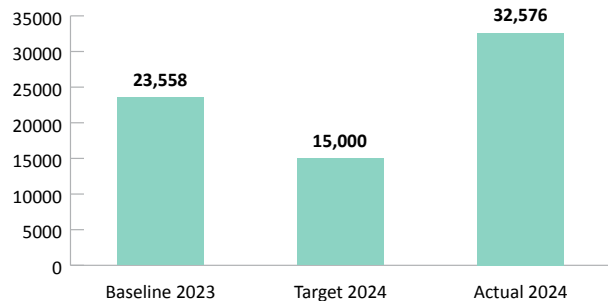
New Road technology trial

In October 2023, Council trialled a road surfacing technology that can contribute to longer lasting roads and a significant reduction of tyres going to landfill. Council is participating in a cross-council initiative with the Southern Sydney Regional Organisation of Councils (SSROC) to trial crumb rubber asphalt which is made of recycled tyres. Initial findings indicate that this type of asphalt can double the life of the road.

The trial project was completed at Yenda Avenue in Queens Park with works completed in October 2023.

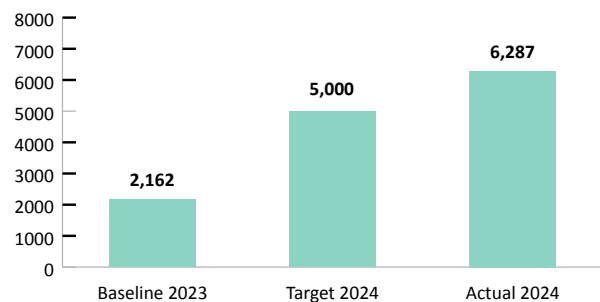
In this trial across twelve council areas, the asphalt used in pavement reconstructions will utilise approximately 2,400 car and 490 truck tyres – the equivalent of 3,600 standard passenger car tyres.

Road renewed/treated (m2)



32,576 m2 roads were renewed/treated by the end of 30 June 2024

Footpath renewed (m2)



6,287 m2 of footpaths were renewed by 30 June 2024

Charging the East Electric Vehicle Infrastructure Strategy

In November 2023, Council adopted the Charging East, Electric Vehicle Infrastructure Strategy. This outlines the required charging infrastructure in the Eastern Suburbs to support the EV transition.

The NSW Government has allocated grant funding to charge point operators and local governments to increase public kerbside charging. In the Waverley, Woollahra, and Randwick local government areas, 250 additional chargers will be installed with 90 of these charge ports to be installed and operated by the local Councils. These chargers are scheduled to be installed by the end of 2025 and will be open to the public 24 hours a day, 7 days a week.



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

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 work in partnership 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 and
- The promenade will also be upgraded.

Waverley Park Playground reopened

In December 2023, Council reopened inclusive Waverley Park Playground, home to Sydney's newest rocket ship and bespoke launch control play tower with children dressed in astronaut costumes.

- Council received a \$1.75 million grant from the Public Spaces Legacy Program to assist in funding Waverley Park upgrades, including the new inclusive playground, park lighting upgrades, landscaping, and relocation of a fitness station
- Access and inclusion are at the heart of the design for both the playground and fitness station designed for diverse age groups and abilities
- The design was informed by community feedback collected across two rounds of consultation and achieves Waverley's vision to upgrade the park to a district level inclusive play space catering to all visitors as identified in Waverley Council's Play Space Strategy, Inclusive Play Space Study, and the Waverley Park Plan of Management
- The rocket ship and launch tower is a modern reproduction of the park's original rocket ship that was installed in the 1960s reimagined to expand the play experience for everyone and meet modern safety standards.



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.

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



The Wairoa School community enjoying the visit to the new playground.

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 the way 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

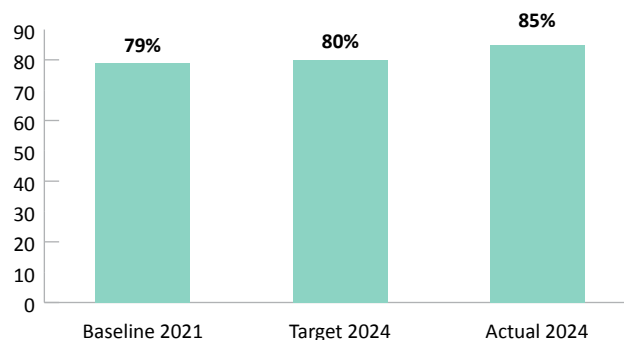
In March 2024, Council adopted updated planning controls to ensure that future development reduces risk to property and life during extreme weather events.

These changes respond to State Government legislative requirements 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, both the Waverley LGA Flood Study and proposed planning controls and flood maps were independently reviewed and verified as being in line with best practice and State Government requirements. Additional comprehensive, rigorous, and independent investigations also found that implementation of these changes would not result in negative impacts on property prices and insurance premiums.

As part of the next phase, the Waverley Floodplain Management Committee has been re-instated, comprised of both community and expert membership, which will be consulted on the development of flood mitigation solutions. This will provide a roadmap for further works Council and the state government will need to undertake to help reduce flood risk.

Percentage of applications that meet LEP and DCP are determined within 40 working days after notification



In 2023-24, 85% of development applications received that meet LEP and DCP requirements were determined within 40 working days after notification

Housing affordability at the top of priority list

In November 2023, Council launched three new engagement projects aimed at gathering information to address housing and housing affordability concerns in the local government area (LGA). It comes as SGS Economics and peak body National Shelter this week released its annual Rental Affordability Index (RAI), which compares rental costs to household incomes.

The index found that Greater Sydney is now the least affordable capital city in the country and that renters in every capital city are now in a worse position than they were in 2019, before the start of the pandemic.

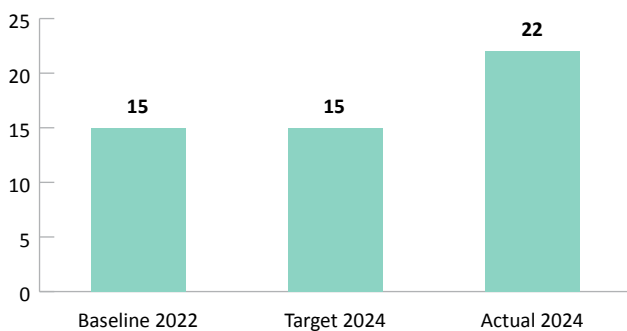
According to the NSW Department of Families and Justice, as a rule of thumb, housing for very low to moderate income earners is usually considered affordable if it costs less than 30% of gross household income.

To help address some of the housing issues facing the community, Council is updating its Affordable Housing Tenancy Policy to improve access to Council’s affordable housing program for a wide range of households, including single parent families, and essential workers on low incomes.

Council has operated the Waverley Affordable Housing Program since 2000 and currently provides 25 units of affordable housing.

A tenancy support webinar conducted on 15 November 2023 provided expert advice on tenants’ rights with a focus on negotiating better outcomes. It was recorded and is now available online as a resource for our residents.

Number of voluntary planning agreements offers



Council received 22 voluntary planning agreements offers in 2023-24

Charing Cross Streetscape Upgrade

In November 2023, Council invited community feedback to provide feedback about the Review of Environmental Factors (REF) for the Charing Cross Streetscape Upgrade project.



Charing Cross streetscape upgrade

The REF summarises the assessment of the potential environmental impacts of the proposed upgrade which aims to improve the Charing Cross business district’s economic and social vibrancy and make it safer, more accessible, and sustainable.

Highlights of the project include:

- Upgraded landscaping, including new trees and street furniture
- Safety improvements for all transport modes, including the introduction of a 40km/h area as part of a wider LGA project
- Improving sustainability through water sensitive urban design
- Widening of footpaths to improve access
- Undergrounding of overhead powerlines
- New multi-function poles and upgraded lighting to replace existing Ausgrid poles and will reduce spill lighting onto buildings
- Improved stormwater infrastructure.

Once the REF is evaluated, a contractor will be appointed to undertake preliminary electrical works in 2024, including the undergrounding of power lines.

The proposal site is located within the village centre, along a section of Bronte Road between Church Street and its intersection with Albion Street. It is centered around the six-way intersection of Bronte Road, Carrington Road and Victoria Street, and also includes a section of Victoria Street and Carrington Road, near the intersection with Bronte Road.

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 target of net zero greenhouse gas emissions by 2035.

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

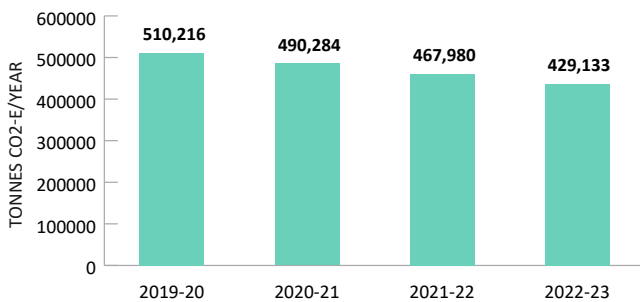
A variety of events, workshops and webinars were designed to empower residents, businesses, and organisations to take meaningful steps towards saving energy and creating a more sustainable and resilient community.

A 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, Bondi and District Chamber of Commerce and Mayor Paula Masselos.

Council greenhouse gas emissions

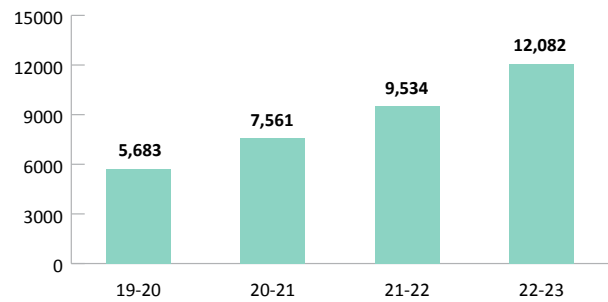
Council greenhouse gas emissions continued to decrease, falling to 1,730 tonnes of CO₂ e in 2023/24. Council's scope two electricity emissions are reduced through the purchase of 100% renewable electricity through the Council contract with Zen Energy. Council continues to remove gas appliances including the removal of gas water heating in the Waverley Library in early 2024.

Community greenhouse gas emissions



Community greenhouse gas emissions reduced from 510,216 in 2019-20 to 429,133 in 2024. The actual emissions though slightly below the target is a significant reduction

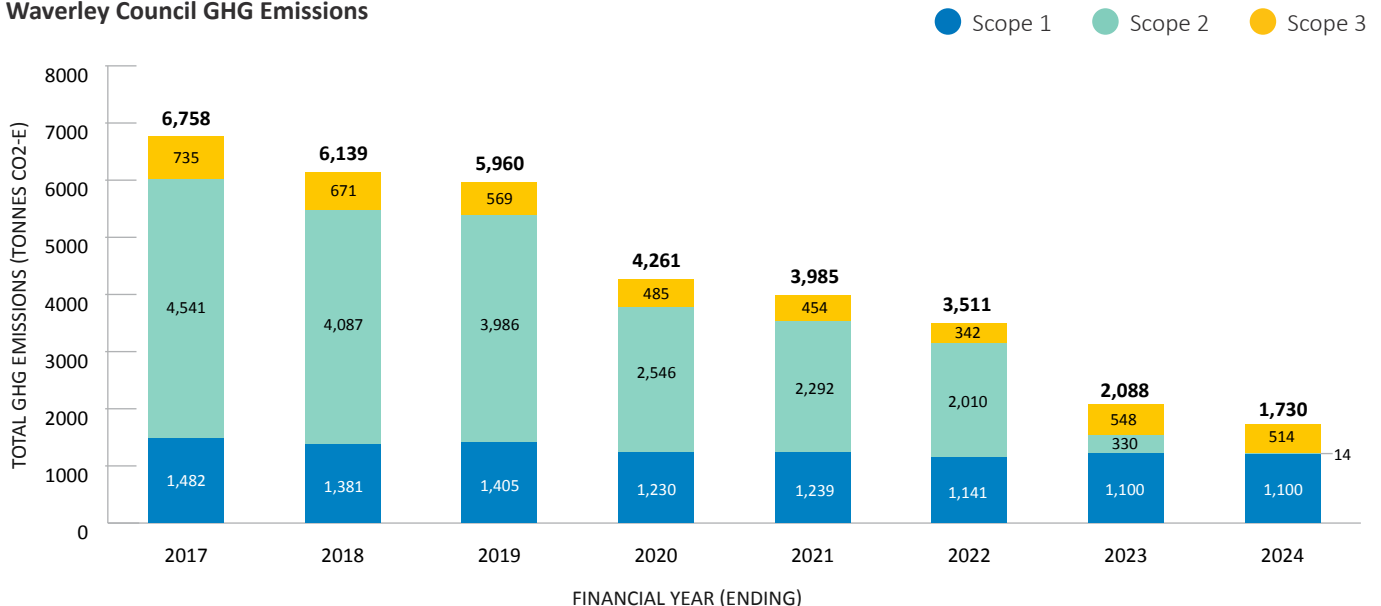
Solar installations in Waverley LGA (KW)



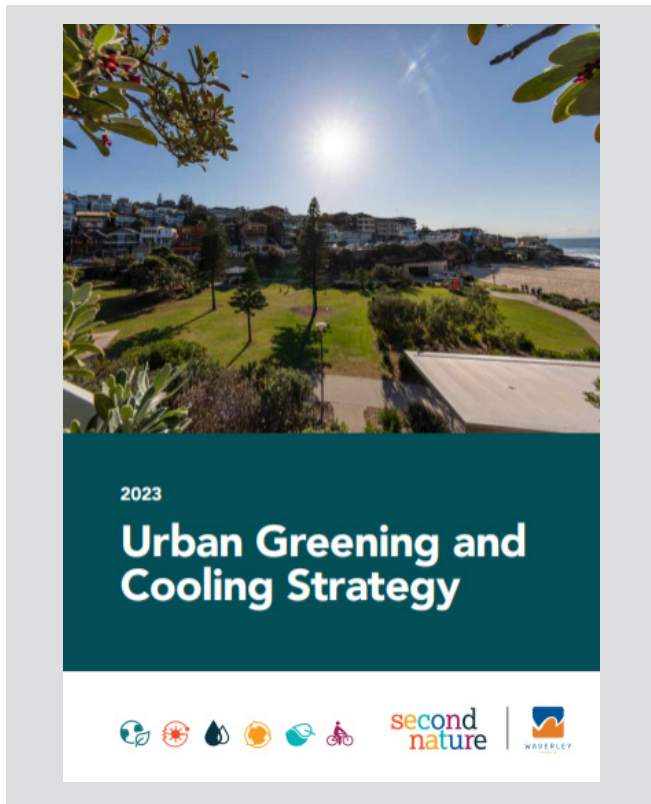
There is an increase in solar capacity in Waverley LGA. In 2023-24, 12,083 KW of solar energy was generated

Ausgrid data shows a continuous increase in the amount of rooftop solar installed in the Waverley Local Government Area (LGA). Council programs Solar My School and Solar My Suburb (delivered with Randwick and Woollahra Councils) have greatly assisted with the uptake of solar.

