

Operational Plan

2024–2025

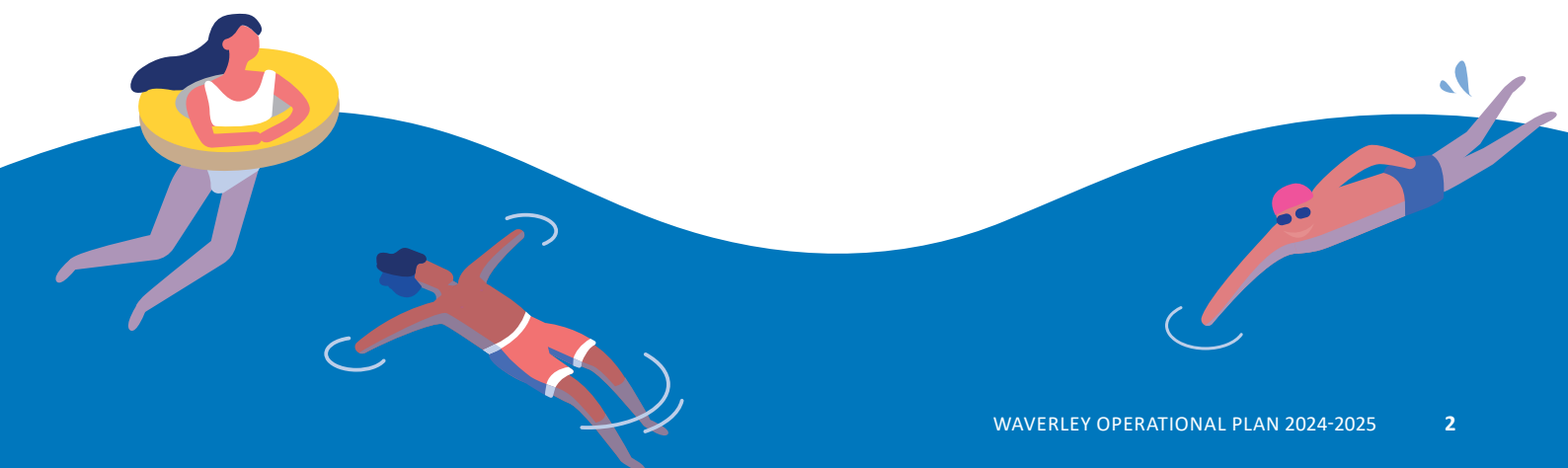
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Acknowledgement and our reconciliation vision

We acknowledge the Bidjigal, 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.

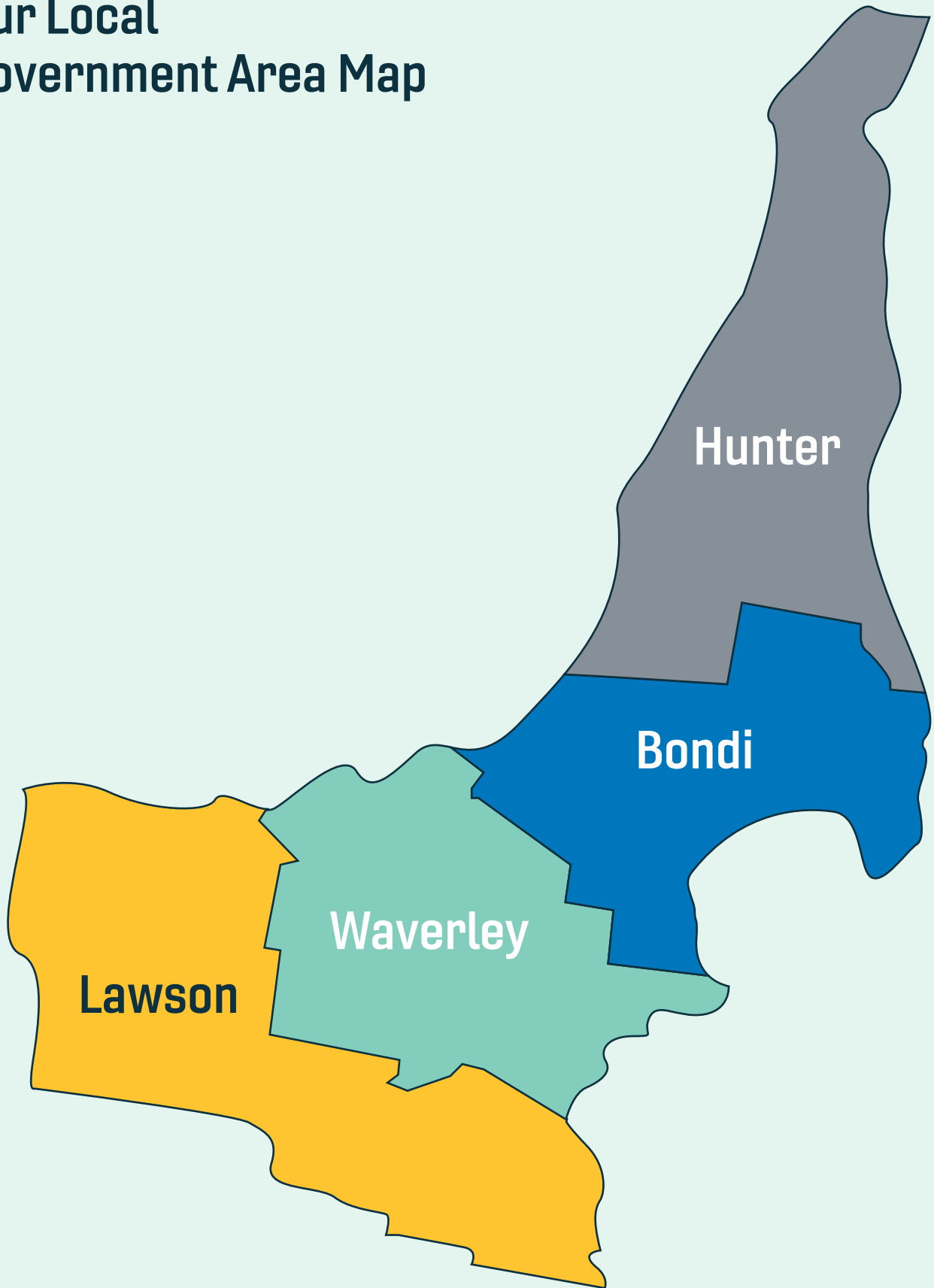
Waverley Council will continue to value and protect our environment with respect to Aboriginal and Torres Strait Islander peoples' intrinsic relationship with the land and waters.

An aerial photograph of Waverley, Australia, showing a vibrant coastal scene. On the left, a sandy beach meets turquoise water with rocky outcrops. The middle ground is dominated by a white text box with a green horizontal line. To the right, a dense residential area with various houses and buildings is visible, extending towards the horizon 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 Map



GETTING TO KNOW

Waverley

OUR LOCAL GOVERNMENT AREA¹

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		



32,775²

DWELLINGS



39,408³

REGISTERED BUSINESSES

POPULATION

68,605⁴ →

TOTAL POPULATION

BY 2031

80,100⁵

PROJECTED POPULATION



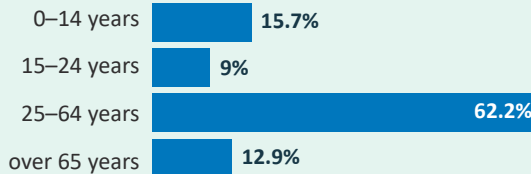
7,420⁶ persons per square km

POPULATION DENSITY

35.5⁷
YEARS
MEDIAN AGE



RESIDENT AGES BY %⁸



279⁹

ABORIGINAL AND TORRES STRAIT ISLANDER PEOPLE



28,307¹⁰

OVERSEAS BORN RESIDENTS



11,009¹¹

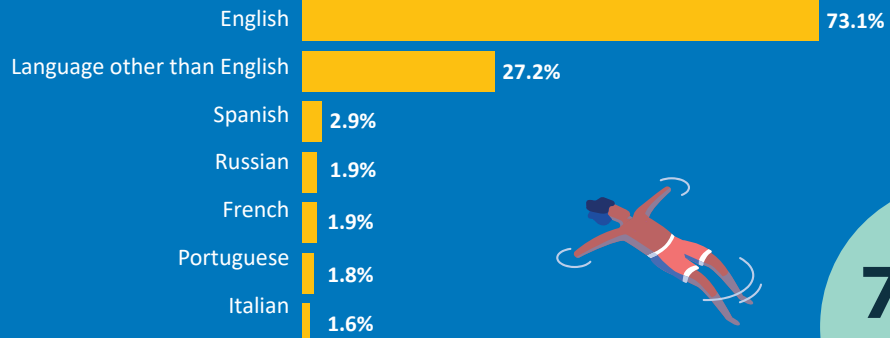
JEWISH COMMUNITY
Our Jewish residents make up 16% of our total population

GETTING TO KNOW

Waverley

LANGUAGES WE SPEAK AT HOME¹²

LANGUAGES SPOKEN BY %



78.4%¹³

PROPERTIES CONNECTED TO THE INTERNET¹³

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

JOB IN WAVERLEY

HIGH EMPLOYMENT SECTORS

- | | |
|-----------------------------------|----------------------------------|
| Professional | Financial and Insurance services |
| Scientific and Technical Services | Education and Training |
| Healthcare and Social Assistance | Accommodation and Food Services |

Sources:

1, 2, 4, 6, 7, 8, 9, 10, 11, 18, 19, 20, 21, 24 ABS Census 2021; 3. Australian Business Registry Data 5 Department of Planning and Environment; 13 ABS Cebus 2016; 15, 16, 17, 22, 23 Id Profile 2023; 14 Department of Education, The Association of Independent Schools of NSW and Council data

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



A Message from our Mayor

The 2024–25 Operational Plan and Budget is my fifth for Waverley Council and outlines the community's aspirations for the future of Waverley and how we plan to achieve this vision.

It outlines the high-level actions that the Council will deliver in partnership with multiple stakeholders in priority areas. I am proud of our Council's approach to striving for properly costed and planned longer-term goals to ensure these important activities are part of the way we do business while focusing carefully on improvement of our current amenity and delivering a legacy for our local government area.

We continue to make a wise investment in our community through the responsible financial stewardship of a busy capital works program including our Charing Cross Streetscape Upgrade, the Tamarama Surf Club redevelopment and our recently completed Waverley Park Playground upgrade.

We are transforming the Boot Factory building at Bondi Junction into a civic innovation hub with shared facilities and flexible community spaces. It will include a new Community and Seniors Centre and will be home to our first Thinker in Residence program.

Construction has also begun on our streetscape upgrade of Curlewis Street, Bondi Beach, a project proudly funded by NSW Government in association with Waverley Council. We are also embarking on an upgrade to the Charing Cross Village Centre to maximise areas for new public space, improve greening, balance traffic movements, and ensure safe pedestrian movement.

In sustainability news, we are continuing to inspire and empower our community towards achieving our target of net zero greenhouse gas emissions by 2035 through programs, education and rebates, as well as a Net Zero Month of Action held in March this year.

In the Customer Service space, we've moved to online payments and bookings for many services including Council rates, parking permits and household clean-up collections. These improvements to our services aim to make your experience with the Council "easy as".

To our beaches, Waverley Council continues to promote the Float to Survive water safety message in partnership with Randwick City Council and are involved in surf education campaigns for newly arrived migrants.

Our multi award-winning restoration of Bondi Pavilion has revitalised this community gathering space, making it the new destination in Sydney for a diverse and eclectic mix of programming from theatre and comedy to music and art.