Waverley Council GHG Emissions



Urban Greening and Cooling Strategy



Urban Greening and Cooling Strategy

In December 2023, Council adopted the Urban Greening and Cooling Strategy, outlining 26 targeted actions to increase canopy, shrubs, and greenspace in Waverley to 35% by 2032, including the planting of 500 street trees and 40 park trees each year. Increasing greening to over one-third of Waverley will enhance our climate resilience, sustain our local biodiversity, and support healthy, liveable neighbourhoods.

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.

In 2023-24, an additional 527 trees were planted across Waverley.

Urban Ecology

Council continued the implementation of the Biodiversity Action Plan – Remnant sites to protect and conserve the approximately six hectares of remnant vegetation across the Waverley LGA and the adjacent buffer plantings.

Coastal Management Planning

Waverley finalised the first stage of the Waverley Beaches Coastal Management Plan, in accordance with the requirements of the *Coastal Management Act 2016* and *Resilience and Hazards State Environmental Planning Policy 2021*. It will enable the development of a long-term strategy for the coordinated management of the coastal zone with a focus on Bondi, Bronte, and Tamarama Beaches, and identify relevant and necessary coastal projects that may be required in the next 5 -10 years to address coastal processes and hazards, including sea level rise.



Urban Greening and Cooling Strategy

Curlewis Street Upgrade

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

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

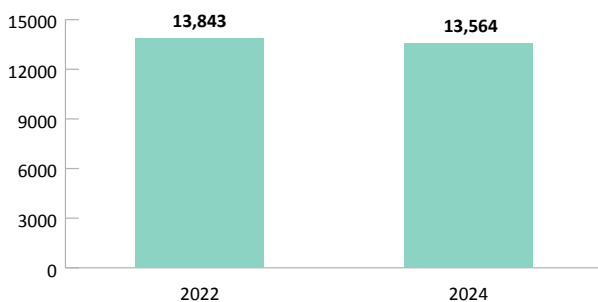
Highlights of the project include:

- 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.

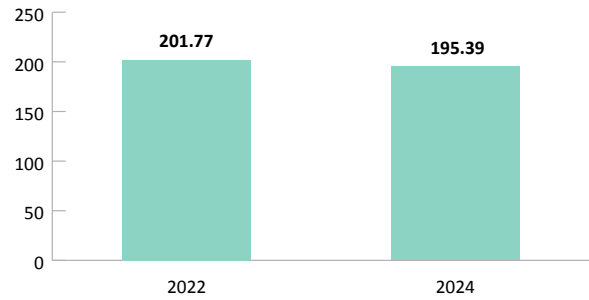
The design for the upgrade was informed by two rounds of community consultation conducted in 2022 and feedback received last year about the project’s Review of Environmental Factors.

Reduction in total residential waste collected (tonnes)



In 2024, the total residential waste collected reduced to 13,564 tonnes as against the 2022 baseline of 13,843 tonnes

Reduction in total residential waste collected per capita (kg/capita)



The total residential waste collected per capita decreased from 201.77 kg/capita in 2022 to 195.39 kg/capita in 2024

Social and Affordable Housing Fund and Advocacy

The Voluntary Planning Agreement Policy was presented to Council at its meeting in June 2024 to place the document on public exhibition. The AHCS PP 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 sustainability education and engagement program delivered more than 40 separate environmental education events, including Summerama workshops, National Tree Day, microbat, and bird watching, and sustainability webinars on diverse topics, including greening rooftops and greener landlords, with more than 1,650 people participating. Community led environmental action was celebrated through 12 new local sustainability champion case studies and monthly blogs to share local knowledge. The annual Love the Coast photo competition and exhibit was held in February 2024 at Bondi Pavilion with a range of entrants from the community highlighting the importance and beauty of our local marine environment.

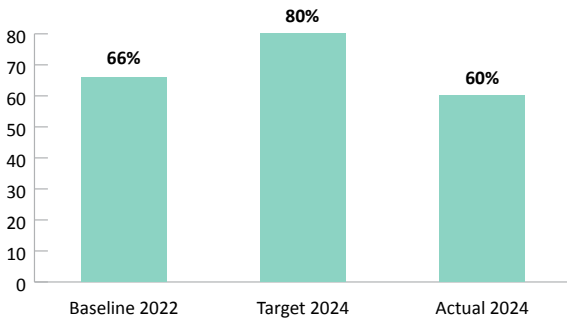
Building Futures Program

Building Futures is a free Council program to help larger strata buildings (25+ units) save money on their energy and water bills and improve environmental performance. Participating buildings work towards reducing common area energy use by 20%, reducing operating costs and carbon emissions. Last round of program monitoring shows that participating buildings are saving on average over 27% in electricity consumption through the program, more than 200 tonnes of greenhouse gas emissions and over \$50,000 in common area energy costs every year.

Response to Illegal Building Complaints

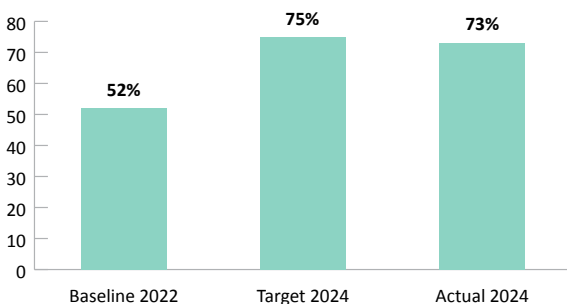
Of the total 347 illegal building complaints received, nine were asbestos related, 65 about condition of existing buildings, 64 were complaints about construction hours of operations, 35 illegal uses and 155 about illegal work. A total of 285 cases were completed, and the remainder are under investigation.

Percentage of noise related complaints completed within 7 days



60% of noise related complaints were completed within 7 days in 2024. This percentage is in par with the 2022 baseline

Percentage of asbestos and sewage complaints completed within 14 days



Percentage of asbestos and sewage complaints completed within 14 days has increased by 21 percentage points since 2022

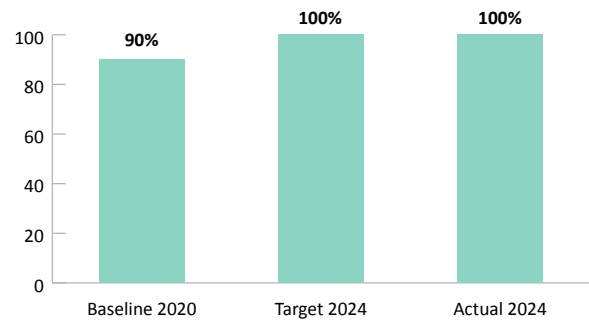
Power to the Future Program

Council completed a multi-year intergenerational program to improve climate literacy and leadership skills of school children, supported by local seniors, and environmental community groups. Participants of the program designed a fun online board game, played by 40 local households, who completed 422 local missions to reduce emissions, create habitat, reduce food waste, and change consumption behaviours.

Food Safety Inspections

In 2023-24, 365 routine food inspections were conducted. 100% of all high and medium risk food premises were inspected this financial year.

Percentage of food premises inspections conducted as scheduled

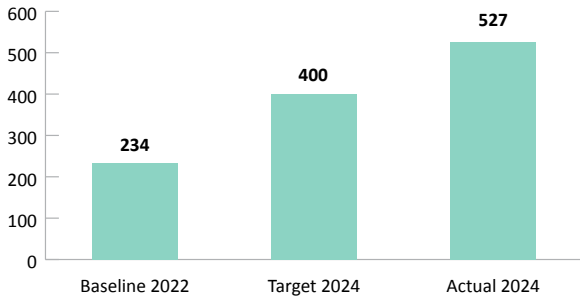


100% of the routine food premises inspections were conducted as per the schedule in 2024

Living Connections Program

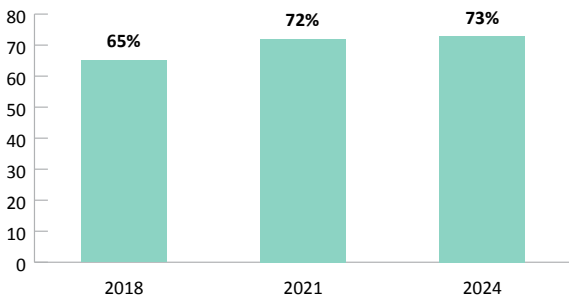
There were 75 new participants in the Living Connections Program in 2023-24 which helps residents create local native habitat on their property. This brings the number of Living Connections gardens planted to 397 and is continuing to grow.

Number of trees planted



Council planted 527 trees in 2023-24

The natural environment is respected and protected

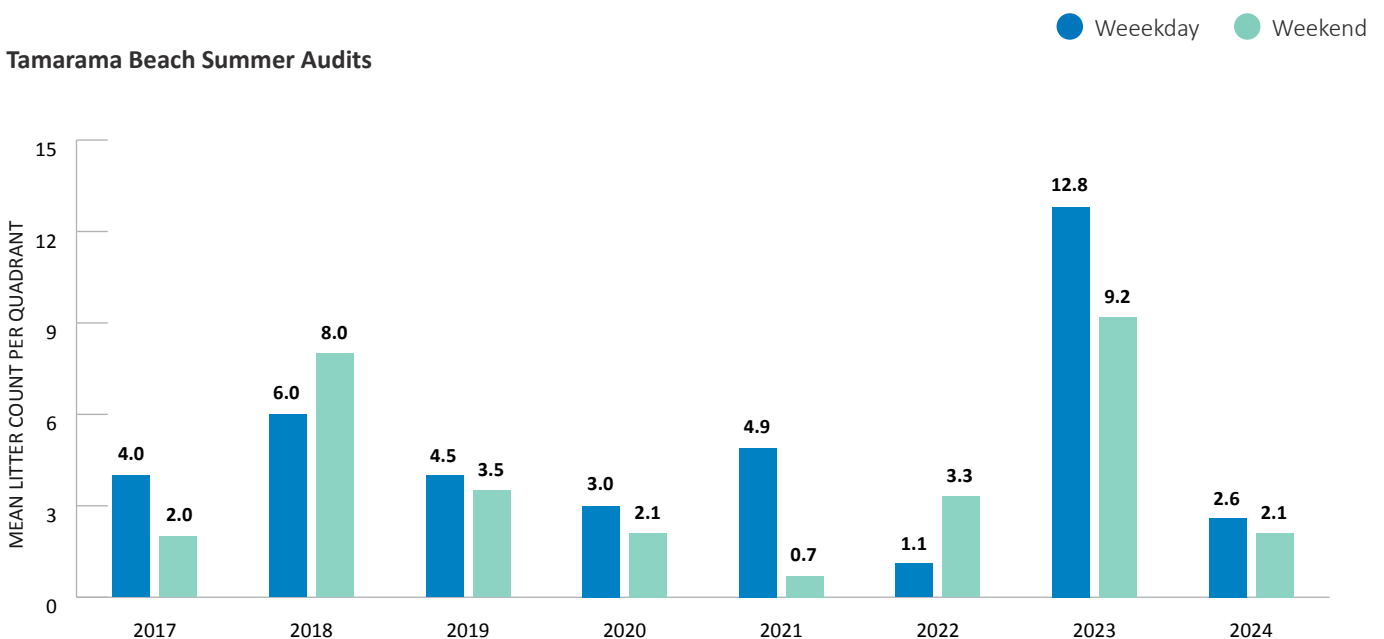
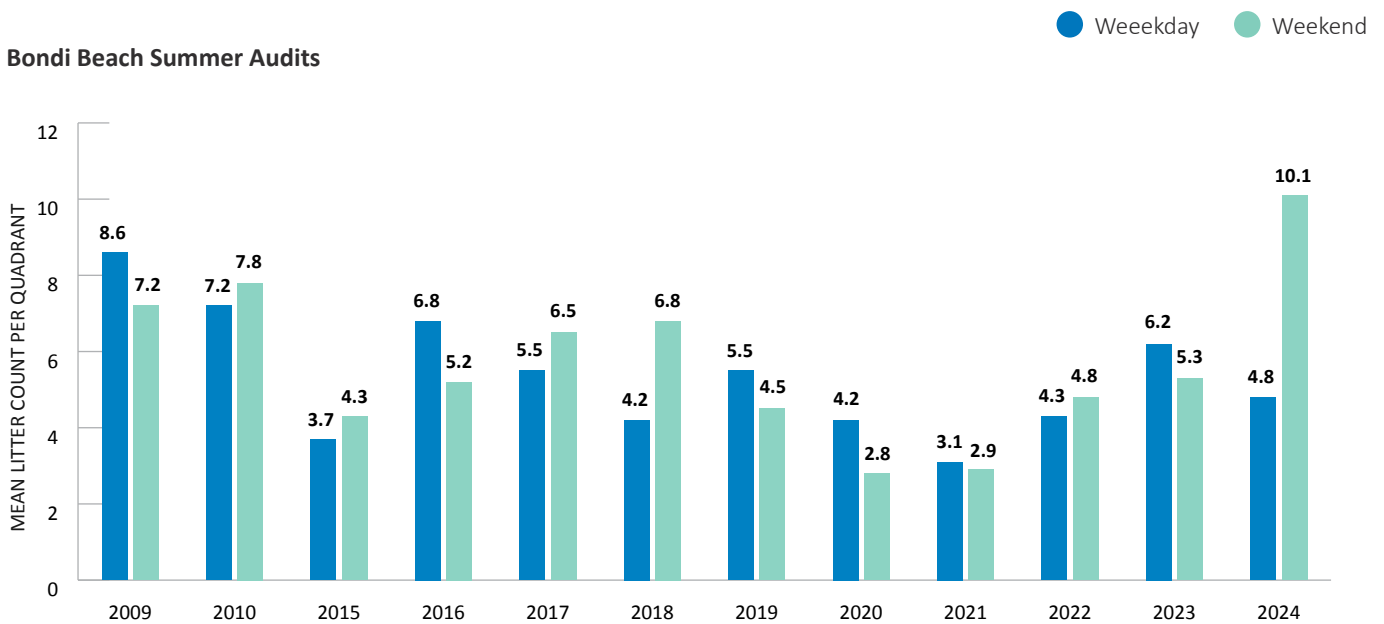


Community satisfaction ratings with respect and protection of natural environment in 2024 has been in par with 2021 rating. An increase by 8 percentage points since 2018

Beach Litter Audits

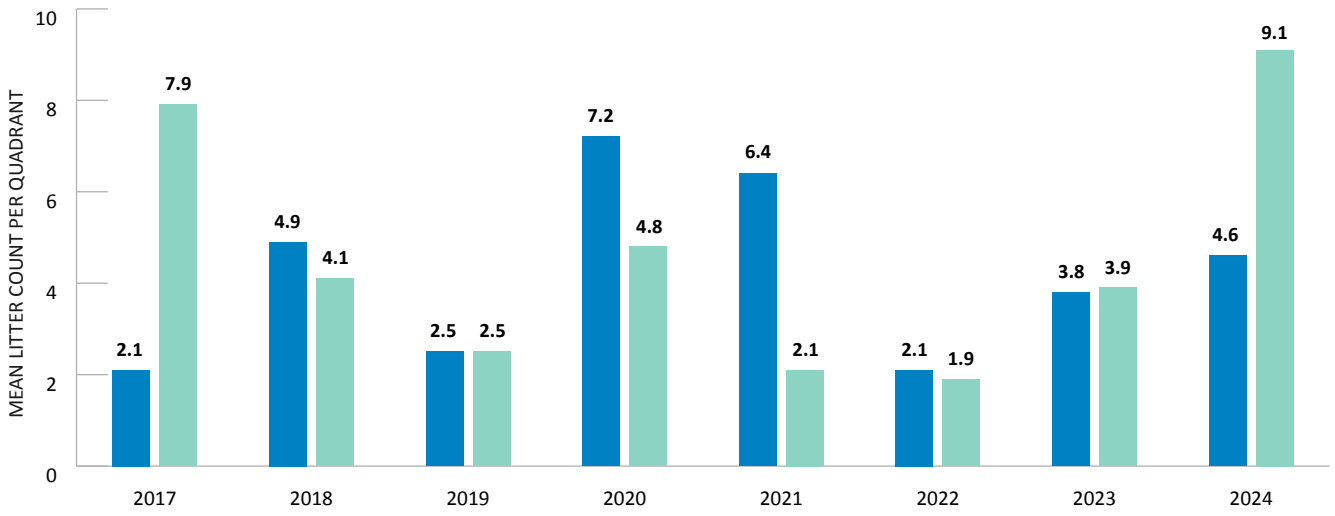
Council has been undertaking beach litter audits on our beaches for many years. Litter counts undertaken across our beaches show varying levels of plastic, paper and cigarette litter at different parts of the beach and shoreline. There has been an increase in shore litter at Bronte Beach relative to 2023, indicating a growth in marine litter. Bondi beach had a decrease in litter counts on weekdays and an increase on weekends in 2024. Tamarama Beach had an overall decrease in litter counts on weekends and weekdays. The results demonstrate the need to continue delivering a robust cleansing and engagement program over the summer across all beaches with the Summer crew and beach raking. Plastic is the top litter material across the three beaches. Cigarette butts range from 5.9-14.5%.

Council will also continue enforcing the smoking ban at all beaches, delivering a mix of initiatives for litter prevention and advocating for a reduction in single-use packaging.



Bronte Beach Summer Audits

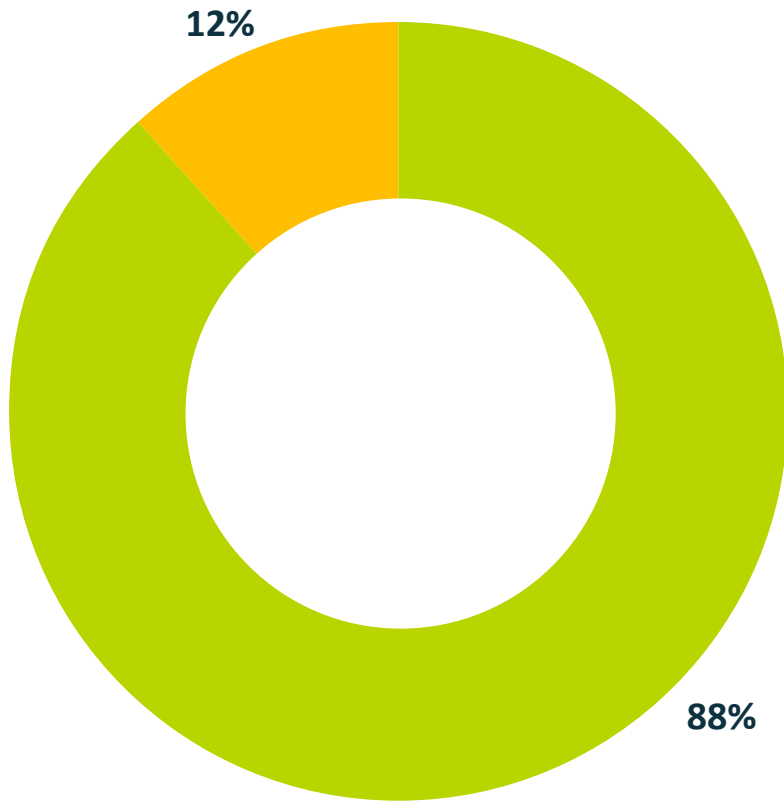
Weekday Weekend



Property Strategy Implementation

STRATEGIC ACTION	2023-24 PROGRESS UPDATE
<p>Carry out a Council Staff Accommodation Review, to investigate agile working opportunities within Council's property portfolio, to provide optimal accommodation to cater for staffing and service levels to meet future needs.</p>	<ul style="list-style-type: none"> • A Short-Term Accommodation Project was established to relocate staff from the Chambers building to offices elsewhere within Council's portfolio while the Chambers building is refurbished. <ul style="list-style-type: none"> - Stage 1- Staff have been relocated from the Grafton Street office to the Whitton Lane Offices - Stage 2- Customer service Centre and AIF office have been reconfigured to accommodate agile working - Stage 3- A fit out of the library offices has been completed to allow for additional teams to relocate from the Chambers building - Stage 4- Construction of the Mill Hill Boot Factory building is expected to be completed in late September which will see the remaining staff to be relocated from the chambers building • The new Council will decide on the future of the Chambers site early in the new term
<p>Develop Plans of Management (POM) for all Council-owned and managed Community Land</p>	<ul style="list-style-type: none"> • Work is ongoing in developing Plans of Management (PoM) in accordance with the <i>Crown Lands Management Act (2016)</i>
<p>Undertake a high-level analysis of Council's property portfolio to develop a list of priority projects requiring further review or Council determination.</p>	<ul style="list-style-type: none"> • The portfolio analysis report has been developed which provides an overview of the status of all Council's building assets. The report will be used to identify priority projects to be included as strategic actions in the Waverley Council Property Strategy 2024-2028
<p>Carry out a review of the performance of Council's Commercial Property Portfolio to include valuations, yield, classifications, zoning and options for potential future development.</p>	<ul style="list-style-type: none"> • The review has been completed, and the findings will be considered when identifying priority projects to be included in the Waverley Council Property Strategy
<p>Develop an operational management model for both the newly renovated Bondi Pavilion and Boot Factory buildings in time for their reopening.</p>	<ul style="list-style-type: none"> • The Bondi Pavilion reopened in September 2022 • A Thinker in Residence role has been created. This role will be responsible for programming the Boot Factory spaces from the buildings reopening date
<p>Carry out condition assessments on all Council building assets as part of Council's Strategic Asset Management Planning cycle.</p>	<ul style="list-style-type: none"> • The project to undertake condition assessments was completed in 2022. The data collected will be included in the development of the Strategic Asset Management Plan 7 • The data is also used to inform the annual capital renewal program for Council buildings.

Place: Progress Summary



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

Of the 69 actions in the Place theme of the Operational Plan 2023–24, 88% (61) actions were completed, and 12% (8) are in progress.



Theme 3: Performance

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

2023 Brightest & Best Business Awards

The Brightest & Best awards celebrate our businesses contribution to Waverley’s economic and social vibrancy and are open to businesses, large or small that operate across the district. In November 2023, the winners of the 2023 Brightest and Best Awards were announced at the awards ceremony held at Bondi Pavilion. All entries were assessed against their industry peers across 12 categories.

The winners of the 2023 Brightest & Best Business Awards are:

AWARD CATEGORY	BUSINESS
Best New Business of 2023	Nourish Organic Marketplace
Beauty Services	The Facial Room
Childcare & Education Services	Play Studio Kids
Creative Business Services	100 Percent Dance
Digital & Online Business	Music Health
Entrepreneurial Innovation	Ajust
Fitness & Wellbeing Services	Lets Go surfing
General Retail	Bondi Bike Shop
Hospitality	Brown Sugar Bondi
Professional Healthcare & Medical Services	Bondi Family Dentist
Professional & Other Services	The Strategy Group
Environmental Sustainability	Sage Beauty

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. Speakers include:

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

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



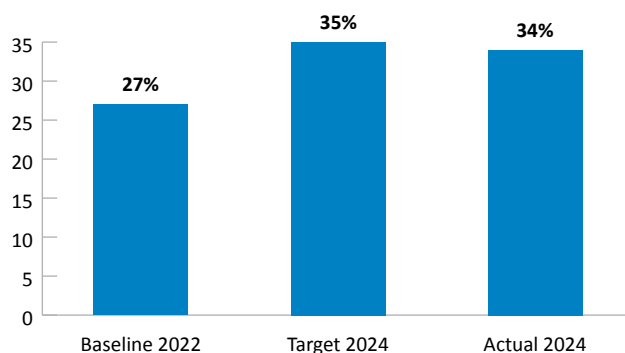
Bondi Innovation For

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 including console games, multicultural magazines and Junior and Young Adult magazines were introduced. The eBook and magazine collections were also increased due to growing popularity.

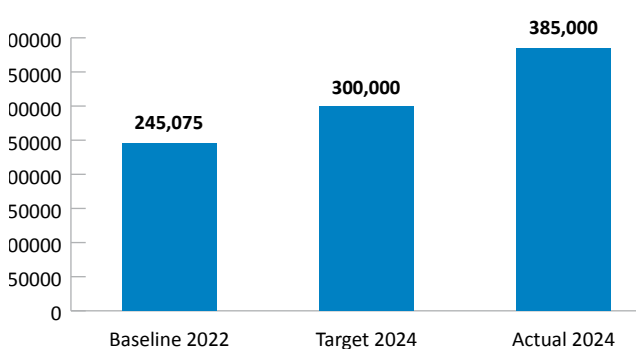
A Library Membership Plan was developed to promote Library services and increase engagement. Membership grew by 12% during the 2023-24 period to a total of 23,512 active members, resulting in increased visitation (30% increase) and loans (11% increase).

Library Membership (% of population)



Library membership increased by 7 percentage points of population in 2024 as against the baseline

Library circulation (loans)



Library circulation (loans) has increased by 139,925 in 2024 as against the baseline in 2022

Informing community on Council decisions

Council decisions were promoted through Council's social media channels and the Precinct system. Council and Council Committee meetings were live streamed to keep the community up to date on Council's decision-making in real time.

A table of Council resolutions is published on Council's website to better inform the public of Council's decisions.

Video conference option for members of the public to address Council to enable greater participation in Council decision-making was made available. This process will be formalised in the required review of the Code of Meeting Practice within 12 months of the local government election.

Governance Framework

A number of 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. 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.

Liveability Survey

The Living in Waverley survey was completed and the service provider id Informed Decisions, provided the results to Council in early 2024.

Respondents to the Living in Waverley survey indicated interest in more online resources from Council on the NSW Planning System. In response, Council completed stage 1 of the education campaign including the development of:

- A series of Frequently Asked Questions (FAQs) covering the Local Environmental Plan (LEP) & the Development Control Plan (DCP) and submission writing (inclusive of a submission template)
- Fact Sheets and a guide on using the development application tracker
- 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.

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. 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.

Leadership Development

Twenty-three participants completed the Future Leaders Program in October 2023 and 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

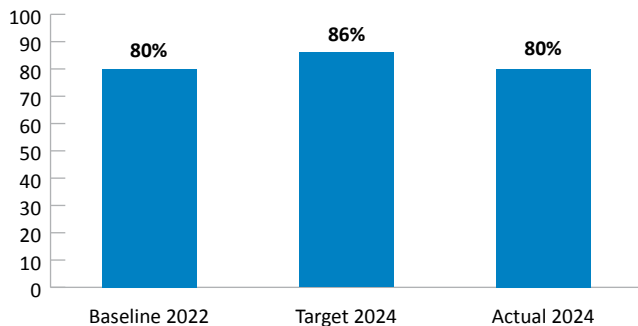
Council adopted a new Customer Service Charter representative of Council’s commitment to providing great service through customer interaction. The charter is available on Council website and at key sites across the LGA.

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, the 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.

Customer complaints management



Customer complaints management percentages have remained at 80% in 2024 in par with 2022 baselines

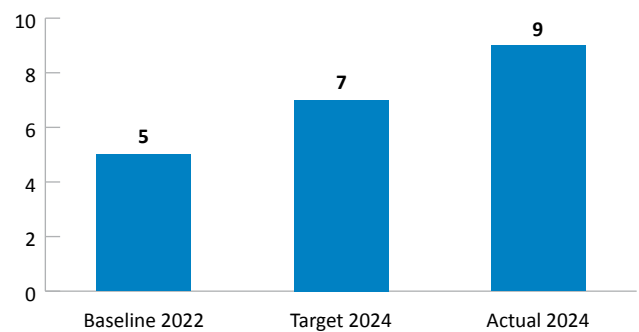
Inclusive and accessible engagement

Preparation to engage hard-to-reach segments of the community, such as children and youth, through the Youth Summit 2024 is in progress. The Community Engagement Guidelines are revised to showcase the best practices and procedures to demonstrate effective engagement.

Internal Customer Experience Training for all Council staff has been created and launched. This training entails real-life scenarios for indoor and outdoor workforces, entailing appropriate responses that exemplify Council values and our Service Promise. More specialised training is being explored for community-facing staff.

Adopted in August 2023, Council’s Community Engagement Strategy includes facilitating Have Your Say pop-ups across each ward annually. These pop-ups facilitate discussion and engagement on relevant projects and initiatives led by the Council. One Have Your Say pop-up has been facilitated from which feedback has been collated and analysed. Council is also exploring different ways of engaging with people based on community feedback to offer appropriate channels of engagement (e.g. online, workshops, and focus groups).

Community engagement channels to reach diverse segments of community



Channels to engage diverse segments of community has increased to 9 in 2024 against the baseline of 5 channels in 2022

Economic Development

MEASURES	BASELINE	TARGET 2024	ACTUAL 2024
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	\$2.718 billion (2023)	Maintain above baselinen	\$2.696 billion
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 occu (pancy across LGA commercial centres above 90%	90.8%

Customer Service Centre Standards

MEASURES	BASELINE	TARGET 2024	ACTUAL 2024
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 Ave
Contact Centre- First Call Resolution	Transfer rate (<15%)	Transfer rate (<10%)	7% transfer rate

Service Reviews

A panel of service review providers was established and 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.