Over the life of this Operational Plan and Budget, other significant projects will continue to roll out that will improve residential and public amenity, including new bike paths and electric vehicle charging stations, and the identification and roll out of safe walking to school routes. Details in this Plan will be the operational guide for all at Council to follow. I am delighted to present this most recent Plan and applaud the transparency and commitment that is evident within it.

**Paula Masselos,
Mayor of Waverley**



A Message from our General Manager

The 2024–25 Operational Plan and Budget represent our work program and the resources allocated to deliver that program throughout the financial year.



The many services and projects Waverley Council delivers for the Waverley local government area are guided by strategies and plans including our Community Strategic Plan, asset management plans, legislative requirements, a rigorous prioritisation process, and importantly through listening to our community.

In the past financial year, we have celebrated several key milestones including the completion of the Birrell Street Renewal Project, Waverley Park Playground, Streets as Shared Spaces parklet trial, Tamarama Marine Drive Streetscape Upgrade, and more.

The surf club upgrades are progressing and we will be undertaking streetscape improvement works at Curlewis Street, Bondi Beach and Charing Cross Village Centre. We are continuing to deliver high quality services to our local community including waste and recycling, beach, park and footpath maintenance, development assessment and lifeguard patrols.

I am excited about our move to online payments and bookings for services such as Council rates, parking permits and household clean-up collections. These improvements help save time for customers as well as helping the planet. We continue to support our community through all stages of life, including through our Early Childhood Centres, services for seniors, and Waverley Library. I'm especially looking forward to the completion this year of the Boot Factory in Bondi Junction to help Waverley keep pace with the knowledge economy.

Waverley Council continues to build the skills, talents and capability of our workforce, many of whom live in the area and care deeply about our home by the sea. I'm also proud of the fact that our Council supports the advancement of our women and that our organisation is led by a female Mayor and has a majority female Executive team.

Customer experience is at the heart of everything we do and feedback we receive from the community helps inform our projects and plans. Through continually improving our people and our systems, and by focusing on culture, Waverley Council aims to deliver the very best service for our community, local businesses and for our millions of visitors.

Council is well-positioned to lead the community during this period of economic recovery and Waverley's future continues to look bright. To learn more about our upcoming projects and to provide feedback, please visit haveyoursay.waverley.nsw.gov.au. To sign up to receive our latest news, visit waverley.nsw.gov.au/top_link_pages/news_and_media/waverley_subscriptions.

Emily Scott,
General Manager, Waverley Council

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. Councillor Paula Masselos is the current Mayor.

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 once a month, on the third Tuesday of the month. Residents are welcome to attend these meetings. Extraordinary Council Meetings are called at short notice from time to time to address particular issues. The two Standing Committees are Operations and Community Services Committee and Strategic Planning and Development Committee.

Council convenes and/or supports several advisory and consultative committees including Access and Inclusion Advisory Panel, Arts and Culture Advisory Committee, Audit, Risk and Improvement Committee, Cycling Advisory Committee, Environmental Sustainability Advisory Committee, Housing Advisory Committee, Multicultural Advisory Committee, Public Art Committee, Reconciliation Action Plan Advisory Committee, and Surf Life Saving Club Committee. Council and Committee meetings are minuted, with the minutes made available on Council's website shortly after each meeting.

Bondi Ward



Dominic Wy Kanak
The Greens



Leon Goltsman
Liberal Party of Australia



Michelle Gray
Australian Labor Party

Hunter Ward



Sally Betts
Liberal Party of Australia



Steven Lewis
Australian Labor Party



Will Nemesh
Liberal Party of Australia

Lawson Ward



Angela Burrill
Liberal Party of Australia



Elaine Keenan
The Greens



Paula Masselos
Mayor, Australian Labor Party

Waverley Ward



Ludovico Fabiano
The Greens



Tim Murray
Australian Labor Party



Tony Kay
Liberal Party of Australia



Our Council vision and values

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

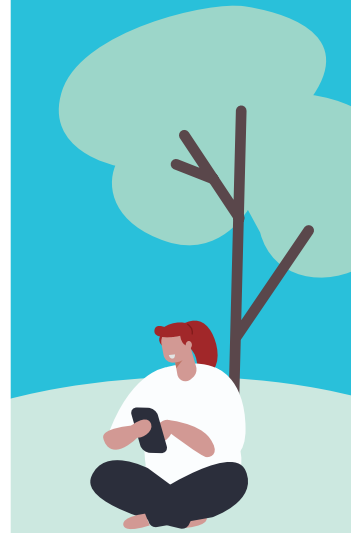
Care

Respect

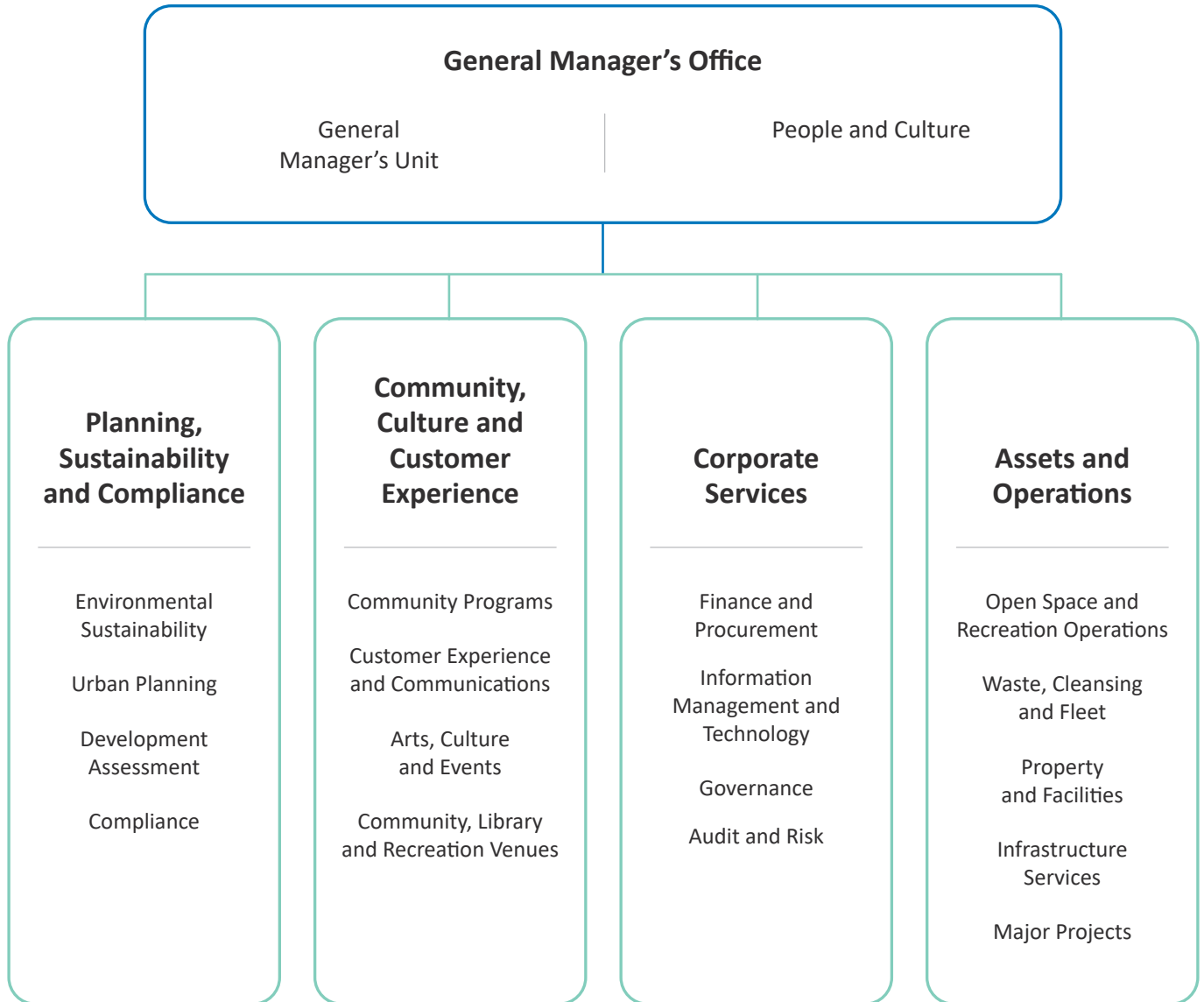
Integrity

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 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.



The four pillars of our plan

Our four pillars of innovation, resilience, sustainability and partnerships underscore our three themes driving our objectives and strategies.



Innovation

We want to be a Council that enables knowledge sharing and innovation to create a digitally connected community while ensuring accessibility for all. Our community embraces new ideas and we want this reflected in Council services. Importantly, we acknowledge place-making principles that guide the evolution of digital modernisation and knowledge in our local area. This also extends to repurposing of heritage buildings as locations for 21st century innovation and practice. We will position Waverley as a knowledge-driven, innovative and digitally connected community.



Resilience

Waverley collaborates with other metropolitan councils, the NSW Government, business and community through the Resilient Sydney program, hosted by the City of Sydney. The program strengthens our capacity to survive, adapt and thrive in the face of increasing uncertainty and disruptions. Council's Resilience Framework will coordinate and monitor progress across departments to realise our resilience goals of improved and equitable access and opportunity, reduced climate risks, improved social cohesion, emergency preparedness and resilient assets and operations.



Sustainability

Waverley will continue to lead positive environmental change, reflecting community aspirations to meet the needs of the present, and future generations, sustainably. Council will enable and empower our local community, and employees, to live and work sustainably, responding to social, economic, environmental and governance changes locally, as we tackle the climate and biodiversity emergency we face globally. Council will work to achieve net zero emissions and support the transition to a sustainable energy transport future. We will sustainably manage waste and materials, deliver clean beaches and waterways, enhance and protect our biodiversity and undertake sustainable procurement, events and major projects.



Partnerships

Council has a role in implementing a range of projects, programs and services to deliver the outcomes expressed in the Waverley Community Strategic Plan. To achieve the best outcomes for the community, we need to work with a range of partners across the community, business, government and civil society.

We will work with our partners through formal and informal partnerships. Together we will achieve our Waverley 2032 (Community Strategic Plan 2022–2032).