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
Charing Cross	95.3	95.1	95.1	96.1 ↑
Macpherson St	94.0	94.3	90.7	89.5 ↓
Bondi Rd	92.3	89.4	90.7	94.3 ↑
Bronte Beach	100	100	100	100 --
Rose Bay	90	92	88.8	89.8 ↑
Bondi Junction	89.7	87.6	86.2	88.7 ↓
Bondi Beach	91.4	88.4	91.7	90.5 ↓
Waverley (average)	91.1	89.4	89.7	90.8 ↑

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

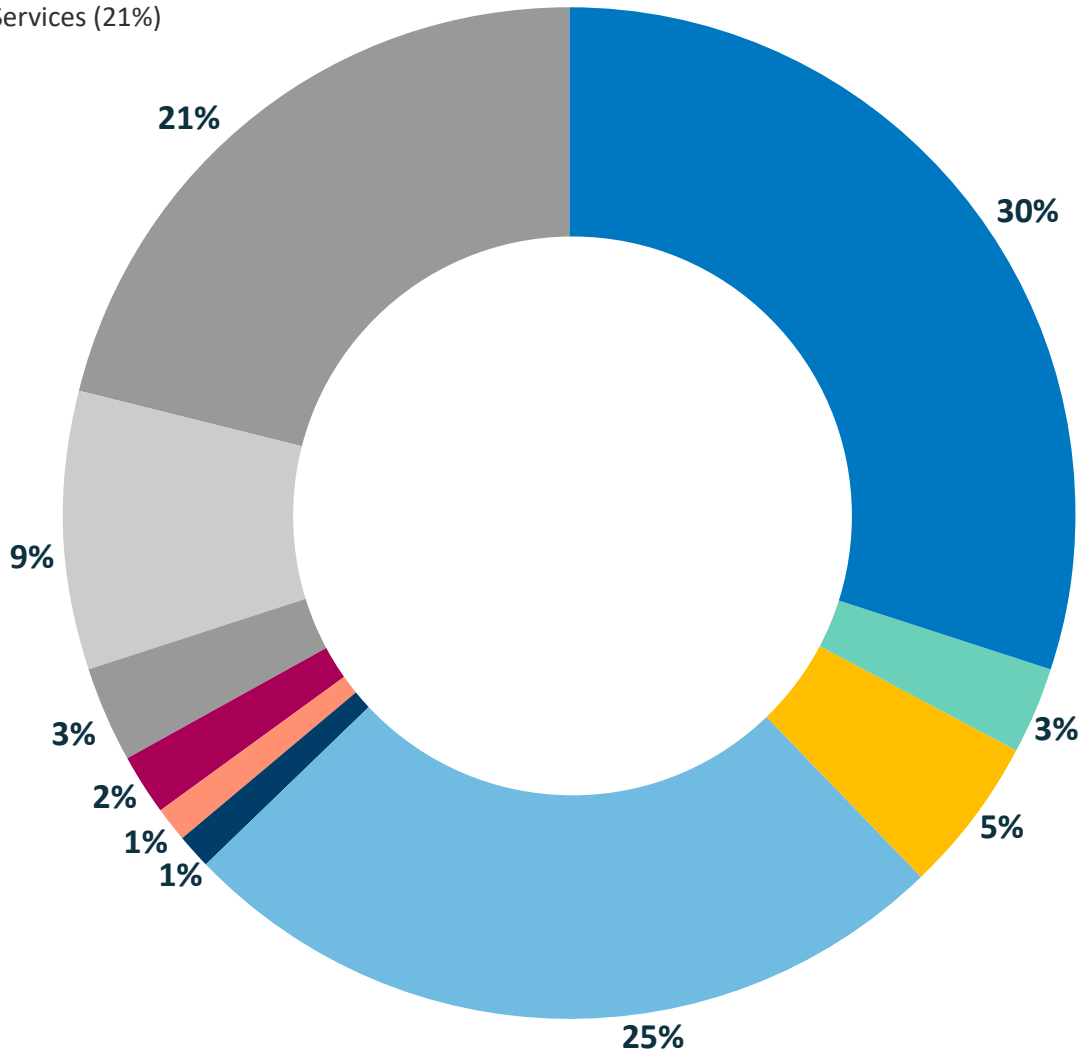
TYPE OF VACANT PROPERTY	FOR LEASE	VACANT	SUBJECT TO DA	TOTAL
Number of Premises	60	23	30	113

Summary of Commercial Centres

Industry mix

Top 3 Industries

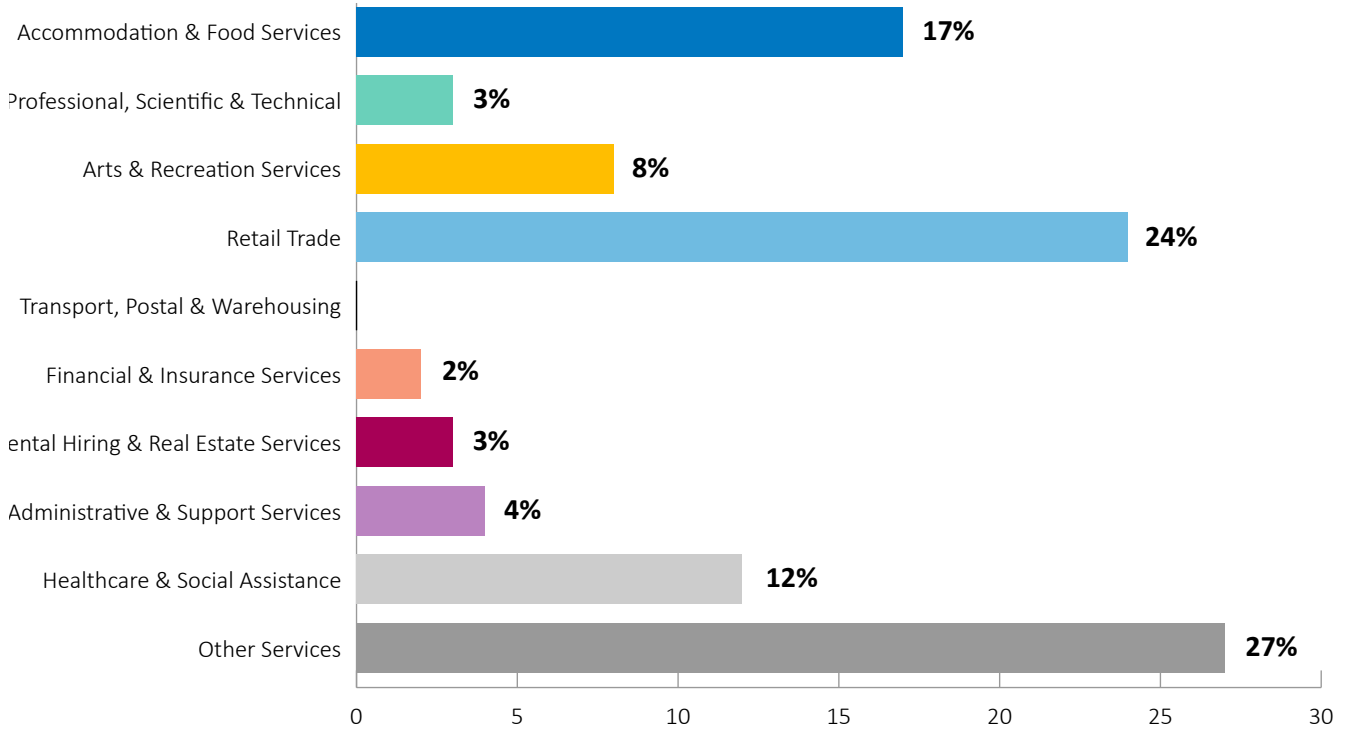
1. Accommodation and Food Services (30%)
2. Retail Trade (25%)
3. Other Services (21%)



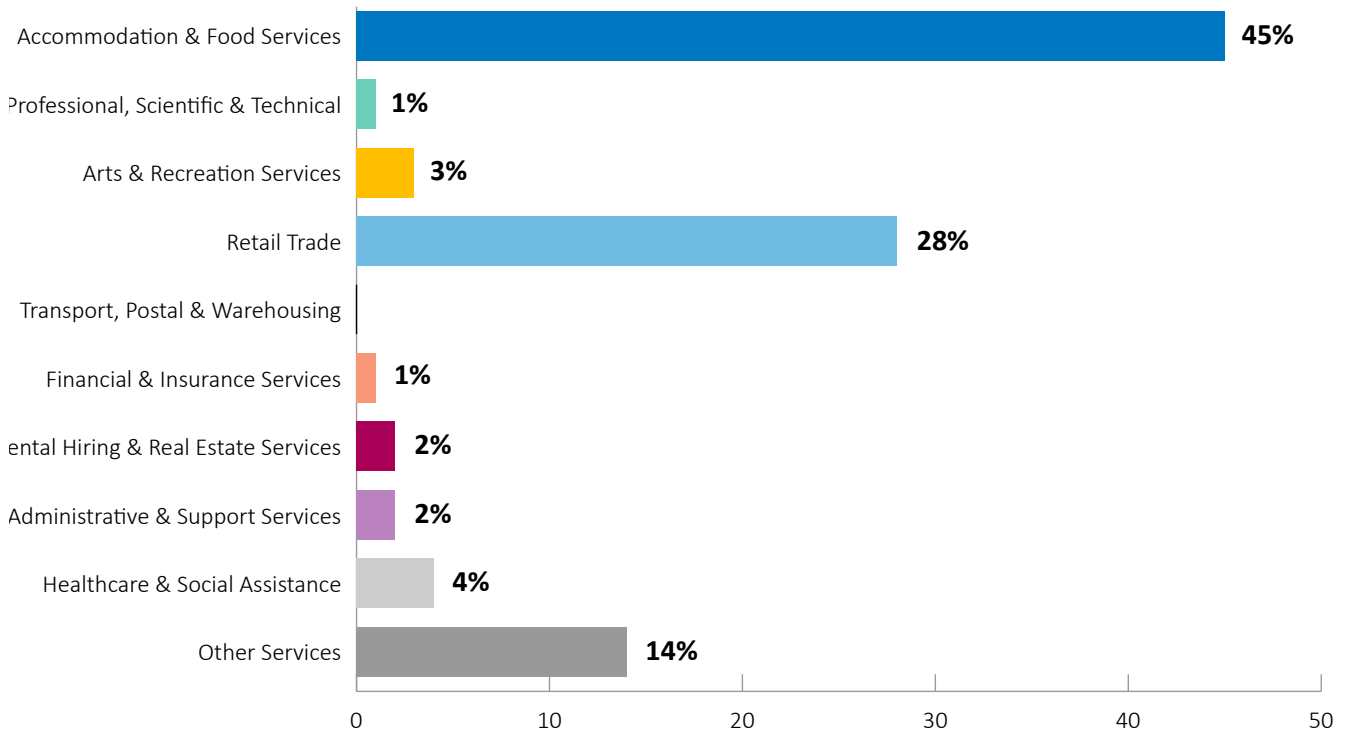
Accommodation & Food Services	30%	Financial & Insurance Services	1%
Professional, Scientific & Technical	3%	Rental Hiring & Real Estate Services	2%
Arts & Recreation Services	5%	Administrative & Support Services	3%
Retail Trade	25%	Healthcare & Social Assistance	9%
Transport, Postal & Warehousing	1%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

Tenancy mix

Bondi Junction

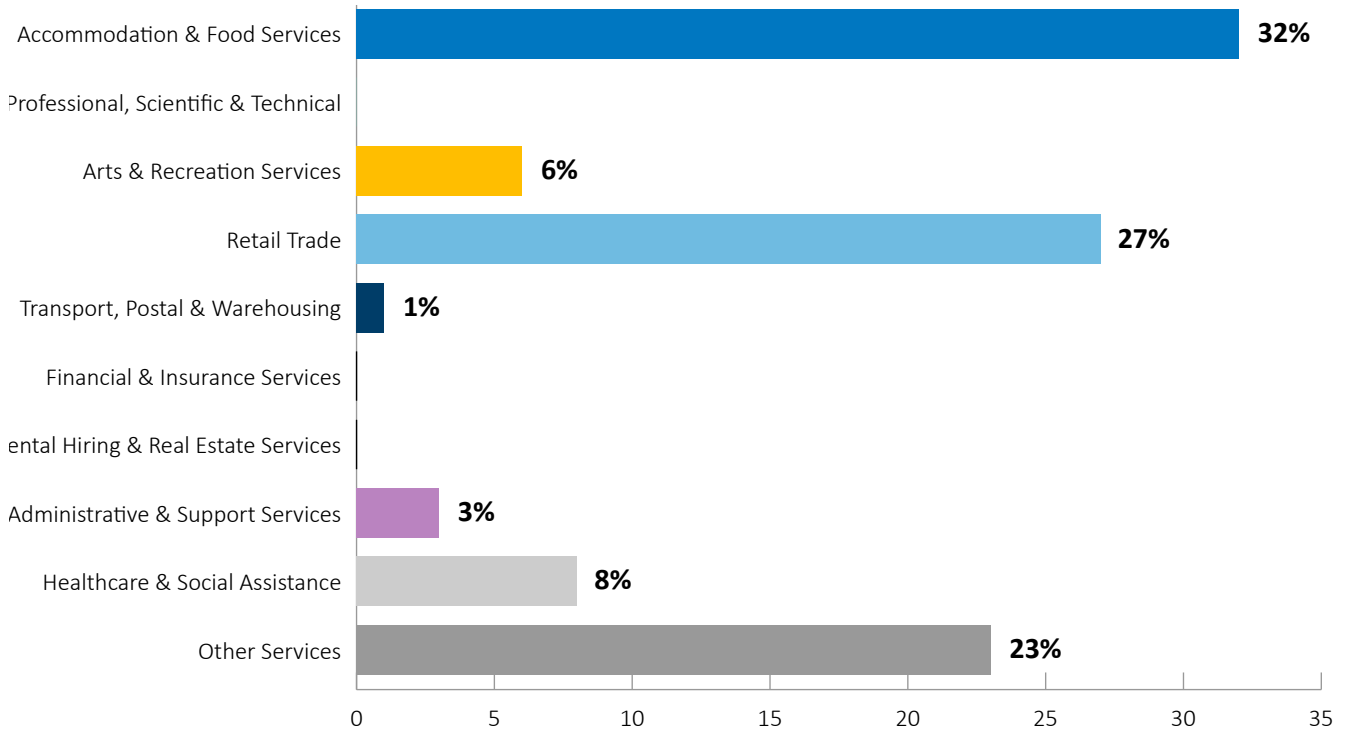


Bondi Beach

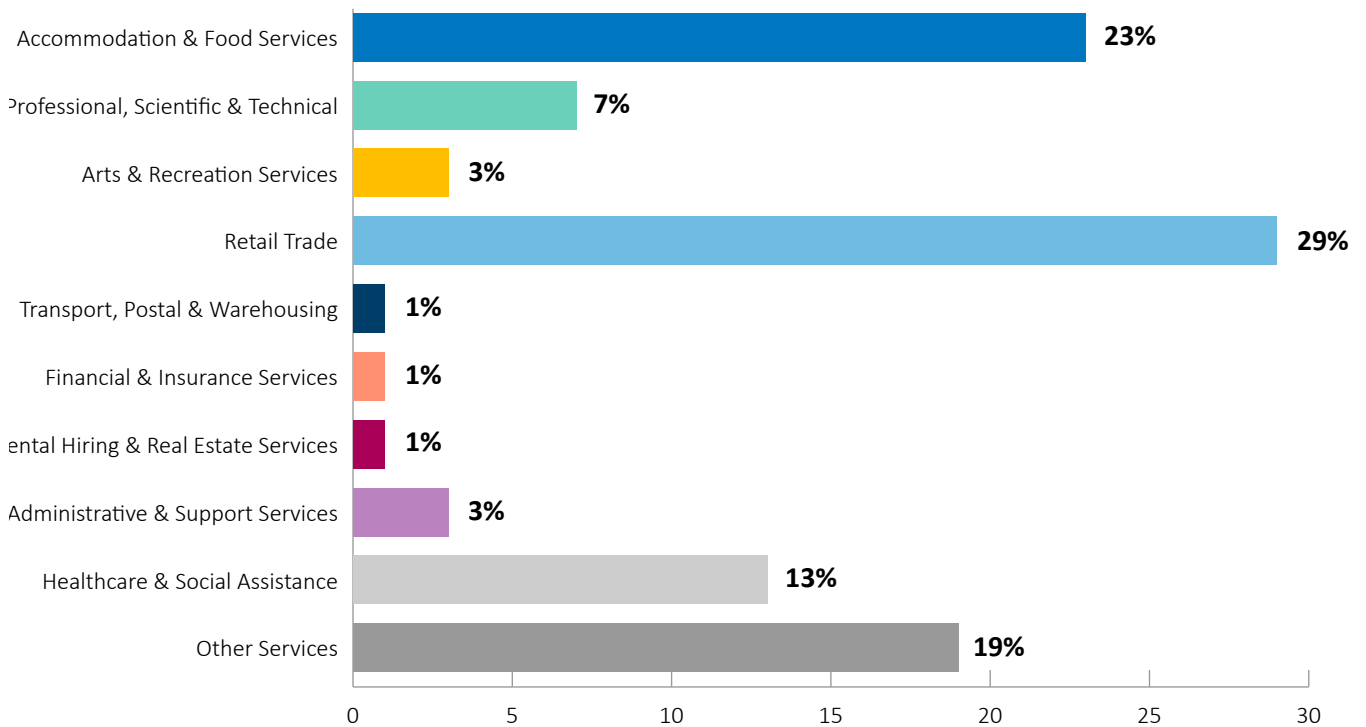


Tenancy mix

Bondi Road

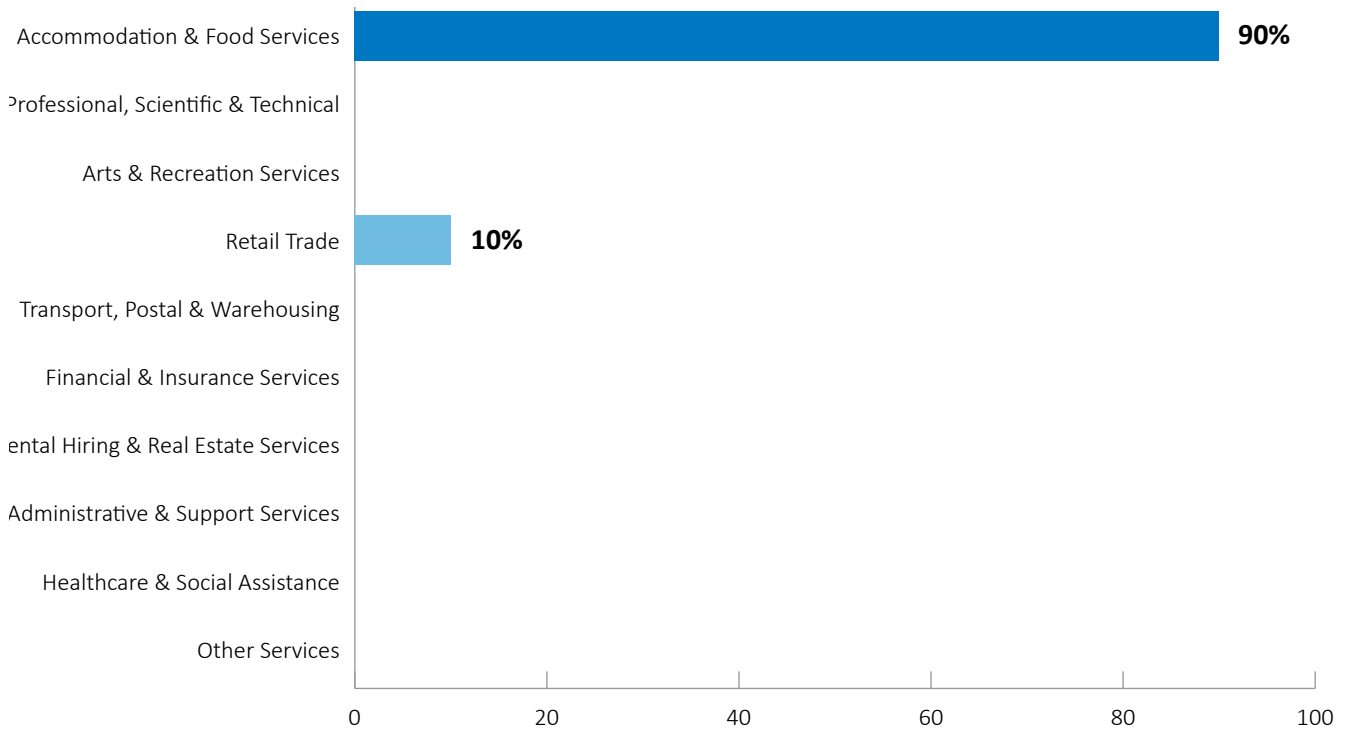


Charing Cross

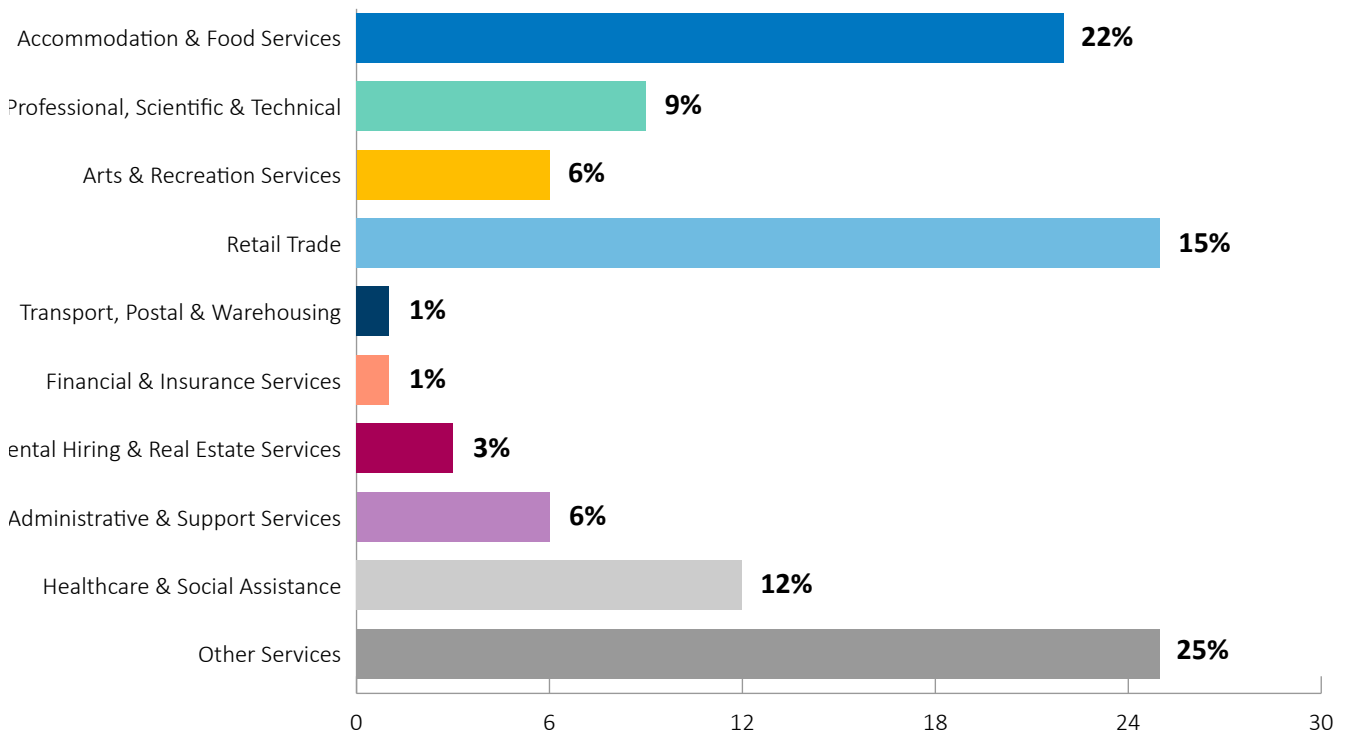


Tenancy mix

Bronte Beach

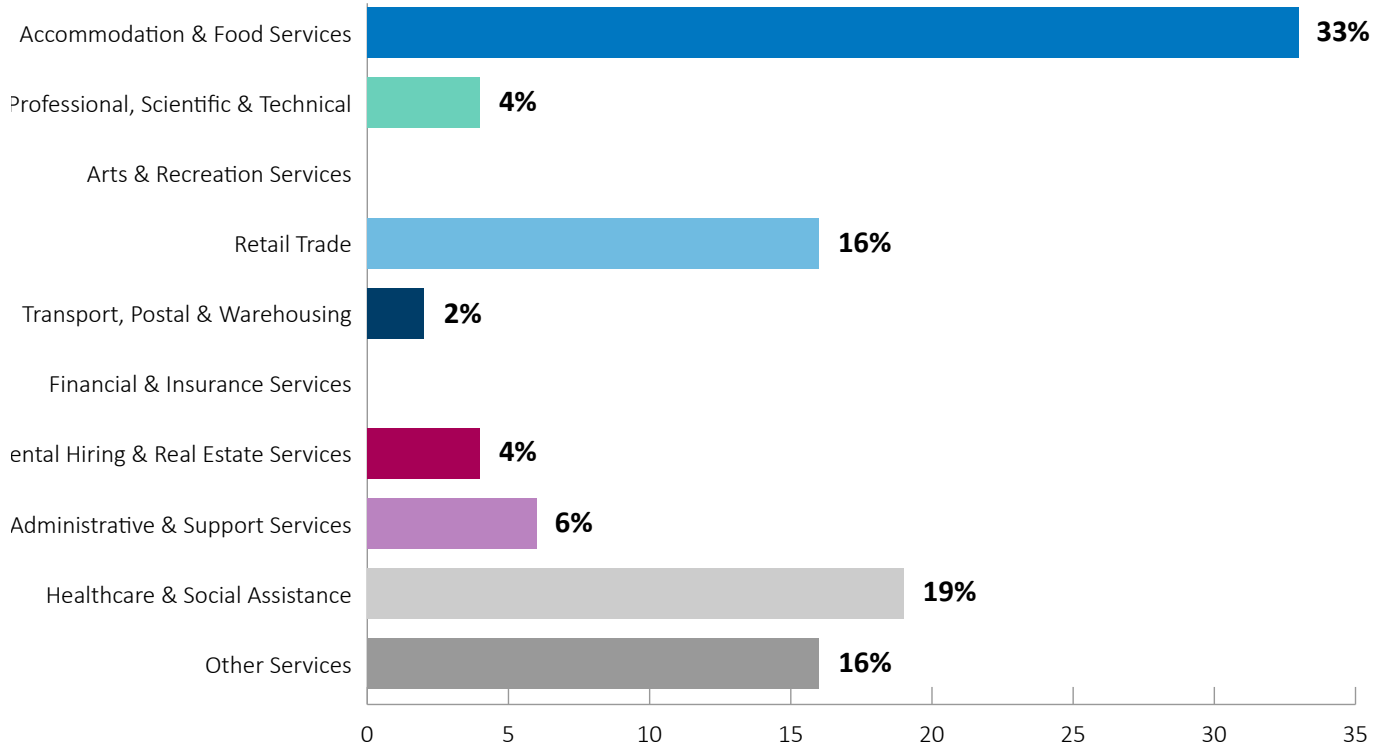


Rose Bay

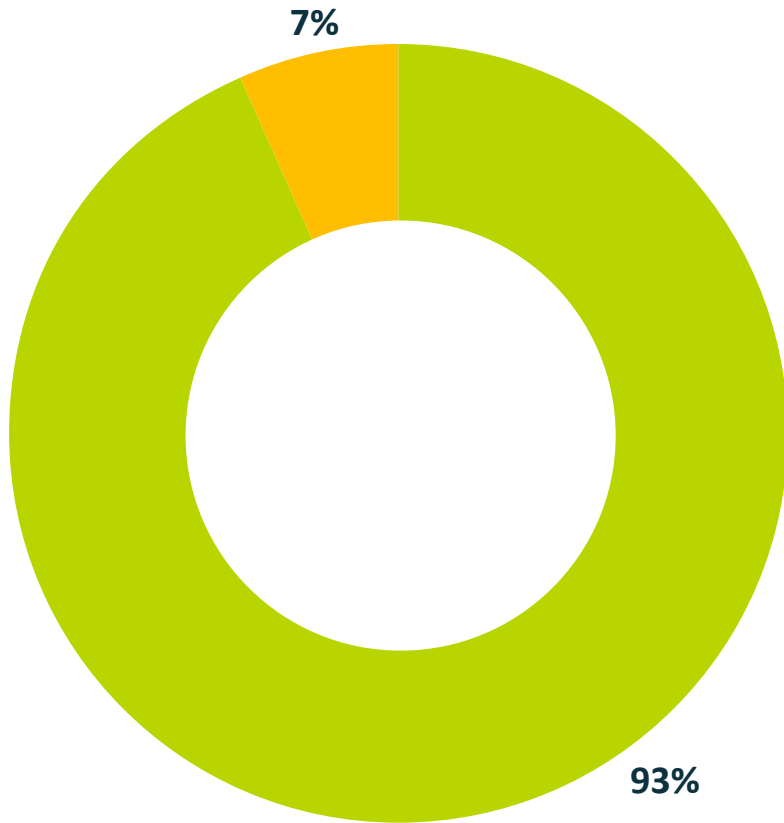


Tenancy mix

Macpherson Street



Performance: Progress Summary



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

Of the 46 actions in the Performance theme of the Operational Plan 2023–24, 93% (43) actions were completed, 7% (3) are in progress.

Part 3

Meeting our
Additional Legislative
Requirements

Amount of Rates and Charges Written Off

The following rates and charges were written off during the year.

DESCRIPTION	RATES	WASTE & OTHER CHARGES	EXTRA CHARGES	TOTALS
Rates for 2023-24 financial year as per council resolution 7 October 2008 (32-48 Denison Street)	162,291.86	140.79	–	162,432.65
Postponed 2017-18 rates and interest charges	699.61	–	330.35	1,029.96
Subtotal	162,991.47	140.79	\$330.35	163,462.61
Pension rebate Government Abandonment Section 575 (Local Government Act)	244,410.04	148,314.92	–	392,724.96
Pension Council Abandonment Section 582	78,573.34	–	–	78,573.34
Subtotal	322,983.38	148,314.92	–	471,298.30
Grand Total	485,974.85	148,455.71	\$330.35	634,760.91



Mayoral and Councillor Fees, Expenses and Facilities

MAYORAL AND COUNCILLOR FEES AND EXPENSES	AMOUNT (\$)
Mayoral fees	47,390
Councillor fees	260,760
Councillors' superannuation	29,116
Office equipment	6,666
ICT Usage	17,864
Conference and seminars	27,404
Professional development	18,869
Interstate visits	-
Overseas visits	-
Spouse expenses	-
Provision for childcare	1,027
Councillor home office expense	1,262
General travel expenses	883
General Expenses	2,468
Total	413,709

Councillor Training and Ongoing Professional Development

Councillors did not complete any induction training course, refresher course or supplementary induction course during the year.

Cr Angela Burrill, Cr Leon Goltsman, Cr Ludovico Fabiano, Cr Michelle Gray, Cr Paula Masselos, Cr Sally Betts and Cr Will Nemesh participated in ongoing professional development program during the year.

Eight seminars, circulars and other activities were delivered as part of the ongoing professional development program.

General Manager and Senior Staff Remuneration

In 2023-24, Council employed five senior staff as identified under the Local Government Act 1993.

The five staff included the General Manager, and four Directors.