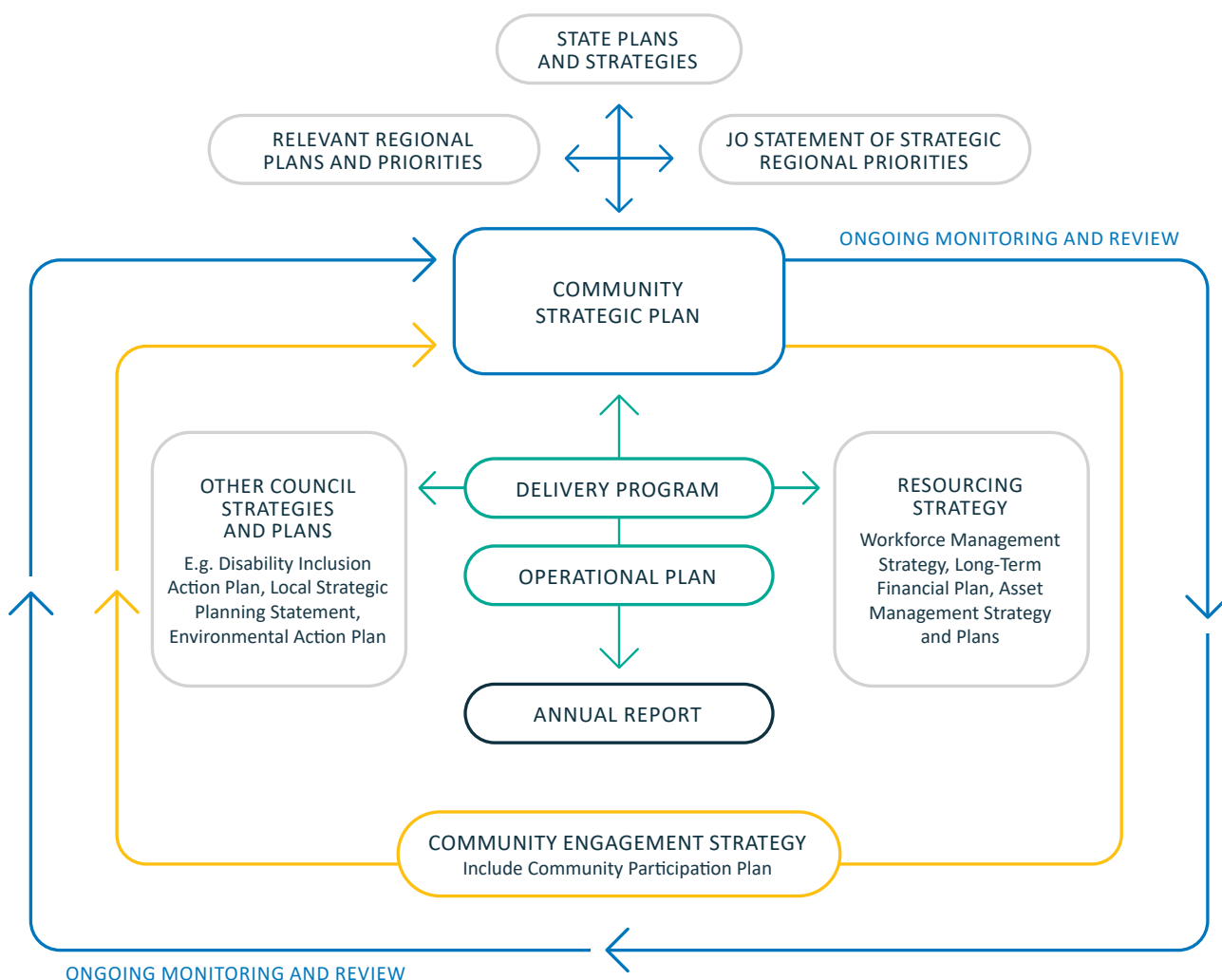
Integrated planning and reporting framework

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.



Council has been a leader in this area since the legislation was introduced in 2009, having produced award-winning asset and financial management plans, and was one of the first councils to produce the full suite of documents required under the Integrated Planning and Reporting legislation. 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 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 that considers the quadruple bottom line, social, economic, environmental and civic leadership, and the social justice principles of equity, access, participation and rights. The framework recognises that local councils have both a 'custodial and facilitating' role in initiating, preparing and maintaining the community strategic plan on behalf of the community, and that they must work in partnership with other levels of government and the community to maximise capacity to make community aspirations a reality.

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. Waverley 2025, the Operational Plan (2024–2025) 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 the Long-Term Financial Plan 6.2 (2024–2035), Strategic Asset Management Plan 6 (2022–2032) and Workforce Management Plan (2022–2026).

Other plans

Council has a range of plans, such as the Environment Action Plan, Reconciliation Action Plan, Disability Inclusion Action Plan, Cultural Diversity Strategy, Art and Cultural Plan and Waverley's People Movement and Places, Local Strategic Planning Statement amongst many others which also inform and support the delivery of the Waverley Community Strategic Plan.

Monitoring the plan

The measures and targets in this plan form the basis of monitoring progress towards the achievement of the plan.

All the partners in the community including residents, private sector, community organisations, visitors and other levels of government have a vital role in contributing to the plan's success. Council will be engaging the community on the indicators and targets on an ongoing basis to measure progress against these indicators. Council will monitor and report on progress against the indicators and targets every six months by reporting progress against the Operational Plan and at the beginning of Council term through the State of our City Report.

How to read this plan

This document is part of the Integrated Planning and Reporting suite of documents.



Quadruple Bottom Line

It is a requirement that each Community Strategic Plan adequately consider social, environmental, economic and civic leadership considerations.

This approach is generally referred to as ‘the quadruple bottom line’. The three themes in the Community Strategic Plan address the quadruple bottom line in the following way:

CSP THEME	QBL LINK
People	Social, Economic, Environmental
Place	People, Economic, Environment
Performance	People, Economic, Environment, Civic Leadership

Social justice principles

In developing the Waverley Community Strategic Plan 2022–2032, the Delivery Program (2022–2026) and the Operational Plan (2024–2025), Council has applied the interrelated social justice principles which are:





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 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.

People: our context

Diversity of background, income and education is central to Waverley community wellbeing. Waverley Council strives to build a socially connected, just and resilient community that can flourish in the face of challenges. By placing people’s wellbeing at the heart of planning and decision making, we can work towards a community that provides a good quality of life so that all people, including our most vulnerable, can thrive.

The population of Waverley is 68,605 including 279 Aboriginal and Torres Strait Islander people. There are 7,420 people per square kilometre, making Waverley one of the most densely populated LGA in Australia, with an average of 2.3 people per dwelling.

The median total income earned per week is \$2,854.

Waverley is also a well-educated community. In 2016, 73% of our residents aged over 15 years had completed year 12 schooling or equivalent; 44.5% of our residents aged over 15 had a Bachelor or higher degree compared to 24.1% for Greater Sydney and 20% 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.

The COVID-19 pandemic has had a significant impact on the lives of Waverley community members, with some likely to experience continued social disadvantage. While COVID-19 has brought out the

best in the Waverley community, research shows it also exacerbated a range of social issues, including housing stress, domestic violence, discrimination, social isolation, and will continue to place pressure on local parks, facilities and communities as people continue to spend more time in their local neighbourhoods.

Some community cohorts have been particularly vulnerable to the impacts of the pandemic, including older people, temporary migrants and international students, children and young people, as well as those with preexisting health conditions or disability.

Council recognises the central role that arts and culture play in shaping and defining our community. Waverley’s cultural landscape is underpinned by the rich heritage of its traditional owners, the Bidjigal, Birrabirrigal and Gadigal people, and the diverse stories of our unique people and places.

Data Sources: ABS Census 2021 and 2016, Economy Id



Beyond intrinsic value, arts and culture have a range of social, economic and health benefits for individuals and communities. In Waverley we recognise the importance of planning for and investing in the arts, culture and creativity to bring our community together, activate public space and drive local economies and cultural tourism.

Housing prices in Waverley and the Eastern Suburbs have grown significantly in the last decade. This has impacted on housing affordability, particularly for the workforce needed to support communities to function. The median rent in the LGA is \$670 with a 49% renting population. In 2020, there were 18 homeless people in the LGA.

Council cannot address housing affordability on its own, but it can help. Council operates some affordable housing and social housing (for older adults) rentals to assist in the housing market. Council also collects contributions from Voluntary Planning Agreements that help deal with the impacts of more intensive developments on the community. Currently, 25% of contributions go toward affordable housing, however the Council is considering whether this amount should be increased.



People: our objectives

What will we focus on?

1.1



Aboriginal and Torres Strait Islander culture

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

1.2



Diversity, inclusion and accessibility

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

1.3



Caring, well connected and cohesive

Foster a caring, well connected and cohesive community

1.4



Opportunities and spaces for young people

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

1.5



Art, culture and creative expression and participation

Promote and encourage art, culture and creative expression and participation

1.6



Access to social services and facilities

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

1.7



Housing needs

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

1.8



Safe community

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

People: strategies

How will we achieve our focus?




1.1

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

OUR STRATEGIES	FOUR YEAR ACTIONS	ANNUAL ACTIVITY	DEPARTMENT RESPONSIBLE
<p>1.1.1. Create more visibility of and opportunities to share and learn about Aboriginal and Torres Strait Islander Cultures</p>	<p>Implement the Waverley Reconciliation Action Plan</p>	<p>Progress implementation of actions in the Reconciliation Action Plan</p>	<p>Community Programs</p>



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

OUR STRATEGIES	FOUR YEAR ACTIONS	ANNUAL ACTIVITY	DEPARTMENT RESPONSIBLE
<p>1.2.1. Provide more opportunities to increase the participation and visibility of people with disability in community life</p>	<p>Implement Council's 2022–2026 Disability Inclusion Action Plan (DIAP)</p>	<p>Partner with relevant stakeholders and specialist employment agencies to improve employment pathways in the community for people with disability</p>	<p>Community Programs</p>
<p>   </p>	<p>Explore alternative service models to connect people with disability to mainstream services and activities</p>	<p>Update Council's policy to improve access to accommodation options and trial flexible support models for people with disability</p>	<p>Community Programs</p>
<p>1.2.2. Promote the benefits of Waverley's cultural diversity in support of a strong and cohesive community</p>	<p>Implement the Waverley Cultural Diversity Strategy 2021– 2031</p>	<p>Continue to deliver the anti-racism campaign to support the Cultural Diversity Strategy 2021– 2031</p>	<p>Community Programs</p>
<p>  </p>	<p>Maintain and build partnerships and capacity with local services</p>	<p>Utilise the Mill Hill Precinct to engage the community on community well-being themes, connecting with services to showcase resilience, creativity and best practices</p>	<p>Community Programs</p>
<p>   </p>	<p>Maintain and build partnerships and capacity with local services</p>	<p>Utilise the Mill Hill Precinct to engage the community on community well-being themes, connecting with services to showcase resilience, creativity and best practices</p>	<p>Community Programs</p>



1.3 Foster a caring, well connected and cohesive community

OUR STRATEGIES	FOUR YEAR ACTIONS	ANNUAL ACTIVITY	DEPARTMENT RESPONSIBLE
<p>1.3.1. Deliver programs that foster social connections, reduce isolation and improve community wellbeing</p>	<p>Create innovative online and face to face opportunities to build connections through activities, grants and space activation</p>	<p>Develop and implement guidelines to support connections through gardening in public spaces</p> <hr/> <p>Organise an annual volunteering fair to celebrate Waverley’s volunteering efforts and promote the benefits</p>	<p>Community Programs</p> <hr/> <p>Community Programs</p>












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

OUR STRATEGIES	FOUR YEAR ACTIONS	ANNUAL ACTIVITY	DEPARTMENT RESPONSIBLE
<p>1.4.1. Provide and maintain accessible and high quality public spaces and facilities for young people</p>	<p>Actively engage and integrate the voices of young people in planning and design</p>	<p>Develop a Children and Young People Engagement Plan and deliver the 2nd Annual Youth Summit</p>	<p>Community Programs</p>