POSITION	TOTAL REMUNERATION INCLUDING ALL BENEFITS (\$)
General Manager's Remuneration	430,527
Senior Staff Remuneration	1,225,864
Total	1,656,391

The total remuneration includes:

- I. The total value of the salary component of their packages
- II. The total amount of any bonus payments, performance payments or other payments made that do not form part of the salary component of their packages
- III. The total amount payable by Council by way of the employer's contribution or salary sacrifice to any superannuation scheme to which any of them may be a contributor
- IV. The total value of any non-cash benefits for which any of them may elect under the package
- V. The total amount payable by Council by way of fringe benefits tax for any such non-cash benefits organisation.

Overseas Visit by Council Staff

In 2023-24, there were no staff overseas visits.

Persons performing paid work

Below are the details of total number of persons who performed paid work for Council on 14 February 2024 including the number of persons directly employed by the council

536 people were recruited on a permanent full-time basis

48 people on a permanent part-time basis

133 people on a casual basis

53 people under a fixed-term contract

5 senior staff were employed by the council for the purposes of the *Local Government Act 1993*

28 people were engaged by the Council, under a contract or other arrangement with the person's employer, that is wholly or principally for the labour of the person

6 people were recruited under a contract or other arrangement with the person's employer, as an apprentice or trainee.

Report on Infrastructure Assets

As at 30 Jun 2024

ASSET CATEGORY	ESTIMATED COST TO BRING ASSETS TO SATISFACTORY STANDARD \$'000	ESTIMATED COST TO BRING TO THE AGREED LEVEL OF SERVICE SET BY COUNCIL \$'000	2023/24 REQUIRED MAINTENANCE \$'000	2023/24 ACTUAL MAINTENANCE \$'000	NET CARRYING AMOUNT \$'000	GROSS REPLACEMENT COST (GRC) \$'000
Buildings	3,245	3,245	5,906	6,327	228,539	311,621
Sub-total	3,245	3,245	5,906	6,327	228,539	311,621
Other structures	619	242	43	78	23,927	33,474
Sub-total	619	242	43	78	23,927	33,474
Roads						
Sealed roads	379	379	1,475	1,366	202,828	359,594
Footpaths	600	27	5,388	5,252	58,401	85,602
Kerb and gutter	1,046	765	–	1	83,404	119,951
Other road assets	71	–	3,696	3,707	28,874	38,103
Sub-total	2,096	1,171	10,559	10,325	373,507	603,250
Stormwater drainage						
Stormwater drainage	–	–	637	463	23,473	30,554
Stormwater conduits	359	–	–	–	69,595	99,600
Sub-total	359	–	637	463	93,068	130,154
Open space/ recreational assets						
Open space & recreational assets	3,386	343	8,507	8,678	125,057	196,784
Sub-total	3,386	343	8,507	8,678	125,057	196,784
Total — all assets	9,705	5,001	25,652	25,871	844,098	1,275,283

Report on Infrastructure Assets continued

Key

1	Excellent / very good	No work required (normal maintenance)
2	Good	Only minor maintenance work required
3	Satisfactory	Maintenance work required
4	Poor	Renewal required
5	Very poor	Urgent renewal/upgrading required

ASSETS IN CONDITION AS A PERCENTAGE OF GROSS REPLACEMENT COST

ASSET CATEGORY	1	2	3	4	5
Buildings	33.3%	33.0%	28.0%	5.5%	0.2%
Sub-total	33.3%	33.0%	28.0%	5.5%	0.2%
Other structures					
Other structures	52.0%	10.7%	26.8%	10.4%	0.1%
Sub-total	52.0%	19.8%	23.1%	6.8%	0.0%
Roads					
Roads	6.1%	22.1%	71.3%	0.5%	0.0%
Footpaths	12.9%	66.9%	18.2%	4.0%	0.0%
Kerb and gutter	26.0%	44.1%	25.3%	4.5%	0.1%
Other road assets	46.2%	36.5%	16.3%	1.0%	0.0%
Sub-total	13.6%	33.7%	50.9%	1.8%	0.0%
Stormwater drainage					
Stormwater drainage	29.0%	65.5%	5.5%	0.0%	0.0%
Stormwater conduits	11.9%	68.9%	18.1%	0.8%	0.4%
Sub-total	15.9%	68.1%	15.1%	0.6%	0.3%
Open space/ recreational assets					
Open space & recreational assets	26.9%	23.9%	40.2%	8.7%	0.3%
Sub-total	26.9%	23.9%	40.2%	8.7%	0.3%
Total — all assets	21.7%	34.9%	39.3%	3.9%	0.2%

Report on Infrastructure Assets continued

Explanation of the two estimated costs

Estimated Cost to Agreed Level of Service:

- This cost indicates bringing Council assets that have reached the intervention level agreed by the community to an agreed condition. This condition varies with each asset class and subclass.
- Council has a range of asset condition service levels that are agreed upon eg. road assets to be 80% in conditions 1 & 2 with the remainder across conditions 3, 4 & 5.
- This cost provides a meaningful snapshot of the proportion of outstanding renewal works compared to the total suite of assets that the Council has under its care and stewardship.
- Cost to Agreed Level of Service is different from Cost to Satisfactory as it is a measure that does not set a minimum condition standard of 3. Allowing assets to be more accurately represented through their asset lifecycles, whilst reporting on the cost to meet the “Agreed Levels of Service”.

Estimated Cost to Satisfactory Standard:

- The level of satisfactory condition is set at condition 3 for all asset classes. This requires all assets to be strictly maintained at a level of condition 3 and above.
- In determining the cost, Council estimates the amount required to be spent on existing infrastructure only. We take the replacement value of Condition 4 & 5 assets back to Condition 3 or “Satisfactory”, eg. the expected cost to bring the assets up to Condition 3.
- This cost does not take into account the cost to bring assets back to conditions 1 and 2. Utilising asset condition valuation percentages, we estimate the cost to match the minimum condition of 3.

Government Information (Public Access)

The Government Information (Public Access) (GIPA) Act 2009 requires councils to prepare an annual report on their obligations under the Act.

The tables below summarise the access applications received by Council in 2023–24.

Eleven applications (including withdrawn applications but not including invalid applications) were received during the year. One application was refused partly. A review was carried out under section 7(3) of the

GIPA Act (authorised proactive release of government information), and various information was made publicly available on Council’s website.

Schedule 2 Statistical information about access applications to be included in annual report.

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

	ACCESS GRANTED IN FULL	ACCESS GRANTED IN PART	ACCESS REFUSED IN FULL	INFORMATION NOT HELD	INFORMATION ALREADY AVAILABLE	REFUSE TO DEAL WITH APPLICATION	REFUSE TO CONFIRM/ DENY WHETHER INFORMATION IS HELD	APPLICATION WITHDRAWN	TOTAL	% OF TOTAL
Media	0	0	1	0	0	0	0	0	1	4%
Members of Parliament	0	0	0	0	0	0	0	0	0	0%
Private sector business	1	0	0	0	0	2	0	1	3	11%
Not for profit organisations or community groups	0	0	0	0	0	0	0	0	0	0%
Members of the public (by legal representative)	6	5	0	4	1	0	0	1	15	58%
Members of the public (other)	2	4	0	1	0	0	0	0	7	27%
Total	8	9	1	5	0	2	0	1	26	
% of Total	31%	34%	4%	19%	0%	8%	0%	4%		

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

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

	ACCESS GRANTED IN FULL	ACCESS GRANTED IN PART	ACCESS REFUSED IN FULL	INFORMATION NOT HELD	INFORMATION ALREADY AVAILABLE	REFUSE TO DEAL WITH APPLICATION	REFUSE TO CONFIRM/DENY WHETHER INFORMATION IS HELD	APPLICATION WITHDRAWN	TOTAL	% OF TOTAL
Personal information applications*	0	0	0	0	0	0	0	0	0	0%
Access applications (other than personal information applications)	8	9	1	5	0	2	0	1	26	100%
Access applications that are partly personal information applications and partly other	0	0	0	0	0	0	0	0	0	0%
Total	8	9	1	5	0	2	0	1	26	
% of Total	31%	34%	4%	19%	0%	8%	0%	4%		

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

Table C: Invalid applications

REASON FOR INVALIDITY	NO OF APPLICATIONS	% OF TOTAL
Application does not comply with formal requirements (section 41 of the Act)	5	100%
Application is for excluded information of the agency (section 43 of the Act)	0	0%
Application contravenes restraint order (section 110 of the Act)	0	0%
Total number of invalid applications received	0	0%
Invalid applications that subsequently became valid applications	5	100%

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

	NUMBER OF TIMES CONSIDERATION USED*	% OF TOTAL
Overriding secrecy laws	0	0%
Cabinet information	0	0%
Executive Council information	0	0%
Contempt	0	0%
Legal professional privilege	1	100%
Excluded information	0	0%
Documents affecting law enforcement and public safety	0	0%
Transport safety	0	0%
Adoption	0	0%
Care and protection of children	0	0%
Ministerial code of conduct	0	0%
Aboriginal and environmental heritage	0	0%
Privilege generally- Sch 1(5A)	0	0%
Information provided to High Risk Offenders Assessment Committee	0	0%
Total	1	

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

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

	NUMBER OF TIMES CONSIDERATION USED*	% OF TOTAL
Responsible and effective government	5	31%
Law enforcement and security	0	0%
Individual rights, judicial processes, and natural justice	10	63%
Business interests of agencies and other persons	1	6%
Environment, culture, economy, and general matters	0	0%
Secrecy provisions	0	0%
Exempt documents under interstate Freedom of Information legislation	0	0%
Total	16	

Table F: Timeliness

	NUMBER OF APPLICATIONS	% OF TOTAL
Decided within the statutory timeframe (20 days plus any extensions)	12	80%
Decided after 35 days (by agreement with applicant)	0	0%
Not decided within time (deemed refusal)	3	20%
Total	15	

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

	DECISION VARIED	DECISION UPHELD	TOTAL	% OF TOTAL
Internal review	0	0	0	0%
Review by Information Commissioner*	1	0	1	100%
Internal review following recommendation under section 93 of Act	0	0	0	0%
Review by NCAT	0	0	0	0%
Total	1	0	1	
% of Total	100%	0%		

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

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

	NUMBER OF APPLICATIONS FOR REVIEW	% OF TOTAL
Applications by access applicants	2	100%
Applications by persons to whom information the subject of access application relates (see section 54 of the Act)	0	0%
Total	2	

Table I: Applications transferred to other agencies.

	NUMBER OF APPLICATIONS TRANSFERRED	% OF TOTAL
Agency-Initiated Transfers	0	0%
Applicant- Initiated Transfers	0	0%
Total	0	

Public Interest Disclosures

In 2023-24 Council did not receive any public interest disclosures.

Council has a public interest disclosures policy in place. Information is made available on the staff intranet and internet and trainings are provided to staff.



Compliance with the Companion Animals Act and Regulation

The statement on activities relating to enforcing and ensuring compliance with the Companion Animals Act and Regulation for this year includes:

Twenty-three dog attacks were reported during the year. Council spent \$61,472 on companion animals management.

The money is used for pound fees and charges, rehoming of impound dogs and cats and equipment for Rangers.

Council Rangers, Companion Animal Officer and Customer Service staff provide ongoing public education in relation to responsible dog ownership. This includes training sessions on registration, microchipping, and control of animals in public. Rangers undertake daily patrols of popular dog walking areas and speak with owners to ensure responsible dog ownership. Council provides responsible pet ownership information at waverley.nsw.gov.au/residents/animal_services/responsible_dog_ownership.

Council continues to encourage the de-sexing of dogs and cats by offering significantly reduced registration fees for de-sexed dogs and cats. Information is available on the Council website and provided by Council officers. Council uses a pound facility with a 'low kill' policy called Getting to Zero Movement and seeks authorisation from Council before any euthanasia is carried out (except in emergency situations). Council continues to use Sydney Dogs & Cats Home as the preferred pound facility that has a low kill policy and seeks authorisation from Council to carry out any euthanasia, except in emergency services. Council works alongside Sydney Dogs & Cats Home to rehome or return home impounded dogs and cats. Council provides a number of offleash areas throughout the area.

Council proactively lodges pound data collection returns and data on dog attacks with the Office of the Local Government via the Companion Animals Register.

The 24-hour dog off-leash areas are at the following parks:

1. Bondi Beach Park, Bondi
2. Varna Park, Waverley
3. Raleigh Reserve, Dover Heights
4. Diamond Bay Reserve, Vaucluse
5. Dickson Park, Bondi
6. Hugh Bamford Reserve, Dover Heights
7. Waverley Park, Bondi Junction
8. Queens Park (managed by Centennial Parklands).

The timed off-leash areas are at:

1. Marks Park, Tamarama
2. Bronte Park, Bronte.

Amount Incurred in Legal Proceedings

Planning Matters

Council spent a total of \$811,120 on legal appeal proceedings for planning matters. Under the provisions of the Environmental Planning and Assessment Act 1979. Council received an amount of \$230,682 as Section 8.15 costs under the Environmental Planning and Assessment Act. Of the 34 planning appeals lodged in the Land and Environment Court against Council, 29 appeals were finalised, and nine appeals were discontinued. Twenty-six amendments were made by applicants (s34) and agreement subsequently reached. Three appeals proceeded to hearing, one was determined dismissed by the Court and two were determined via consent order hearing.

Building Compliance

Of the eight building compliance related appeals, seven were finalised and one is ongoing.

Animal Control and Other Compliance Matters

Of the Seven appeals pertaining to animal control and other compliance matters, all appeals were finalised.

Civil Enforcement

There was only civil enforcement related proceeding during the year. The proceeding was finalised during the year.

Council spent \$68,604 on legal proceedings related to building compliance, animal control and civil enforcement.