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

OUR STRATEGIES	FOUR YEAR ACTIONS	ANNUAL ACTIVITY	DEPARTMENT RESPONSIBLE
<p>1.5.1. Provide a network of affordable, fit-for-purpose, accessible cultural and arts facilities that support cultural and creative participation, production and presentation</p> <p> </p>	<p>Implement the Waverley Arts and Culture Plan 2021–2026</p>	<p>Devise and deliver an Arts and Culture Marketing and Communications Strategy to promote and showcase local artists and talents</p>	<p>Arts, Culture and Events</p>
	<p>Manage Bondi Pavilion to ensure community, cultural and commercial outcomes are met</p>	<p>Leverage arts, culture and events annual program to secure new cultural and community sector partnerships</p>	<p>Arts, Culture and Events</p>
	<p>Manage Bondi Pavilion to ensure community, cultural and commercial outcomes are met</p>	<p>Continue to optimise utilisation of Bondi Pavilion to balance competing demands of community, cultural and commercial activities</p>	<p>Community, Library and Recreation Venues</p>
<p>1.5.2. Deliver a range of diverse and inclusive art, cultural and civic programs, events and experiences, including day and night and out-of-season activities</p> <p>  </p>	<p>Implement a rich and diverse program of cultural activities across a range of creative and performing arts forms</p>	<p>Implement an annual program of existing, new and innovative arts and culture activities</p>	<p>Arts, Culture and Events</p>
		<p>Identify and secure sponsorship opportunities for ongoing events</p>	<p>Arts, Culture and Events</p>
<p>1.5.3. Develop strong partnerships to facilitate growth for our cultural and creative sector</p> <p> </p>	<p>Grow community and event capacity to expand cultural and creative sector profile and impact</p>	<p>Establish partnerships with local businesses, organisations and individuals to enhance programs, including the Bondi Festival and Boot Factory</p>	<p>Arts, Culture and Events</p>
<p>1.5.4. Deliver a dynamic library service that enriches lives by providing a means of social and cultural interaction</p> <p> </p>	<p>Undertake periodic program reviews and deliver a broad range of programs that facilitate lifelong learning and social and cultural inclusion</p>	<p>Continue to deliver a range of creative library programs to suit the needs of the community</p>	<p>Community, Library and Recreation Venues</p>
	<p>Develop and implement a staff training plan to enhance customer service at the Library</p>	<p>Continue to develop the staff training plan with updated policies and procedures to maintain the delivery of excellent and consistent customer service</p>	<p>Community, Library and Recreation Venues</p>



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

OUR STRATEGIES	FOUR YEAR ACTIONS	ANNUAL ACTIVITY	DEPARTMENT RESPONSIBLE
<p>1.6.1. Connect with service providers and community groups to drive community wellbeing outcomes</p>	<p>Partner with service providers and community groups to share data and resources, address emerging community needs, and adapt to local challenges</p>	<p>Deliver targeted grants programs and networking events</p>	<p>Community Programs</p>
	<hr/>		
<p>1.6.2. Deliver high-quality, affordable services that support community connection and promote independence, health and wellbeing</p>	<p>Develop a Children and Family Services Strategy and continue to deliver high quality early education services</p>	<p>Continue advocacy on early childhood provision and cost of care to deliver high quality, innovative and accessible early education and care services for children 0-5 and their families</p>	<p>Community Programs</p>
	<p>Deliver high quality, innovative and accessible early education and care services for children 0-5 and their families</p>	<hr/>	
	<p>Deliver high quality social and recreational programs that supports ageing in place in line with new legislation and funding requirements</p>	<p>Deliver innovative partnership activities and complete programming at the newly refurbished Mill Hill Centre and other venues to meet community expectations and funding requirements</p>	<p>Community Programs</p>



1.7

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

OUR STRATEGIES	FOUR YEAR ACTIONS	ANNUAL ACTIVITY	DEPARTMENT RESPONSIBLE
<p>1.7.1. Deliver affordable rental housing through targeted programs and work in partnership with agencies to address homelessness</p>	<p>Deliver targeted support through social and affordable housing programs and work with internal and external partners to extend provision</p>	<p>Implement the Affordable Housing Policy to improve access for vulnerable people in the community</p>	<p>Community Programs</p>
	<p>Continue partnership with Eastern Suburbs Homeless Assertive Outreach Collaborative to address street homelessness</p>	<p>Coordinate the Annual Street Count and support for homeless people with complex needs</p>	<p>Community Programs</p>
	<p>Explore new approaches including partnerships to increase provision of affordable housing</p>	<p>Work with neighbouring council/s, community housing providers and other stakeholders to investigate options for the delivery of affordable housing</p>	<p>Urban Planning/ Community Programs</p>
<p>1.7.2. Advocate for increased diversity of housing stock that is affordable and accessible</p>	<p>Implement planning controls that increase diversity of housing</p>	<p>Implement No Net Loss of Dwelling Density Planning Proposal</p>	<p>Urban Planning</p>
		<p>Work with the Department of Planning, Housing and Infrastructure and proponents for proposals to increase the diversity of housing which is affordable and accessible</p>	<p>Urban Planning</p>
<p>1.7.3. Grow the provision of social and affordable housing</p>	<p>Implement Planning Agreement Policy 2014 to contribute to Waverley Affordable Housing Fund</p>	<p>Assess planning proposals in line with the Planning Agreement Policy 2014</p>	<p>Urban Planning</p>
	<p>Advocate with Department of Planning and Environment (DPE) to improve affordable housing</p>	<p>Implement Affordable Housing Contribution Scheme Planning Proposal</p>	<p>Urban Planning</p>
<p>1.7.4. Manage housing supply, choice and affordability with access to jobs, services and public transport</p>	<p>Ensure strategic plans manage and protect/retain adequate housing supply/density close to jobs, services and public transport</p>	<p>Work with the Department of Planning, Housing and Infrastructure and proponents on proposals to increase housing supply, choice and affordability that align with Council’s strategic plans</p>	<p>Urban Planning</p>



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

OUR STRATEGIES	FOUR YEAR ACTIONS	ANNUAL ACTIVITY	DEPARTMENT RESPONSIBLE
<p>1.8.1. Partner with key stakeholders to create awareness, prevent, and respond to anti-social behaviour issues</p>	<p>Prepare and implement proactive health and safety strategies to improve community safety, health and address anti-social behaviour</p>	<p>Collaborate with key services and networks to support community health and wellbeing, child safety and resilience initiatives</p>	<p>Community Programs</p>
		<p>Implement endorsed community safety programs during peak visitor periods in partnership with relevant emergency service stakeholders</p>	<p>General Manager's Unit</p>
		<p>Partner with NSW Police and increase late-night joint trading operations to patrol and target anti-social behaviour and noise-related issues</p>	<p>Compliance</p>
		<p>Undertake daily and weekend patrols to improve safety at Bondi, Bronte and seasonally at Tamarama beaches</p>	<p>Compliance</p>
		<p>Undertake inspections to regulate food handling, health, excessive noise and other related issues</p>	<p>Compliance</p>
		<p>Partner with the Liquor Licensing Authority to investigate noise from liquor-licensed premises where this impacts residents</p>	<p>Compliance</p>
		<p>Undertake daily patrols to ensure compliance with the <i>Companion Animals Act 1998</i></p>	<p>Compliance</p>
<p>1.8.2. Strengthen community and Council capacity to prevent, prepare and respond to shocks and stresses</p>	<p>Develop Resilience and Adaptation Strategy to strengthen community capacity to respond to future crisis and disaster situations</p>	<p>Prepare and implement the Climate Resilience and Adaptation Plan</p>	<p>Environmental Sustainability</p>
		<p>Enhance community resilience through the Second Nature program and promotion of regional resilience activities</p>	<p>Environmental Sustainability</p>

1.8 continued...

OUR STRATEGIES	FOUR YEAR ACTIONS	ANNUAL ACTIVITY	DEPARTMENT RESPONSIBLE
<p>1.8.3. Partner with stakeholders to facilitate collaborative, effective and consistent approaches to coastal safety risk management</p>	<p>Improve and standardise beach safety approaches in consultation with NSW Local Government Coastal Safety Group</p>	<p>Deliver beach safety management services and education programs</p>	<p>Open Space and Recreation Operations</p>
		<p>Participate in regular meetings with external stakeholders on coastal safety management issues</p>	<p>Open Space and Recreation Operations</p>

Performance measures

MEASURES	BASELINE	TARGET 2025	RESPONSIBILITY
Positive community and stakeholder feedback for evaluated events	91% positive feedback for evaluated events (2020)	85% positive community and stakeholder feedback	Arts, Culture and Events
Number of new arts and events sector partnerships to facilitate growth for our cultural and creative sector	15 existing/ongoing events and program partnerships (2023)	Maintain	Arts, Culture and Events
Number of cultural grants supported by Council	8 (2023)	10	Arts, Culture and Events
Increased participation/attendance at arts and culture and events programs and activities	60% attendance (2023)	5% increase in participation/attendance rates across arts, culture and events programs	Arts, Culture and Events
Increased reach for arts, culture and events communications	4,795 subscribers (2023)	4% increase in enews new subscribers	Arts, Culture and Events
Number of engagements with/of local creatives and suppliers	10 (2023)	15	Arts, Culture and Events
Bondi Pavilion bookings (all users)	3,000 bookings (2023-24)	Additional 200 bookings	Community, Library and Recreation Venues
Number of activities that promote community connection organised	25 (2023)	25	Community Programs
Community services quality accreditation rating	Met accreditation and quality rating (2022-23)	Meet accreditation and quality rating	Community Programs
Tenant and community satisfaction with social and affordable housing delivery	88% (2023)	Maintain or increase	Community Programs
Maintain or grow number of affordable and diverse housing	24 (2022)	24	Community Programs
Number of beach safety talks	2 beach safety talks completed (2021)	6 beach safety talks	Open Space and Recreation Operations





Theme 2: Place

Our Place theme focuses on the natural and built environment

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

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

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

Place: our context

Because of its historic role as an employment and commercial centre, Bondi Junction is recognised as a strategic regional centre within the Greater Sydney planning framework. This status is important in terms of future planning for infrastructure and services at the state level.

Council is focused on improving urban amenity and minimising impacts of over-development. The LGA has experienced high levels of relative density, combined with narrow road corridors and a constrained amount of open space. These factors lead to an anti-development sentiment for some residents.

Waverley is a highly developed area, one of the most densely populated local government areas in Australia. However, relative to some international cities, it is not highly developed. Under NSW planning law, it is not possible to halt all future intense development. The state government has goals for urban intensification and accommodating development, and future growth is allocated to Waverley. Waverley's own planning tools attempt to accommodate this growth in areas and ways that are most appropriate to the Waverley urban fabric and the interests of residents.

The key is how we deal with the impacts of development. While it is difficult to obtain more space for infrastructure expansion and amenity enhancement, Council can invest in improving amenity and infrastructure on existing land and at existing facilities. Council has a range of plans and projects for this purpose, from new and improved playgrounds and parks, to better organised and new community facilities.

Waverley's narrow roads were designed and laid out before motor vehicles became a principal means of transport. Not only does Waverley have work and school travel congestion at peak hours during the week, but visitor destinations such as Bondi Beach have congestion on weekends and public holidays. While residents call for more parking, the more car parking that is available, the more car travel will be encouraged and congestion will ensue.

Transport measures considered for Waverley include greater infrastructure investment to support public transport, peak car park pricing at destination areas to deter demand, and mobility-as-a-service initiatives that support shared transport solutions.

Sydney's environment and climate is changing over time, with hotter, drier conditions. This impacts on our environment as well as on the conditions people experience in through temperature, water availability and other factors.

Council has a zero carbon emissions by 2030 target, and supports and encourages the community to do so too. However, we also need to focus on adaptation alongside mitigation - how we deal with the inevitable impacts of climate change.

Council is working to find alternative water sources such as stormwater recycling, for maintenance of parks and reserves, as well as examining the type of plants grown. It is encouraging the uptake of solar power and other energy conservation measures within its own operations and across the community. Council is also looking at what adaptation measures might be needed to address future sea-level rise, or other environmental impacts.



Place: our objectives

What will we focus on?

2.1



Reduce greenhouse gas emissions (Waverley)

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

2.2



Reduce greenhouse gas emissions (Council)

Rapidly reduce Council's greenhouse gas emissions

2.3



Climate change and resilience

Prepare and adapt to the impacts of climate change

2.4



Biodiversity

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

2.5



Water use and quality

Conserve water use and improve water quality

2.6



Control and manage development

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

2.7



Safe and accessible parks and open spaces

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

2.8



Sustainable transport

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

2.9



Traffic, transport and parking

Manage traffic, transport and parking in a balanced way

2.10



Accessible and sustainable assets

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

2.11



Sustainable waste and circular economy

Move towards a sustainable waste community and a circular economy

2.12



Clean and litter free spaces

Keep public spaces clean and litter-free

Place: strategies

How will we achieve our focus?



2.1

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

OUR STRATEGIES	FOUR YEAR ACTIONS	ANNUAL ACTIVITY	DEPARTMENT RESPONSIBLE
2.1.1. Increase uptake of renewable energy and improve energy efficiency of buildings and infrastructure 	Implement initiatives that increase uptake of green energy, and improve environmental performance	Deliver Building Futures and residential dwelling program	Environmental Sustainability
		Deliver a program to enable the community to purchase 100% renewable electricity	Environmental Sustainability







2.2

Rapidly reduce Council’s greenhouse gas emissions

OUR STRATEGIES	FOUR YEAR ACTIONS	ANNUAL ACTIVITY	DEPARTMENT RESPONSIBLE
2.2.1. Increase Council’s energy efficiency, uptake of renewable energy and reduce carbon 	Demonstrate leadership in green energy generation, consumption and energy saving programs	Purchase 100% renewable electricity in the Council electricity contract and install solar on Council assets	Environmental Sustainability
		Implement the Zero Emissions and Efficiency Action Plan to reduce electricity consumption and remove gas appliances	Environmental Sustainability
		Continue to convert Council’s fleet to electric	Waste, Cleansing and Fleet







2.3 Prepare and adapt to the impacts of climate change

OUR STRATEGIES	FOUR YEAR ACTIONS	ANNUAL ACTIVITY	DEPARTMENT RESPONSIBLE
<p>2.3.1. Deliver the Climate Change Adaptation and Resilience Framework</p> <p>   </p>	<p>Implement the Climate Change Risk Adaptation and Resilience Framework</p>	<p>Undertake consultation and engagement with the community on identified climate risks and stresses</p>	<p>Environmental Sustainability</p>
		<p>Progress the Coastal Management Program</p>	<p>Environmental Sustainability/ Infrastructure Services</p>



2.4

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

OUR STRATEGIES	FOUR YEAR ACTIONS	ANNUAL ACTIVITY	DEPARTMENT RESPONSIBLE
<p>2.4.1. Improve the condition of non-remnant native vegetation on public land in the LGA and reinstate indigenous vegetation characteristic of natural coastal landscapes in Councils' parks and reserves</p> <p></p>	<p>Deliver the Biodiversity Action Plan - Remnant Sites</p>	<p>Engage bush regeneration contractors to implement the Biodiversity Action Plan – Remnant sites</p>	<p>Environmental Sustainability</p>
<p>2.4.2. Protect the threatened species plan Acacia terminalis (subs Eastern suburbs) and Eastern Suburbs Banksia Scrub Endangered Ecological Community</p> <p></p>	<p>Deliver Thomas Hogan, Bronte and Tamarama Ecological Restoration Action Plan</p>	<p>Undertake restoration at Loombah Cliffs and York Road to protect and improve threatened plant species and communities</p>	<p>Environmental Sustainability</p>
<p>2.4.3. Improve biodiversity across the Waverley LGA</p> <p></p>	<p>Improve native habitat in habitat corridors and adjacent to remnant areas</p>	<p>Deliver the Living Connections program</p>	<p>Environmental Sustainability</p>
<p>2.4.4. Increase the quantity of trees and plants in public and private spaces, parks and streets to achieve Waverley's canopy targets</p> <p></p>	<p>Prepare and implement Tree Canopy Strategy</p>	<p>Deliver Curlewis Street and Charing Cross precinct upgrades to increase street tree numbers and soft landscaping areas</p>	<p>Major Projects</p>
		<p>Continue to implement annual tree planting program in public spaces and streetscapes</p>	<p>Open Space and Recreation Operations</p>



2.5

Conserve water use and improve water quality

OUR STRATEGIES	FOUR YEAR ACTIONS	ANNUAL ACTIVITY	DEPARTMENT RESPONSIBLE
<p>2.5.1. Increase water harvesting through stormwater harvesting schemes and rainwater capture</p>	<p>Maintain and optimise recycled water use at Varna Park, North Bondi, Bondi Park and Pavilion projects</p>	<p>Maintain and enhance recycled water use at Bondi Beach, Tamarama, Bronte, Waverley Park and Barracluff Park</p>	<p>Environmental Sustainability</p>
<p>2.5.2. Improve water efficiency of new and existing buildings</p>	<p>Engage the community to promote water savings devices and practices</p>	<p>Promote efficient water practices to existing residential dwellings</p>	<p>Environmental Sustainability</p>
<p>2.5.3. Reduce or minimise the pollutants entering into waterways</p>	<p>Maintain and increase the number of raingardens, gross pollutant traps and stormwater quality improvement devices to reduce pollutants at beaches</p>	<p>Construct new stormwater quality improvement devices in the Curlewis Street and Charing Cross streetscape upgrade</p>	<p>Major Projects</p>
		<p>Engage the community and the construction sector to reduce water pollution</p>	<p>Environmental Sustainability</p>





2.6




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

OUR STRATEGIES	FOUR YEAR ACTIONS	ANNUAL ACTIVITY	DEPARTMENT RESPONSIBLE
<p>2.6.1. Respond to community concerns on overdevelopment through robust community engagement, data collection and education on planning issues</p>	<p>Increase community engagement through methods like codesign and data collection in preparing planning controls, plans and strategies</p>	<p>Investigate and identify community issues from the Living in Waverley survey and follow up priorities</p>	<p>General Manager's Unit</p>
		<p>Undertake community education on planning system relevant to Waverley LGA</p>	<p>General Manager's Unit</p>
		<p>Implement the Community Engagement Policy and Strategy to increase community engagement, awareness and participation in the planning process</p>	<p>Customer Experience and Communications</p>
<p>2.6.2. Ensure new development provides high standard of design quality and does not adversely impact the amenity of neighbours or the wider community</p>	<p>Ensure new development meets the aims and objectives of the Local Environmental Plan (LEP) and Development Control Plan (DCP)</p>	<p>Assess all applications against relevant provisions of the LEP and DCP and other relevant legislation</p>	<p>Development Assessment</p>
	<p>Provide timely determinations of applications for development</p>	<p>Implement assessment procedures that deliver high quality outcomes and efficient determination</p>	<p>Development Assessment</p>

2.6 continued...

OUR STRATEGIES	FOUR YEAR ACTIONS	ANNUAL ACTIVITY	DEPARTMENT RESPONSIBLE
<p>2.6.3. Ensure development is undertaken in accordance with required approvals and new and existing buildings provide a high standard of fire safety and amenity</p> 	<p>Ensure development meets the requirements of the development consent and relevant legislation where Council is appointed as the certifier</p>	<p>Assess construction certificate applications in compliance with legislative and development condition requirements</p>	Compliance
	<p>Provide efficient and professional pool certification</p>	<p>Undertake swimming pool inspections in compliance with the <i>Swimming Pool Act 1992 and Regulation 2018</i></p>	Compliance
	<p>Ensure new buildings meet current fire safety standards and existing buildings are upgraded</p>	<p>Undertake fire safety assessment of new developments where Council is the certifier</p>	Compliance
	<p>Undertake initiatives to address issues relating to illegal use or building works in a timely manner</p>	<p>Undertake fire safety inspections where fire safety compliance issues are reported to Council</p>	Compliance
	<p>Undertake initiatives to address issues relating to illegal use or building works in a timely manner</p>	<p>Undertake building site inspections in accordance with a proactive inspections and patrol plan</p>	Compliance
	<p>Undertake compliance actions for illegal building works notified to Council</p>	Compliance	
<p>2.6.4. Protect and prioritise employment floor space in Bondi Junction Strategic Centre, and other centres where relevant</p> 	<p>Explore ways to incentivise commercial floorspace in Bondi Junction</p>	<p>Investigate the implementation of minimum non-residential Floor Space Ratio across all of Waverley's centres</p>	Urban Planning

2.6 continued...

OUR STRATEGIES	FOUR YEAR ACTIONS	ANNUAL ACTIVITY	DEPARTMENT RESPONSIBLE
<p>2.6.5. Create a thriving, flourishing, accessible and liveable destination with great public spaces and buildings, public art, and walkable streets that engage and excite everyone</p>	<p>Develop precinct scale upgrade programs in alignment with Our Liveable Places Centres Strategy 2020–2036</p>	<p>Undertake streetscape design of North Bondi Terminus</p>	<p>Infrastructure Services/ Major Projects</p>
	<p>Improve the quality of streetscapes through Health Street Assessment indicator integration to relevant capital works projects</p>	<p>Continue delivery of Curlewis Street and Charing Cross precinct upgrades</p>	<p>Infrastructure Services/ Major Projects</p>
	<p>Ensure street infrastructure is comprehensively equipped to support decorative and program-led activation</p>	<p>Enhance place management and activation outcomes through Voluntary Planning Agreements, Development Application requirements and art and culture programs</p>	<p>Arts, Culture and Events</p>
		<p>Deliver an annual program of public art as outlined in the Public Art Masterplan</p>	<p>Arts, Culture and Events</p>
<p>2.6.6. Celebrate the heritage and character of our centres and heritage sites, and protect and enhance their character</p>	<p>Implement Heritage and Social Impact Assessment recommendations</p>	<p>Review Development Applications in line with Heritage Assessment guidelines</p>	<p>Urban Planning</p>
	<p>Revise the Aboriginal Heritage study and prepare Management plans for all registered sites</p>	<p>Prepare an Aboriginal Heritage Study</p>	<p>Urban Planning/ Community Programs</p>
	<p>Review heritage and character controls in strategic plans</p>	<p>Implement the Heritage Planning Proposal</p>	<p>Urban Planning</p>
	<p>Deliver key actions identified in the Cemetery Services Strategic Business Plan</p>	<p>Commence Quinn Road Memorialisation Wall Project construction to provide additional high quality ash internment sites</p>	<p>Property and Facilities/ Major Projects</p>
<p>2.6.7. Promote opportunities for residents to increase the sense of wellbeing in high density environments</p>	<p>Provide a range of Arts, Culture and Events programs to promote local participation, engagement and exchange</p>	<p>Promote opportunities for local artists through the local creative collaborations program and street performance policy</p>	<p>Arts, Culture and Events</p>
			



2.7

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

OUR STRATEGIES	FOUR YEAR ACTIONS	ANNUAL ACTIVITY	DEPARTMENT RESPONSIBLE
<p>2.7.1. Provide safe, accessible and diverse spaces and facilities for different users</p>	<p>Provide safe, accessible spaces and facilitate physical activity for active and healthy lifestyles</p>	<p>Continue to deliver a range of safe and accessible recreation programs to promote active and healthy lifestyles</p>	<p>Community, Library and Recreation Venues</p>
	<p>Maximise the use and access to public open recreation spaces and sports fields</p>	<p>Continue to optimise the utilisation of community venues, sports fields and recreation facilities to balance competing demands of community, organised and commercial activities</p>	<p>Community, Library and Recreation Venues</p>
<p>2.7.2. Increase the capacity of existing active recreation spaces through embellishment and upgrade works</p>	<p>Implement the Open Space and Recreation Strategy action plan and the Inclusive play space study</p>	<p>Complete stage 3 of Waverley Park Playground and upgrade St Thomas Mitchell Street, Scott Street Reserve playgrounds and Gilgandra Reserve playground</p>	<p>Infrastructure Services/Major Projects</p>
	<p>2.7.3. Leverage opportunities to provide new and extended spaces in key locations</p>	<p>The above action responds to strategies 2.7.2 and 2.7.3</p>	