Progress Against Equal Employment Opportunity (EEO) Management Plan

ACTIVITY	MEASURES	PROGRESS COMMENTS
Continue to deliver Disability Awareness training for all Council staff, including training on dignity of risk	All people leaders are trained	Disability Awareness training is made available for all staff on the Learning Hub and 264 staff completed the training. 97 managers completed the mandatory Disability Confidence Manager Training
Continue to provide learning and development opportunities to support staff to apply access and inclusion principles and practices into their job responsibilities, including use of inclusive communications	<p>Staff apply access and inclusion principles and practices into their job responsibilities.</p> <p>Staff feel comfortable to discuss reasonable adjustments and flexible work requests</p>	<p>Council continues to provide staff training to educate and promote inclusion principles and practices, including Code of Conduct and Conflict Resolution training.</p> <p>A Reasonable Adjustments Policy and Flexible Work Policy are in the final stages of development for roll out in the coming months.</p> <p>All job advertisements encourage applicants to contact our People and Culture team if they require assistance or modification during the application process.</p> <p>Council has been undertaking a comprehensive review of positions descriptions as part of the 'PD Review Project', including a review and removal of criteria that is not essential for the role and may otherwise inadvertently create a barrier for people with disability</p>
<p>Employ, develop, and support Aboriginal people through the creation of employment opportunities.</p> <p>Promote diversity, innovation, and service responsiveness in the Council's workforce</p>	<p>Continued participation in the Elsa Dixon Aboriginal Employment Program.</p> <p>Increase the number of applicants who identify as Aboriginal and Torres Strait Islander person through targeted networks</p>	<p>There was a slight increase (9%) in the number of applicants who identified as Aboriginal people in 2023-24 from 2022-23.</p> <p>Council continues to employ school-based trainees and apprentices as part of the Elsa Dixon Aboriginal Employment Program</p>
Successful completion of School-Based traineeship for two employees under the Elsa Dixon Aboriginal Employment Program in Dec 2022.	Successful completion of School-Based traineeship for two employees under the Elsa Dixon Aboriginal Employment Program in Dec 2022.	All staff are enrolled in Cultural Awareness training. Two hundred and ninety-six staff completed the training

Progress Against EEO Management Plan continued

ACTIVITY	MEASURES	PROGRESS COMMENTS
Develop and deliver training and initiatives to promote diversity and inclusion and reporting of unsafe practices	Council provides a safe and healthy workplace. Staff understand unconscious bias. Staff are aware how to report unsafe practices.	660 staff completed Conflict Resolution training, including how and when to raise concerns. Council's health and wellbeing support program is promoted to all staff. Any employee allegations of bullying and harassment are escalated to People and Culture and are promptly investigated. In May 2024, Council partnered for a second time with Sydney East Community College to provide job interview practice to new migrants as part of the Mentor Program. Volunteers participated in the interviews from across Council and information and photos were shared with employees in the staff newsletter, helping to raise awareness of unconscious bias and the benefits of diversity and inclusion. The annual Staff Awards continues to recognise excellence in diversity and inclusion under our award category of Respect, with over 30 nominations received in this category.
Continue to promote a culture that encourages women to apply for leadership roles.	Women at all levels of the organisation believe they have equal opportunity as their male counterparts for promotion.	Council has a good representation of female applicants for manager positions at 45%. Currently 36% of our manager cohort are female
Attract and promote women in non-traditional roles through website and other media.	Increased number of women applicants through targeted campaigns. Success stories published.	Staff achievements were showcased in our Staff Newsletter
Develop support mechanisms for ageing/mature staff and linking them to resources, including retirement planning.	External information and support are promoted to staff.	Council supports the ongoing employment of older workers and transition to retirement plans, including extended leave, job-share, access to superannuation and retirement information sessions.
Develop systems that provide for knowledge sharing and mentoring to support succession planning and phased retirement	Staff are supported to discuss transition to retirement options.	Council's Higher Duties policy supports succession planning by providing an avenue for staff to step into a senior role, allowing the usual job holder extended leave or reduced hours
Embed Council's Values into key programs including induction, performance management and leadership programs.	Staff are rewarded and held accountable for demonstrating behaviour consistent with Council Values.	All teams developed a Team Charter in October 2023, based on Council's Values and Behaviours. Teams developed mechanisms for embedding the behaviours into their everyday work.

Progress Against EEO Management Plan continued

ACTIVITY	MEASURES	PROGRESS COMMENTS
<p>Review Council’s Recruitment Framework and end to end recruitment practices to ensure alignment to our diversity and non-discriminatory recruitment objectives.</p>	<p>Staff confidence in Council’s recruitment practices is increased.</p>	<p>Council’s Recruitment Framework and processes are currently under review.</p>
<p>Review and implement an action plan to address the relevant recommendations contained under Respect@ Work Harassment National Inquiry Report 2020.</p>	<p>Initiatives implemented to address Councils positive duty to eliminate sexual harassment.</p>	<p>Council has developed a bullying and harassment policy and gender based harassment policy and we are in the final stages of procuring elearning, which will be mandatory for all staff</p>



Progress Report - Disability Inclusion Action Plan (DIAP)

Focus Area 1

Inclusive Attitudes and Behaviours

Outcome Statement 1

Council values and supports inclusive attitudes and behaviours across Council and the community.

1.1 Provide community awareness raising activities to support inclusive attitudes and behaviours

ACTION	KEY PERFORMANCE INDICATOR	COMMENT
1.1.1. Continue to deliver a community awareness program to promote inclusive attitudes and increase understanding of hidden disability and codesign some initiatives with people with disability	Initiatives developed and promoted \geq 2	<p>Stories of Lived Experiences, a codesign community awareness project was held to celebrate International Day of People with Disability 2023.</p> <p>Bronte Early Education is continuing the intergenerational research study with the George Health Institute and UNSW.</p> <p>Family Day Care visited Illowra Uniting Aged Care.</p> <p>The Mayors Award for Social Inclusion recognised students who actively support diversity and inclusion within the school</p>
1.1.2. Continue to increase the visibility of people with disability in Council publications and communications	Positive image library expanded	Council continued to incorporate inclusive imagery across various campaigns and promotions

1.2 Increase organisational understanding, knowledge and skills to apply access and inclusion principles and practices in their key job responsibilities

ACTION	KEY PERFORMANCE INDICATOR	COMMENT
1.2.1. Continue to deliver Disability Awareness training for all Council workers, including training on dignity of risk	# staff trained/resources	263 staff completed Disability Awareness eLearning Training, and 93 supervisors and managers completed managers training.
1.2.2. Continue to provide learning and development opportunities to support staff to apply access and inclusion principles and practices into their job responsibilities, including use of inclusive communications	≥ 2 sessions	Learning and development opportunities offered to staff include: <ul style="list-style-type: none"> • Accessible Festivals & Events • Disability Confidence Training – external • NDIS and Start Strong Pathways Program – Early Childhood • Supported decision making • Navigating Neurodiversity • The future of disability • Unlocking Accessibility: Wayfinding Technology strategy • Pathways to Possibilities: Increasing Economic Participation of People with Disability • Supporting CALD Older Women at Risk of Homelessness

1.3 Engage with local business to promote the benefit of providing accessible services, environments and inclusive communications

ACTION	KEY PERFORMANCE INDICATOR	COMMENT
1.3.1. Continue to award good practice in access and inclusion through Council’s Local Business Awards	Annual Inclusion Award promoted & delivered	2023 Award targeted to mainstream businesses to improve awareness of disability inclusion
1.3.2. Continue to promote the benefits to local business of inclusive and accessible services and employment practices	# initiatives / ≥ 2 promotions	Business Resource Centre promotes inclusive practice

Focus Area 2 Liveable Communities

Outcome Statement 2

People of all abilities have opportunities to live independent lives in their community and to connect, engage and make choices about the services they access.

2.1 Work with partner agencies to increase access to services and information that support people to live independently

ACTION	KEY PERFORMANCE INDICATOR	COMMENT
2.1.1. Continue to deliver quality services that promote independence and wellbeing and support people with disability to make community connections	Annual satisfaction survey/Options Paper developed	Waverley Community Living Program (WCLP) Business Plan was updated and preparation of an option paper to identify further mainstream options is in progress. Council exited the NDIS program. Results of the Annual Satisfaction Surveys: <ul style="list-style-type: none"> • WCLP received 92% satisfaction rating from responders • Waverley Seniors Centre Aged Care received 95% satisfaction rating Early Education Centre delivered additional support for 6 children
2.1.2. Deliver an information program that helps people navigate the service system, including targeted information for people from diverse backgrounds.	Annual program delivered/ ≥ 2 sessions	E-News and interagency focused on disability reform and inclusion. Self-employment startup workshop was held by Ignite. Employability event was promoted. Coaching Fears & Worries sessions focused on neuro divergence. Mental health and Childhood Anxiety workshops were organised for children Aged Care service navigation sessions were held.
2.1.3. Implement an Access and Inclusion Grant to increase opportunity for people to participate in mainstream activities	Annual Grant delivered / EOI developed and promoted	Wairoa school 's Pathways to the Pavilion project was delivered to increase student confidence in community participation through song writing, music and performance. A final performance was held at the Pavilion
2.1.4. Identify and promote digital inclusion initiatives to help upskill people and create more opportunities to access supports and connections	Initiatives promoted / identify options	Digital inclusion 1:1 support was implemented. Further program development and promotion is in progress.
2.1.5. Investigate how to minimise the impacts of construction and residential redevelopment on residents with disability	Resource developed & promoted	A series of video and plain English planning resources were developed to support and provide information to minimise impacts of construction.

2.2 Recreational and cultural activities and events are inclusive and are actively promoted.

ACTION	KEY PERFORMANCE INDICATOR	COMMENT
2.2.1. Implement and promote accessible event guidelines to improve the accessibility and inclusiveness of all events held in Waverley	Guideline finalised	Guidelines were finalised and promoted.
2.2.2. Increase the number of accessible and inclusive events and cultural programs	≥2 Cultural & Arts activities	Details of Bondi Festival 2023 from an inclusive and accessibility dimension: <ul style="list-style-type: none"> • 22 fully accessible events • 1 alternate access event • 5 events language no obstacle • 5 events hearing no obstacle • 20 events sight no obstacle
	≥ 2 Library activities	Home Library Service was offered for housebound residents and Inclusive Storytime was delivered
2.2.3. Carer’s companion card promoted and accepted at all paid events	Carers Companion Card promoted	Carers Card was promoted across Council web platforms and events
2.2.4. Identify sporting and recreational opportunities and gaps within the region and work with neighbouring Councils and organisations to increase the number of recreational activities	1x event delivered Research 2024	Recreation activities catering to people with disability was supported

2.3 Advocate for increased diversity of housing stock that is affordable and accessible.

ACTION	KEY PERFORMANCE INDICATOR	COMMENT
2.3.1. Maintain Waverley’s social housing program and upgrade units to be accessible where possible	# Accessible units/ Edward St Tender	Tender is in progress
	# units maintained	49 units was maintained. Housing Provider Tender was completed
2.3.2. Research housing needs of older people and people with disability to better understand future demand for housing that is affordable and accessible.	Research completed/ WCLP housing pathway review	Housing need research and policy review were completed. Further pathway options will be explored with the new housing provider
2.3.3. Continue support for housing and homelessness partnerships and initiatives to deliver housing outcomes	# referrals	12 monthly Eastern Suburbs Homeless Assertive-outreach Collaborative (ESHAC) meetings were held. 5 people with complex needs were housed There were 12 referrals, includes 5 intensive supports.
	Annual Street Count	13 people were found experiencing street homelessness in 2024. Council coordinated the regional homelessness count.

Focus Area 2 Liveable Communities

Outcome Statement 3

All new council assets, buildings and open spaces are designed to be fully accessible, and Council proactively manages the built environment to meet our diverse community needs now and, in the future.

3.1 Increase access to Council facilities, venues, parks and beaches

ACTION	KEY PERFORMANCE INDICATOR	COMMENT
<p>3.1.1. Continue to design all new council venues to accessible universal design principles and identify and install accessible signage, facilities, and fixtures such as hearing loops, recharge points and calm spaces</p>	<p>Annual upgrades Bondi Pavilion/ Mill Hill-Boot Factory</p>	<p>Mill Hill-Boot Factory opening is scheduled in late 2024. Wayfinding signage, accessible toilets and hearing loop locations were identified. Parking options to be confirmed.</p> <p>Bronte Surf Life Saving Club received DA approval of accessible facilities</p> <p>Tamarama Surf Life Saving Club upgrade was completed</p> <p>Bondi Surf Life Saving Club construction is scheduled in 2025-26</p>
<p>3.1.2. Continue to deliver a program to upgrade and install accessible public toilets and accessible adult change facilities and maintain information in the National Toilet Map</p>	<p>Annual upgrades and information updates</p>	<p>Changing places accreditation was completed for Bondi Pavilion</p> <p>MLAK keys are available onsite</p> <p>Information updates are in progress</p>
<p>3.1.3. Incorporate accessibility and universal design as a key component of the annual capital works program to upgrade streetscapes</p>	<p>Annual program implemented</p>	<p>Curlewis Street Streetscape Upgrade was designed to deliver accessibility outcomes.</p> <p>Pedestrian access improvements include works at Glenayr Avenue, MacPherson Street and St Thomas Street, Curlewis Street, Charing Cross and Bondi Junction.</p>
<p>3.1.4. Conduct access audits of streetscapes in commercial and village centres to identify continuous paths of travel, kerb ramp placement and social infrastructure, including street furniture and calming spaces</p>	<p>Audit completed as per schedule year 2</p>	<p>A Walking Strategy is in development and includes audit of footpaths. Further work is planned for the next FY to identify priorities and map accessible paths to inform whole of journey planning</p>

3.1 continued

ACTION	KEY PERFORMANCE INDICATOR	COMMENT
3.1.5. Prioritise repair of damaged footpaths when access for wheelchair users or people who are less mobile are blocked and there is no alternate path of travel	Process review	Repair of Footpaths is prioritised based on safety risk. Council maintains safe alternate paths of travel as a priority
3.1.6. Provide clear paths of travel along property lines where possible	Guideline review- Year 2	Café seating compliance is maintained. Guideline is to be reviewed
3.1.7. Develop an accessible beach and coastal walk strategy to identify opportunities for inclusive recreation and play.	Strategy developed Year 3	Coastal Reserve Plan of Management concept design and consultation were completed. Parking and equipment audit was conducted.
3.1.8. Maintain opportunities for beach access and extend the days beach matting is rolled out at Bondi	Beach Matting available > 3 dpw	Beach mat storage is to be build and roll out options to overcome safety and weather constraints. Accessible Beach equipment storage is included in the Bronte Surf Life Saving Club DA.
3.1.9. Implement the inclusive play strategy and ensure opportunity for co-design and selection of accessible equipment	Annual upgrades-Stage 1 design- Waverley Park	Waverley Park Playground Upgrade included fencing, a range of play equipment, and level access. Gilgandra Reserve, Scott Street Reserve and Sir Thomas Mitchell Reserve concept design proposes nature play area for quiet, social and exploratory play, selected play and paths to players. Tamarama Park and Beach Plan of Management (PoM) was adopted and includes improved access to facilities and park areas where feasible. Bronte Park and Beach PoM was adopted and includes improved access to facilities connected to paths of travel and beach access point and improve the safety and amenity of the existing stairs to the beach and Bronte Baths. Coastal Reserves PoM access study across the 14 reserves to inform PoM
3.1.10. Develop a Wayfinding strategy to meet the needs of people with disability and prioritise upgrading signage in major centres	Strategy developed Year 3	Accessible wayfinding strategy is scheduled for preparation in 2024-25.

Focus Area 2 Liveable Communities

Outcome Statement 4

The community is a place where people can move around easily and can access services, facilities and participate in community life.

4.1 Increase access to Council facilities, venues, parks and beaches

ACTION	KEY PERFORMANCE INDICATOR	COMMENT
4.1.1. Increase the number of accessible drop off and pick up zones at key destinations	# accessible PUDOs	Preliminary assessments were undertaken in Bondi Junction.
4.1.2. Develop and implement a parking strategy to prioritise parking that is accessible to people with disability at key locations and outside venues	Audit completed and implemented	Preliminary assessments were undertaken in Bondi Junction.
4.1.3. Implement a sensor scheme to provide real time information on the availability of mobility parking	Sensor scheme trial implemented	56 mobility spaces were advertised on the accessible park n pay app
4.1.4. Continue to monitor and enforce the appropriate use of mobility parking	# enforcements	787 mobile parking system infringements were issued
4.1.5. Upgrade priority bus stops and shelters, including lighting, and link to a continuous accessible path of travel where possible	# annual bus shelters upgrades	New contract in 2024-25 will include access improvements at 80 locations as part of bus shelter replacement eg: seating, TGIS, and exploring localised footpath widening opportunities.
4.1.6. Ensure clear signage and information about alternative paths of travel is made widely available when construction on footpaths impedes accessibility	# information promotions	Signage information is provided as required by the traffic guidance scheme during construction activities.
4.1.7 Online maps are updated and provide information to support whole of journey planning	Discover Waverley up to date	Discover Waverley maps were updated. Further detail is to be added as part of the Walking Strategy initiative

Focus Area 3 Meaningful Employment

Outcome Statement 5

People of all abilities have access to meaningful employment.