2.8

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

OUR STRATEGIES	FOUR YEAR ACTIONS	ANNUAL ACTIVITY	DEPARTMENT RESPONSIBLE
<p>2.8.1. Deliver an innovative and integrated mass transport solution, as well as separated bike paths for the centre, with improved transport efficiency</p>	<p>Prepare and implement a new Bike Plan and a new Walking Plan</p>	<p>Complete the next iteration of the Bike Plan and new Walking Plan</p>	<p>Infrastructure Services</p>
	<p>Implement cycling infrastructure, bike paths and pedestrian safety projects</p>	<p>Deliver cycling infrastructure and improved pedestrian safety as part of the Charing Cross and Curlewis Streetscape Upgrade</p>	<p>Infrastructure Services/ Major Projects</p>
	<p>Develop an integrated transport solution that addresses traffic, parking and considers neighbourhood and place outcomes</p>	<p>Undertake the Local Area Traffic Study in key areas in Waverley to inform the integrated transport solution</p>	<p>Infrastructure Services</p>
<p>2.8.2. Encourage more shared vehicles (cars, bicycles, scooters) and electric vehicle charging</p>	<p>Facilitate alternatives to private car transport such as improved access to bus and car share vehicles</p>	<p>Review PUDO program and develop ongoing program for improved access to car share and ride share options</p>	<p>Infrastructure Services</p>



2.9

Manage traffic, transport and parking in a balanced way

OUR STRATEGIES	FOUR YEAR ACTIONS	ANNUAL ACTIVITY	DEPARTMENT RESPONSIBLE
<p>2.9.1. Leverage technologies and regulations to provide better transport and parking outcomes</p>	<p>Effective management of Council car parks to optimise revenue and customer experience</p>	<p>Evaluate the success of technology implementation in Council car parks</p>	<p>Property and Facilities</p>
	<p>Research and implement cost-effective technology, policy and process improvements and prepare Smart Parking Management Strategy</p>	<p>Maintain and monitor parking sensors to ensure entire operation in Bondi Beach, Bronte Cutting, Victoria Street Car Parking and accessible parking spaces for disabled persons in commercial and tourist areas across Waverley LGA</p>	<p>Compliance</p>
	<p>Ensure residential and commercial parking areas are patrolled</p>	<p>Patrol residential and commercial parking areas in compliance with the residential parking scheme and enforce parking regulations</p>	<p>Compliance</p>
<p>2.9.2. Improve access to schools and local destinations by making it easier to walk, ride and catch public transport</p>	<p>Develop safe and convenient access by foot, bike or public transport to important destinations</p>	<p>Finalise the Safe Walking Routes to School project and integration into the walking strategy</p>	<p>Infrastructure Services</p>



2.10

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

OUR STRATEGIES	FOUR YEAR ACTIONS	ANNUAL ACTIVITY	DEPARTMENT RESPONSIBLE
<p>2.10.1. Ensure Council's infrastructure assets are operated, maintained, renewed and upgraded to meet the levels of service set by the community</p>	<p>Implement the Strategic Asset Management Plan 6</p>	<p>Deliver annual actions in the SAMP program and prepare the SAMP 7 Program and strategy on asset maintenance, renewal and operation</p>	<p>Infrastructure Services/Property and Facilities</p>
	<p>Implement the Asset Management Improvement Plan as noted in SAMP 6</p>	<p>Develop and implement an asset hierarchy to align strategic planning and asset information with financial reporting</p>	<p>Infrastructure Services</p>
	<p>Undertake an asset management maturity assessment</p>	<p>Deliver proactive maintenance activities to ensure all Council's building and civil infrastructure assets meet standards</p>	<p>Open Space and Recreation Operations/Property and Facilities</p>
<p>2.10.3. Manage Council property portfolio in a financially sustainable way, to optimise value through maximising investment yield, and deliver quality community outcomes</p>	<p>Implement priority actions identified in the Property Strategy 2020–2024</p>	<p>Prepare the next iteration of Waverley Council Property Strategy</p>	<p>Property and Facilities</p>
		<p>Develop and implement an asset information and data strategy that supports the migration of existing datasets into the Asset Management System</p>	<p>Infrastructure Services</p>



2.11

Move towards a sustainable waste community and a circular economy

OUR STRATEGIES	FOUR YEAR ACTIONS	ANNUAL ACTIVITY	DEPARTMENT RESPONSIBLE
<p>2.11.1. Deliver best practices in waste and organics collection services and maximise diversion from landfill</p>	<p>Develop and implement the Waverley Waste Strategy in accordance with the NSW Waste and Sustainable Materials</p>	<p>Complete and implement the Waverley Waste Strategy actions to support the uptake of a circular economy</p>	<p>Waste, Cleansing and Fleet/ Environmental Sustainability</p>
		<p>Deliver the Compost Revolution Program</p>	<p>Environmental Sustainability</p>
		<p>Trial FOGO service in selected locations and continue to monitor waste stream to determine strategies to improve outcomes</p>	<p>Waste, Cleansing and Fleet</p>
	<p>Continue to implement Recycling and Contamination Improvement Program</p>	<p>Continue to implement recycling and contamination improvement programs for residents and businesses</p>	<p>Waste, Cleansing and Fleet</p>
	<p>Provide waste collection points and recovery programs for problem waste items</p>	<p>Continue to partner with the City of Sydney and Woollahra Councils to deliver recycling drop-off events for problem waste items</p>	<p>Waste, Cleansing and Fleet</p>



2.12 Keep public spaces clean and litter-free

OUR STRATEGIES	FOUR YEAR ACTIONS	ANNUAL ACTIVITY	DEPARTMENT RESPONSIBLE
<p>2.12.1. Reduce litter and illegal dumping across Waverley through education and enforcement</p>	<p>Deliver litter and illegal dumping education and enforcement program</p>	<p>Continue the waste presentation and compliance program to reduce litter from overflowing bins and incorrectly presented waste</p>	<p>Waste, Cleansing and Fleet</p>
		<p>Actively patrol and undertake prompt complaint investigations to enforce and reduce illegal dumping</p>	<p>Compliance</p>
<p>2.12.2. Reliable and efficient public place waste</p>	<p>Deliver optimal public place waste infrastructure and services</p>	<p>Optimise public place bin infrastructure in line with changes to the Waverley streetscape</p>	<p>Waste, Cleansing and Fleet</p>

Performance measures

MEASURES	BASELINE	TARGET 2025	RESPONSIBILITY
Asset Maintenance Ratio	102.90% (2023)	100%	Infrastructure Services, Major Projects, Open Space and Recreation Operations
Infrastructure Backlog Ratio	1.09% (2023)	Less than 2%	Infrastructure Services, Major Projects
Buildings and Infrastructure Renewal Ratio	217.43% (2023)	Greater than or equal to 100%	Infrastructure Services, Major Projects
Road renewed/treated program (m2)	23,558 m2	15,000m2	Infrastructure Services
Footpath renewed (m2)	2,162 m2	5,000m2	Infrastructure Services
Community Venues bookings (all users)	12,000 bookings (2023-24)	Additional 300 bookings	Community, Library and Recreation Venues
Compliance with trading hours of businesses in target areas	27 breaches (2023)	Reduce by 10%	Compliance
Daily and weekend patrolling in three beaches	Average 3 daily beach patrols (2023)	3 daily beach patrols	Compliance
Percentage of food premises inspections conducted as scheduled	95% (2023)	100%	Compliance
Percentage of complaints acknowledged within 14 days	90% (2023)	100%	Compliance
Percentage of noise related complaints complete within 14 days	70% (2023)	80%	Compliance
Percentage of asbestos and sewage complaints completed within 14 days	40% (2023)	75%	Compliance
Frequency of daily patrols in dog-on-leash areas	3 (2023)	5	Compliance
Number of reports of dogs off lead	64 (2023)	63	Compliance
Percentage of dog attacks reported within timeframes	90% (2023)	100%	Compliance
Percentage of pool safety inspection program completed	30% (2023)	90%	Compliance
Percentage of residential and commercial areas monitored twice weekly	90% (2023)	85%	Compliance
Percentage of fire safety assessments submitted on time	82% (2023)	90%	Compliance
Percentage of applications that meet LEP and DCP are determined within 40 working days after notification	80% (2023)	80%	Development Assessment



Performance measures continued...

MEASURES	BASELINE	TARGET 2025	RESPONSIBILITY
Percentage of applications received through NSW Planning Portal checked and actioned within 10 business days from receipt	80% (2023)	80%	Development Assessment
Number of Voluntary Planning Agreements executed	3 (2022)	Maintain	Urban Planning
Number of Voluntary Planning Agreements offers	11 VPAs (2023)	Maintain	Urban Planning
Metres of cycleway	1,300m (2022)	Increase by 3200m	Major Projects
Council greenhouse gas emissions	4,702 (t CO2-e) (2021-22)	2,058 (t- CO2-e)	Environmental Sustainability
Community greenhouse gas emissions	517,983 (t CO2-e) (2019-20)	450,000 (t CO2-e)	Environmental Sustainability
Solar installations in Waverley LGA	7,561 KW of installed capacity (2021-22)	13,000 KW of installed capacity	Environmental Sustainability
Increase in the amount of remnant vegetation in good condition	5.9 hectares (2019)	Greater than 5.9 hectares	Environmental Sustainability
Percentage of Council's electricity demand in NSW met by renewable sources	100% (2022-23)	100%	Environmental Sustainability
Potable water use from Council operations	60,859 kl/yr (2020)	62,000 kl/yr	Environmental Sustainability
Beach quality rating	Good rating for all three beaches (2022)	Good rating for all three beaches	Environmental Sustainability
Cleaning program completed according to schedule and service standards	100% (2022-23)	100%	Waste, Cleansing and Fleet
Waste collection program completed according to schedule and standards	100% (2022-23)	100%	Waste, Cleansing and Fleet
Reduction in total residential waste collected (kgs)	331kg/per person (2023)	Reduce	Waste, Cleansing and Fleet
Revenue generated from Council's car parks	\$3,300,000 (2022-23)	\$3,588,500	Property and Facilities
Number of trees planted (streetscape trees)	408 trees (2022-23)	400 trees	Open Space and Recreation Operations



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: our context

Community expectations of value for money Council services is rising. Our residents desire high standards in infrastructure and urban amenity. Technology and material advancements along with ease of travel and online access, mean local neighbourhoods, public spaces and facilities, and ways of interacting with Council, are readily compared to the latest innovations and designs worldwide.

Council makes substantial investment in upgrading services and infrastructure, however, Council is also constrained in its revenue raising capacity by rate pegging and legislative controls over some fees and charges.

Council has sufficient cash reserves to fund the ongoing operations of Council, after deficits arising from loss of income during COVID-19 years. Council investment in infrastructure assets and renewal of assets exceed performance benchmarks. The recovery from loss of income has identified the vulnerability with Council budget and we will seek to improve financial sustainability through total cost review and service delivery model to ensure any future economic shocks will not cause large deficits in our operating performance ratio.

Council is committed to innovation in customer service by implementing a customer experience strategy, a community engagement policy and strategy, and an ICT modernisation strategy that will create a step change in the way people can engage with Council and receive services, as well as deliver operational efficiencies. These programs are anticipated to provide significant returns on investment, and create smooth, responsive access to Council for residents and visitors.