5.1 Support and advocate for local employment opportunities.

ACTION	KEY PERFORMANCE INDICATOR	COMMENT
5.1.1 Support disability employment initiatives and facilitate connection with local business, encouraging skill development and employment opportunities	> 2 initiatives supported	Ignite developed the self-employment workshop. Work to establish a recruitment pathway with local disability employment services is in progress

5.2 Ensure that Council’s workforce, recruitment policies and purchasing procedures support diversity and inclusion principles.

ACTION	KEY PERFORMANCE INDICATOR	COMMENT
5.2.1.Set a disability employment target and monitor strategies to increase and support employment of people with disability	Annual progress report	Reasonable adjustment practices are in place and Reasonable adjustment policy preparation is in progress. Job carving position is created to help promote further positions.
5.2.3. Identify skill development opportunities within Council and establish identified Council placements and traineeships	Identify options / # of placements	One trainee and a number of volunteers are supported. Council recruited an employee with lived experience on a casual basis to design and provide input into disability awareness and job carving initiatives.
5.2.3. Drive a culture of inclusive leadership by maintaining a staff award for inclusion and identifying and supporting staff ambassadors	Annual staff inclusion award	Annual award structure has changed to reflect organisational values.

Focus Area 4 Engagement and Accessible Systems

Outcome Statement 6

Council is an organisation that is aware of and responsive to the needs of people of all abilities.

6.1 Increase access to and awareness of council information, feedback systems and services for people with disability

ACTION	KEY PERFORMANCE INDICATOR	COMMENT
6.1.1. Key publications and documents are made available in a diverse range of formats	# alternative formats/ requests	Alternative formats are made available, and contacts are promoted as part of event promotions. Website content review is in progress
6.1.2. Continue to ensure Council's website is compliant with WCAG 2.0 and accessibility upgrades are progressively implemented based on an access audit	Website compliance	New satellite websites are designed for enhanced accessibility. Council website upgrades were made and content review in progress.
6.1.3. Ensure information about accessibility is included in promotional material and signage	Information tools developed	Event accessibility information was provided for events and cultural activities. Communication guide is in development to provide guidance for all areas of Council

6.2 Council community consultation and engagement processes are inclusive and support participation and the views of a diverse range of users

ACTION	KEY PERFORMANCE INDICATOR	COMMENT
6.2.1. Ensure information about accessibility is included in promotional material and signage	Information tool developed	Two complaints were received. New feedback management system enables customer feedback at the conclusion of a transaction with Council.
6.2.2. Council's Access and Inclusion Panel is supported and actively engaged in monitoring DIAP outcomes	> 3 meetings per year	Four meetings were held. The panel contributed to key projects including submissions on public buildings, park plans of management, play spaces and communication materials. Terms of Reference review is in progress.

Swimming Pool Inspections

There was one private swimming pool inspections that were of tourist and visitor accommodation and six premises were of premises with more than two dwellings.

93 inspections resulted in issuance a certificate of compliance under Section 22D of the Swimming Pool Act. Two inspections resulted in issuance a certificate of non-compliance under clause 21 of the Swimming Pool Regulation.

Works Undertaken on Private Land

There were no works undertaken on private land.

Recovery and Threat Abatement Plans

York Road ESBS

The small area of Eastern Suburbs Banksia Scrub (ESBS) on Council-managed land at York Road, Queens Park continues to be managed by professional bush regeneration contractors hired and directed by Council. Contractors work on maintaining and protecting this patch of ESBS approximately one day per month. This work protects critically endangered ecological community from weed infestations and helping to expand incrementally to the north and south.

Acacia terminalis ssp. Eastern Sydney

The only remaining population in Waverley of the critically endangered plant species *Acacia terminalis* ssp. Eastern Sydney at Loombah Cliffs, Dover Heights has grown from one senescing individual to a healthy population with a diversity of ages of plants over the past 10 years. Council engages professional bush regeneration contractors to work on maintaining and protecting the patch of bushland that supports this population approximately one day per month. The contractor's work is protecting this plant population from weed infestations, overshadowing from dominant canopy species, and erosion issues. Monthly reports detailing all works undertaken by contractors are available from Council's Urban Ecology Team. This work is also supported by funding from the State Government's Saving Our Species program.

Environmental Upgrade Agreements

In 2023–24, there were no Environment Upgrade Agreements in place.



Anti-Slavery Statement

There were no issues raised by the Anti-Slavery Commissioner during the year concerning the operations of the council.

Council has taken the following steps to ensure Goods and Services procured during the year were not the product of modern slavery within the meaning of the Modern Slavery Act 2018.

- The Procurement Policy has a section on modern slavery requirements incorporated
- New suppliers (with the exception of sole traders) are required to complete a modern slavery risk assessment
- Modern slavery is included as part of procurement training to relevant staff
- Information on modern slavery and requirements are made available on staff intranet.
- Relevant clauses are incorporated in standard request for tender, request for quotes and standard contracts.
- All suppliers responding to tenders are required to acknowledge requirements of the modern slavery act and agree to providing periodic evidence of compliance if requested.
- Reported progress of compliance to the Audit and Risk Committee.
- Policy of procuring through Local Government accessible panels is in place where supplier compliance has been assessed and verified to be on the panel.



Development Contributions

Development Contributions received under Section 7.12 were allocated to the projects tabled below.

Details such as project number, project description, amount of monetary contributions or levies used or expended on project, actual cost of the project and project status are included in the table. Council received \$9,367,108 via developer contributions and expended \$3,232,063.

PROJECT NUMBER	PROJECT	2023/24 ACTUALS	% OF PROJECT COST FUNDED BY CONTRIBUTIONS OR LEVIES	PROJECT STATUS
C0007	Bronte Surf Club & Community Facilities	2,151,523	29%	Work in Progress
C0289	Bronte Pump House Upgrade and Pump Replacement	52,623	79%	Complete
C0688	Tamarama SLSC – Building Upgrade	4,967,276	15%	Complete
C0726	Boot Factory Restoration and Mill Hill Upgrade	13,529,659	18%	Complete
C0815	Marks Park Amenities	23,570	100%	Complete
C0816	North Bondi Amenities	32,908	72%	Complete
C0818	Tamarama Amenities and Kiosk	15,520	100%	Work in Progress
C0686	Wairoa Community Centre	137,071	20%	Work in Progress
C0831	Margaret Whitlam Recreation Centre	58,950	100%	Work in Progress
C0833	Waverley Library- Waverley Library	129,228	91%	Work in Progress
C0834	Waverley Woollahra School of Arts	2,535	100%	Work in Progress
C0839	Bronte House- Bronte House	176,684	21%	Work in Progress
C0186	Planting Street Trees (SAMP)	46,576	100%	Complete
C0263	Turf improvement program	439,562	89%	Complete

DEVELOPMENT CONTRIBUTIONS

PROJECT NUMBER	PROJECT	2023/24 ACTUALS	% OF PROJECT COST FUNDED BY CONTRIBUTIONS OR LEVIES	PROJECT STATUS
C0851	Bondi Park Stage 2 Electrical Upgrades	222,898	73%	Complete
C0845	SAMP5- Bus Shelters, Seats and Benches, bike furniture, bin	263,494	20%	Complete
C0581	Cliff Walk Remediation	5,207,873	12%	Complete
C0811	Safety by design in public places	619,324	77%	Work in Progress
C1001	Chris Bang Crescent (Park Side)	17,793	75%	Work in Progress
C1005	Gould Street- Hastings Parade to Ramsgate Avenue	10,227	34%	Work in Progress
C1062	Nelson Street between Oxford Street to Drive	183,262	22%	Work in Progress
C1063	Hollywood Avenue at Pine Lane	433,023	53%	Work in Progress
C1106	Newland Street	43,369	61%	Work in Progress
C1107	Bondi Road at Park Parade	7,571	83%	Complete
C0889	Glenayr Avenue- Blair Street to Hall Street	556,125	47%	Complete
C1116	North Bondi Bus Terminus	112,381	100%	Complete
C0807	SAMP5 Renewal Roundabouts / Speedhumps Traffic Islands/ Line	341,174	64%	Complete
C1044	Heavy Patching program	315,286	50%	Complete
C1091	Crack Sealing	88,230	27%	Work in Progress
C1092	Chesterfield Parade- St Thomas to Marroo Street	309,082	20%	Work in Progress
C1079	Birrell Street- Rehabilitation	404,009	100%	Work in Progress
C0854	Onslow Park and Playground	2,056	100%	Work in Progress
C0886	Waverley Park Playground and Fitness Station Upgrade	2,509,224	39%	Work in Progress

DEVELOPMENT CONTRIBUTIONS

PROJECT NUMBER	PROJECT	2023/24 ACTUALS	% OF PROJECT COST FUNDED BY CONTRIBUTIONS OR LEVIES	PROJECT STATUS
C0975	SAMP5 Park & Playground Planning & Design	179,564	100%	Work in Progress
C1042	SAMP5 Park & Playground Renewal and Upgrades	10,000	100%	Complete
C1118	Bondi Park Plan of Management	60,849	100%	Complete
C1124	Gilgandra Reserve Park & Playground Upgrade	118,935	100%	Complete

Voluntary Planning Agreements

VPA APPLICATION DETAILS	DETAILS OF PROPOSAL	NAME OF THOSE PARTY TO THE AGREEMENT	ADDITIONAL FSR SOUGHT	EXCEEDANCE (SQM)	CONTRIBUTION (\$)
DA-152/2021/B at 154 Ramsgate Avenue, North Bondi	Demolition of the existing structures and construction of a three-storey residential flat building with basement parking and modification to alter internal layout, front and rear extension, open space reconfiguration	RA No.7 Pty Ltd (ACN 600 896 624) Shalev Assouline Hadarel Assouline and Natalie Assouline	75%	216.7	\$238,920
DA-325/2020/A and DA-325/2020/B at 12 Burge Street, Vaucluse	Demolition of existing building and construction of a residential flat containing 6 units over basement car parking and Strata Subdivision.	Burge St Developments Pty Ltd	2.89%	20.4	\$286,560
PP-1/2015 and DA-400/2021 at 194-214 Oxford Street, and 2 Nelson Street, Bondi Junction	Demolition of existing structures; construction of a shop top housing development.	Westgate BJ Pty Ltd	Planning Proposal- N/A	Planning Proposal- N/A	\$4,700,000
DA-304/2022 at 122-128 Hewlett Street, Bronte	Demolition of the existing residential apartment building and construction of multi-level housing comprising nine dwellings with basement parking and swimming pools	128 Hewlett Street Pty. Limited (ACN 657 135 334) as trustee for the 128 Hewlett Street Trust (ABN 91 252 981 680)	32%	472.8	\$498,940

Contracts Awarded by Council

In 2023–24, Council awarded the following contracts for amounts greater than \$150,000 (other than employment contracts).

CONTRACT PURPOSE	SUPPLIER	CONTRACT VALUE (INC. GST)
Curlewis Street Streetscape Upgrades – Construction Phase	Mack Civil Pty Ltd	\$10,209,270
Bondi Park- Stage 2 Upgrades	Quality Management & Construction Pty Ltd	\$4,235,121
Preliminary Electrical Head Contractor services for the Charing Cross Streetscape Upgrade project	Quality Management & Constructions Pty Ltd	\$4,421,523
Bronte Surf Life Saving Club (SLSC) & Community Facilities Upgrade (Stage-2)	Warren and Mahoney Architects Australia	\$1,730,631
Project and PMO Services	Project Management Partners Pty Ltd	\$1,430,440
Microsoft Enterprise Agreement Renewal	Datacom Systems Pty Ltd	\$1,175,275
Road Resheeting Program FY23/24	Downer EDI Works Pty Ltd	\$757,768
Bronte Ocean Pool Lining Removal- Head Contractor	Quality Management & Construction Pty Ltd	\$506,000
Waverley Cemetery Staff Facilities- needs analysis & concept	Conybeare Morrison International Pty Ltd	\$493,092
Civil Works Package 2 FY23/24 Kerb Gutter and footpath works	Civeco Pty Ltd	\$481,800
Library Management and Resource Discovery Systems	Libero Systems Pty Ltd	\$317,817
Asset Replacement Program	Datacom Systems (AU) Pty Ltd	\$294,696
Waverley Council Flood Risk Management Study and Plan	Kellogg Brown & Root Pty Ltd	\$272,245
Hall Street Improvement Works	Civeco Pty Ltd	\$270,600

Contracts Awarded by Council continued

CONTRACT PURPOSE	SUPPLIER	CONTRACT VALUE (INC. GST)
Grafton Street Bike Cage 2024	Ausscot Systems	\$268,347
HR Program Management	C Powered People Consulting Pty Ltd	\$259,050
The Grace Childcare Centre & 59 Newlands Street–Head Contractor	Sullivans Constructions (Aust) Pty Ltd	\$207,400
Payroll Remediation	Kimura Consulting Group	\$198,000
Printer Lease Contract	Konica Minolta Business Solutions Australia Pty Ltd	\$194,858
Bondi Hydrocon	Urban Renew Pty Ltd	\$178,745
Gilgandra Reserve Park & Playground Upgrade (North Bondi)	Quality Management & Construction Pty Ltd	\$178,456
Head Consultancy Services- Waverley Bicycle Strategy & Action Plan	WSP Australia Pty Ltd	\$169,279
Civil Works Package 1 FY23/24 Kerb, Gutter and Footpath works	Optimal Civil Pty Ltd	\$160,490

Stormwater Levy

The stormwater management service charge (the levy) is intended as a mechanism for Councils to raise income to invest in improving the stormwater systems in urban areas. It is in addition to what is raised through general rates and other charges.

Council introduced a stormwater management service charge under the Local Government Amendment (Stormwater) Act 2005 No 70 in 2020-21.

The levy is capped in the legislation at \$25 per property for residential properties and \$12.50 for lots in a strata scheme. Commercial properties will be charged at \$25 per 350m² of impervious surface area per property. A minimum charge of \$5 will be applied to strata commercial property when the levy calculation is less than \$5. The revenue raised from the stormwater levy will allow the Council to cover costs to implement projects in relation to capacity and water quality as well as works arise from the Catchment Flood Study.

The stormwater levy is designed to provide a funding source for managing flood risk. Council is allocating funds to projects that contribute to reducing this risk as well as building a commensurate reserve to fund larger projects in the coming financial years.

In 2023–24, \$462,696 was spent for the following projects.

- Raingarden repair/construction
- Curlewis St Streetscape Upgrade
- Bourke Street
- Pits/Pipes at various locations
- High Street
- Blenheim Street at Cuthbert Street
- Oceanview Avenue
- Water Saving & Quality Improvement Program (South Bondi WSUD)
- Flood Risk Management Plan & Study
- Heritage Review Coastal Plan of Management





WAVERLEY
COUNCIL

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