Community engagement and community voice will be central to decision-making. The International Association for Public Participation principles are embedded in our Engagement Policy and Strategy, and consultation will be central to the implementation of programs and projects. Our communication channels will continually be enhanced and contain measurement and feedback loops.



Council will continue to engage the community on service level preferences and the costs of those preferences. It will examine its own operations for opportunities to provide services more cost effectively. Where community expectations are likely to exceed current revenue sources, Council may look at ways to enhance revenue to meet demand.

In 2021, Waverley's Gross Regional Product was estimated at \$5.07 billion. Council is tailoring its service delivery and regulatory functions to be as business supportive as possible and is working with the local Chamber of Commerce to implement initiatives to support business growth.

Council encourages the retention and development of commercial floorspace and with Waverley being home to high numbers of creative and innovative enterprises, the Council is building a Knowledge and Innovation Hub to encourage local employment and business opportunities.

Data Source: Id Profile 2022



Performance: our objectives

What will we focus on?

3.1



Community engagement opportunities

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

3.2



Excellent Customer Experience

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

3.3



Financial Sustainability and Resource Management

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

3.4



Governance, Capacity and Capability

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

3.5



Resilient Economy

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

3.6



Smart and Innovative

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

Performance: strategies

How will we achieve our focus?



3.1



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

OUR STRATEGIES	FOUR YEAR ACTIONS	ANNUAL ACTIVITY	DEPARTMENT RESPONSIBLE
<p>3.1.1. Ensure those who are impacted by, or have an interest in, a decision or initiative of Council have an opportunity to engage</p> <p> </p>	<p>Implement Community Engagement Policy and Strategy 2021</p>	<p>Partner with community groups and other agencies to engage hard to reach groups on decisions impacting the community</p>	<p>Customer Experience and Communications</p>
		<p>Organise customer service training for relevant Council staff</p>	<p>Customer Experience and Communications</p>
		<p>Engage Precinct committees on strategic issues</p>	<p>General Manager's Unit</p>
<p>3.1.2. Ensure our engagement practices are accessible and inclusive</p> <p> </p>	<p>Improve data sources and analytics via Waverley customer/ audience evaluation processes</p>	<p>Utilise new dashboard and reporting from the recently implemented telephony system to undertake customer research</p>	<p>Customer Experience and Communications</p>
		<p>Deliver a Have Your Say pop-up at each ward for the community to engage with Council</p>	<p>Customer Experience and Communications</p>
<p>3.1.3. Continual development of an organisational culture focused on best practice community engagement</p> <p> </p>	<p>Improve data sources and analytics via Waverley customer/ audience evaluation processes</p>	<p>Leverage communication dashboards to capture audience reach and impact to support evidence-based decision making</p>	<p>Customer Experience and Communications</p>



3.2

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

OUR STRATEGIES	FOUR YEAR ACTIONS	ANNUAL ACTIVITY	DEPARTMENT RESPONSIBLE
<p>3.2.1. Implement Customer Experience Strategy to enhance customer experience across all business areas</p>	<p>Provide consistent level of customer experience tailored to suit the location, service and/or interaction</p>	<p>Increase and promote opportunities for self service options on the Waverley website</p>	<p>Customer Experience and Communications</p>
<p> </p>	<p>Implement Complaints Management Framework and monitor compliance with procedures</p>	<p>Explore and implement website improvements to uplift the Council customer journey with a focus on improving ease of accessibility and navigation of services</p>	<p>Customer, Experience and Communications</p>
		<p>Undertake periodic/quarterly merit reporting against service level agreements to monitor complaints across Council to improve increased transparency, accountability action and resolutions</p>	<p>Customer, Experience and Communications</p>



3.3

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

OUR STRATEGIES	FOUR YEAR ACTIONS	ANNUAL ACTIVITY	DEPARTMENT RESPONSIBLE
<p>3.3.1. Prepare, implement and monitor a suite of Integrated Planning and Reporting documents that respond to community needs and organisational capacity</p>	<p>Develop and maintain a suite of integrated corporate plans that meet legislative requirements including resourcing strategies and other plans</p>	<p>Undertake Council’s Integrated Planning and Reporting (IPR) activities that align with legislative requirements and provide community engagement opportunities</p>	<p>General Manager’s Unit</p>
	<p>Implement Long Term Financial Plan [LTFP 6 (2022-2033)] and monitor budget on a regular basis</p>	<p>Undertake annual review of LTFP, quarterly budget review and monthly budget performance reports</p>	<p>Finance and Procurement</p>
	<p>Implement the Workforce Plan 2022–2026</p>	<p>Continue to implement priority actions in the Workforce Plan and prepare a new Workforce Plan</p>	<p>People and Culture</p>
<p>3.3.2. Deliver long-term financial, environmental and economic programs that improve financial and environment sustainability</p>	<p>Embed financial and environment sustainability across the organisation</p>	<p>Undertake financial sustainability review</p>	<p>Finance and Procurement</p>
		<p>Deliver the Sustainability Leadership program to deliver environmental sustainability across the organisation</p>	<p>Environmental Sustainability</p>
	<p>Implement the Contract Management Policy and Guidelines to optimise value for money and deliver quality services to the community</p>	<p>Assess Contract Management Framework and Policy implementation effectiveness</p>	<p>Finance and Procurement</p>
	<p>Embed sustainable procurement into our activities consistent with Council’s sustainability commitments</p>	<p>Assess integration effectiveness of circular economy principles in our sourcing activities</p>	<p>Finance and Procurement</p>
<p>3.3.3. Deliver and review services to increase value for money</p>	<p>Develop and implement a Service Review Framework to deliver efficient, effective and customer focused services</p>	<p>Undertake service reviews</p>	<p>People and Culture</p>






3.4

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

OUR STRATEGIES	FOUR YEAR ACTIONS	ANNUAL ACTIVITY	DEPARTMENT RESPONSIBLE	
<p>3.4.1. Promote an organisational environment that encourages professionalism, sustainability, integrity and ethical conduct</p> 	<p>Prepare and implement the Governance Framework</p>	<p>Continue to implement priority actions from the Governance Framework and review the Governance Framework</p>	Governance	
		<p>Review Code of Conduct, Code of Meeting Practice and Councillor Expenses and Facilities Policy and Privacy policies and procedures</p>	Governance	
		<p>Implement revised policy management process and align with legislative compliance and risk</p>	Governance	
		<p>Provide training and induction for Councillors in the new term</p>	Governance	
	<p>Promote good financial governance, internal control and risk mitigation practices</p>	<p>Review and update financial policies, systems, procedures and business processes to improve efficiency and effectiveness and align with financial sustainability principles</p>	Finance and Procurement	
		<p>Implement an enterprise risk management framework</p>	<p>Review Business Continuity Plans, including Emergency Preparedness procedures</p>	Audit and Risk
			<p>Review and implement recommendations from the internal audit program for high risk operational activities</p>	Audit and Risk
	<p>Review Council’s Risk Appetite Statement</p>	Audit and Risk		
	<p>3.4.2. Uphold a commitment to accountable and transparent decision making</p> 	<p>Prepare and implement the Governance Framework</p>	<p>Implement priority actions and review the Fraud and Corruption Control Policy and Strategy</p>	Governance
<p>Promote and inform the community on key decisions affecting the community through different communication channels</p>			Governance	
<p>Meet legislative requirements for financial reporting</p>		<p>Prepare all financial reports required by legislation or requested by government departments and agencies</p>	Finance and Procurement	

3.4 continued...

OUR STRATEGIES	FOUR YEAR ACTIONS	ANNUAL ACTIVITY	DEPARTMENT RESPONSIBLE
<p>3.4.3. Promote a safe and healthy workplace that rewards a culture of high performance</p>	<p>Develop and implement a Total Rewards Framework</p>	<p>Implement a new annualised and simplified performance framework</p>	<p>People and Culture</p>
		<p>Continue to implement the Leadership Program for Executive, Executive Managers and Managers, including Future Leaders Program</p>	<p>People and Culture</p>
		<p>Launch the Psycho-Social Strategy for Waverley to ensure the protection and promotion of a safe and healthy workplace, with a focus on mental health programs</p>	<p>People and Culture</p>
		<p>Continue to deliver health and safety wellbeing programs and activities</p>	<p>People and Culture</p>
<p>3.4.4. Continue to build capacity and capability of our people and Council to deliver services to our Community</p>	<p>Implement the Capability Framework</p>	<p>Complete Position Description Review Project</p>	<p>People and Culture</p>
			
<p>3.4.5. Provide fit for purpose technology and tools to enable service delivery that is community and customer centric</p>	<p>Deliver the ICT Modernisation Program</p>	<p>Continue to manage projects in accordance with ICT Strategy and Modernisation Goal, including applications and services upgrades, improvements to governance controls to streamline processes and improve service delivery</p>	<p>Information Management and Technology</p>
		<p>Continue to implement and undertake uplift activities to align with Mandatory 25</p>	<p>Information Management and Technology</p>
		<p>Continue to implement cyber uplift maturity program to ensure compliance with OLG Cyber Security Guidelines for Local Government</p>	<p>Information Management and Technology</p>






3.5

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

OUR STRATEGIES	FOUR YEAR ACTIONS	ANNUAL ACTIVITY	RESPONSIBLE DEPARTMENT
<p>3.5.1. Improve Waverley’s post COVID-19 economic resilience through innovation</p>	<p>Prepare and implement an innovation roadmap</p>	<p>Deliver priority actions from Innovation Roadmap themes such as Innovation forum and business workshops</p>	<p>Urban Planning</p>
	<p>Deliver to businesses across Waverley services and activation activities</p>	<p>Undertake a Grants Workshop for Business in conjunction with the Chamber of Commerce</p>	<p>Urban Planning</p>
<p>3.5.2. Position Waverley as a future business destination and promote local businesses</p>	<p>Deliver recognition for excellence in local business programs</p>	<p>Continue delivering business awards to recognise excellence</p>	<p>Urban Planning</p>
	<p>Implement the Waverley Sustainable Visitation Strategy 2019–2024.</p>	<p>Create and promote virtual place based offerings and information for visitors</p>	<p>Urban Planning</p>

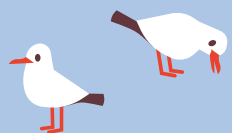


3.6 Waverley is a smart, safe and connected city of the future that fosters innovation

OUR STRATEGIES	FOUR YEAR ACTIONS	ANNUAL ACTIVITY	DEPARTMENT RESPONSIBLE
<p>3.6.1. Improve and increase the quality and quantity of data shared in the local business community</p> 	<p>Research, analyse and promote a range of data and trends that monitor the local economy</p>	<p>Release relevant business data sources to inform decision making through the business resource centre (e.g. ED Newsletter, biannual Occupancy Audit)</p>	<p>Urban Planning</p>
<p>3.6.2. Facilitate and grow innovative spaces for business incubation and knowledge transfer</p> 	<p>Position business incubator as an innovative hub for local community</p>	<p>Host a business pitching event centred on innovation</p>	<p>Urban Planning</p>
<p>3.6.3. Enhance communication and engagement channels to improve service delivery</p> 	<p>Maximise the use of existing engagement tools such as Have Your Say</p>	<p>Explore and implement website improvements to improve accessibility, presence and ease of subscription to Have your Say newsletters</p>	<p>Customer Experience and Communications</p>
<p>3.6.4. Deliver and facilitate access to emerging technologies and library collections in fit for purpose digital and physical spaces</p> 	<p>Implement Local Studies Digitisation Strategy</p>	<p>Continue to populate the Local History online platform to provide increased community access to digitised local history resources</p>	<p>Community, Library and Recreation Venues</p>
	<p>Prepare and implement the Waverley Library Strategy</p>	<p>Continue to improve and refurbish physical spaces in the Library in alignment with the Waverley Library Operational Plan</p>	<p>Community, Library and Recreation Venues</p>
		<p>Implement the new Library Collection Development Plan and weeding program to ensure the collection is current and relevant</p>	<p>Community, Library and Recreation Venues</p>
		<p>Implement the library membership plan to increase membership and engagement in alignment with the Waverley Library Operational Plan</p>	<p>Community, Library and Recreation Venues</p>

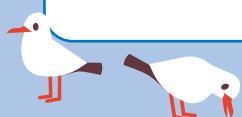
Performance measures

MEASURES	BASELINE	TARGET 2025	RESPONSIBILITY
Customer complaints management	81% complaints closed within SLA (2023)	85% complaints closed within SLA	Customer Experience and Communications
Number of community engagement channels to reach diverse segments of community	8 (2023)	Maintain	Customer Experience and Communications
Contact Centre- Average call handling time	3 min 39 secs (2023 Annual average result)	<3 min 30 sec (80%)	Customer Experience and Communications
Front Counter- Average wait time	4 m 10 sec (88% < 5 mins) (Annual average result)	<5 mins (80%)	Customer Experience and Communications
Front Counter- Average service time	7 min 38 secs (2023 Annual average result)	<7 mins 30 sec (80%)	Customer Experience and Communications
Contact Centre- First Call Resolution	7% transfer rate (2023)	Transfer rate (<10%)	Customer Experience and Communications
Library membership	30% of population (June 2023)	33% of population	Community, Library and Recreation Venues
Library visitation	360,000 visits (2023-2024)	380,000 visits	Community, Library and Recreation Venues
Library circulation	350,000 loans (2023-2024)	360,000 loans	Community, Library and Recreation Venues
Number of service reviews undertaken	0 (2022)	2	Organisational Strategy and improvement
Enterprise risks outside of risk appetite against 2022-23 baseline	57 out of 142 risks (2022-23)	Below baseline	Internal Audit and Risk
Number of leaders participating in Leadership Development Training	20 (2022)	50	People & Culture
Number of staff safety and wellbeing initiatives	15 (2022)	Increase	People & Culture
Vacancy Rate (FTE)	14.90% (2023)	Reduce	People & Culture
Compliance with NSW Audit Office procurement recommendations	80% (2023)	90%	Finance and Procurement



Performance measures continued...

MEASURES	BASELINE	TARGET 2025	RESPONSIBILITY
Maintenance or improvement in financial benchmarks			Finance and Procurement
Operating Performance Ratio	1.74% (2023)	0%	
Own Source Operating Revenue Ratio	81.62 (2023)	>60%	
Unrestricted current ratio	5.50x (2023)	1.50x	
Debt Service Ratio	24.41x (2023)	2.00x	
Rates and Annual Charges Outstanding Ratio	4.42% (2023)	4.24	
Cash Expense Cover Ratio	9.64 months (2023)	> 3 months	
Percentage return on financial investment	- 0.55% (2022)	> AusBond Bank Bill Index	Finance and Procurement
Number of Code of Conduct complaints received about Councillors	2 (2022)	2	Governance, Risk & Safety
Complaints upheld regarding fraud or corruption by Council staff	0 (2022)	0	Governance, Risk & Safety
Number of public interest disclosures received	1 (2022)	0	Governance, Risk & Safety
Number of GIPA applications received versus number of times access to information granted (in full or in part)	95% (2022-23)	90%	Governance, Risk & Safety
Commercial Centre Occupancy Audit	Combined Occupancy rate of 91.7%	Maintain or improve on baseline	Urban Planning
No of business events or attendance	2 events, more than 250 in attendance(2023)	Maintain a minimum of 2 events and more than 250 local businesses	Urban Planning
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	Urban Planning
Spending in LGA	12 month spend to maintain above \$200 million (2023)	12 month spend to maintain above \$200million	Urban Planning
Number of registered businesses	39,408 businesses (2023)	Support for more than 35,000+ businesses	Urban Planning
Occupancy rate at retail spaces	Occupancy across the LGA was an average of 93.15% (2023)	Maintain an average occupancy across LGA commercial centres above 90%	Urban Planning





Community Grants Program

Waverley Council provides Community Grants Program and other grants such as Small Grants, Venue Hire Grants, Local Creative Collaborations to ensure the delivery of a range of services to the local community

Funding will be provided to enable the delivery of services that meet outcomes described in Waverley Council's plans and support identified needs groups in Waverley such as:

- 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.

Funding also supports community based cultural organisations delivering participatory cultural activities.



Service Review Program

At Waverley, we have our customers at the heart of everything we do and believe that service reviews are a vital process to ensure the services we offer our community meet current and future community needs.

Council commissioned a Community Satisfaction Survey in 2021 to understand what matters most to our community. Value for money for the services and facilities offered by Council was identified as a key driver of community satisfaction in the LGA.

To ensure Council is being effective in the services we are offering our community, Council is developing a Service Review Framework and Program as part of our Business Excellence Framework and continuous improvement initiatives. Service Reviews will build our organisational capacity and capability to improve the services we offer our community.

In 2024-25 we will undertake two priority service reviews. Details of these service reviews will be included in the Annual Report 2024–25.

Budget estimates

Budget Forecast for the Financial Year 2024–25

BUDGET	2024-25
Operating Income	
Rates & Annual Charges	73,430,303
Investment Income	4,127,190
User Charges	51,426,511
Other Revenues	24,602,035
Grants Subsidies & Contributions	6,159,863
Total Operating Income	159,745,902
Operating Expenditure	
Employee Costs	(86,383,650)
Materials & Contracts	(27,287,796)
Borrowing Costs	(26,991)
Other Operating Expenses	(26,338,352)
Depreciation & Amortisation	(19,500,000)
Total Operating Expenditure	(159,536,789)
Operating Result Before Capital Income - Surplus/(Deficit)	209,113
Capital Income	
Grants Subsidies & Contributions	27,013,461
Sale of Assets	1,836,997
Total Capital Income	28,850,458
Operating Result - Surplus/(Deficit)	29,059,571
CASH AVAILABLE TO FUND CAPITAL	
Capital Expenditure	
Other Capital Purchases	(9,927,478)
Capital Works Program	(36,100,255)
Total Capital Expenditure	(46,027,733)
Cash Flow to Fund - In/(Out)	(16,968,162)
FINANCED BY:	
Borrowings	
External Loan	-
Less: Loan Repayments on External Loan	(485,622)
Net Borrowing	(485,622)
Reserve Movements	
Transfers to Reserves	(31,120,683)
Transfer from Reserves	29,074,467
Net Reserve Movements	(2,046,216)
Depreciation & Amortisation Expenses (Contra)	19,500,000
Net Budget Result - Surplus/(Deficit)	0

Detailed Budget

SERVICES DELIVERY BUDGET	2024-25
Asset Management Services	(18,650,724)
Income	26,789,311
User Charges	7,771,145
Other Revenues	7,049,617
Grants Subsidies and Contributions- Operational	1,880,156
Grants Subsidies & Contributions- Capital	8,251,417
Net gains from the disposal of assets	1,836,996
Expense	(30,835,426)
Rates and Annual Charges	(525,946)
Employee Costs	(9,191,065)
Materials and Contracts	(5,398,587)
Operating Expenses	(2,943,069)
Internal Charges	(3,154,631)
Capital Purchases	(9,622,128)
Reserve	21,495,626
Transfers to Reserves	(3,911,975)
Transfer from Reserves	25,407,601
Balance Sheet	(36,100,255)
Property Plant and Equipment	(36,100,255)
Beach Services, Maintenance & Safety	(7,245,398)
Income	632,240
User Charges	279,740
Other Revenues	352,500
Expense	(7,537,532)
Rates & Annual Charges	(10,079)
Employee Costs	(5,380,991)
Materials & Contracts	(384,049)
Operating Expenses	(352,636)
Internal Charges	(1,409,777)
Reserve	(340,106)
Transfers to Reserves	(340,106)

Detailed Budget Summary continued...

SERVICES DELIVERY BUDGET

Cemetery Services	(0)
Income	2,161,104
Investment Income	80,604
User Charges	2,080,500
Expense	(1,518,413)
Employee Costs	(848,294)
Materials and Contracts	(237,350)
Operating Expenses	(95,603)
Internal Charges	(331,166)
Capital Purchases	(6,000)
Reserve	(642,691)
Transfer to Reserves	(642,691)
Child Care	(1,354,932)
Income	10,179,070
User Charges	9,608,596
Other Revenues	115,740
Grants Subsidies & Contributions- Operational	454,734
Expense	(11,523,800)
Rates and Annual Charges	(76,439)
Employee Costs	(7,348,950)
Materials and Contracts	(916,700)
Operating Expenses	(857,740)
Internal Charges	(2,323,971)
Reserve	(10,202)
Transfers to Reserves	(10,202)
Community Services	(2,364,784)
Income	623,063
User Charges	85,000
Other Revenues	47,800
Grants Subsidies & Contributions- Operational	490,263
Expense	(2,982,238)
Rates & Annual Charges	(67,112)
Employee Costs	(1,463,396)
Materials & Contracts	(484,100)
Operating Expenses	(472,270)
Internal Charges	(495,360)
Reserve	(5,609)
Transfers to Reserves	(5,609)

Detailed Budget Summary continued...

SERVICES DELIVERY BUDGET

Corporate Support Services	54,463,111
Income	62,113,553
Rates & Annual Charges	53,838,049
Investment Income	2,800,000
User Charges	3,094,247
Other Revenues	421,212
Grants Subsidies & Contributions- Operational	1,960,045
Expense	(8,473,619)
Rates & Annual Charges	(291,188)
Employee Costs	(13,433,820)
Materials & Contracts	(7,855,356)
Operating Expenses	(2,021,433)
Borrowing Expenses	(26,991)
Internal Charges	15,155,169
Reserve	823,177
Loans Capital	(485,622)
Transfers to Reserves	(1,197,058)
Transfer from Reserves	2,505,857
Cultural Services	(5,683,407)
Income	484,513
User Charges	452,664
Other Revenues	31,849
Expense	(6,167,920)
Employee Costs	(3,086,943)
Materials and Contracts	(1,721,410)
Operating Expenses	(291,010)
Internal Charges	(1,068,557)
Customer Services and Communications	876,546
Income	1,872,574
User Charges	1,872,574
Expense	(996,028)
Employee Costs	(1,651,786)
Materials and Contracts	(108,250)
Operating Expenses	(39,000)
Internal Charges	803,008

Detailed Budget Summary continued...

SERVICES DELIVERY BUDGET

Development, Building and Health Services	(6,987,449)
Income	27,740,984
Investment Income	462,440
User Charges	6,741,000
Other Revenues	1,773,000
Grants Subsidies & Contributions- Operational	2,500
Grants Subsidies & Contributions- Capital	18,762,044
Expense	(15,485,990)
Employee Costs	(8,806,227)
Materials & Contracts	(1,398,800)
Operating Expenses	(3,168,808)
Internal Charges	(2,112,155)
Reserve	(19,242,443)
Transfers to Reserves	(19,242,443)
Transfers from Reserves	16,000
Emergency Management Services	(457,427)
Income	84,046
Grants Subsidies & Contributions- Operational	84,046
Expense	(541,473)
Rates & Annual Charges	(18,893)
Materials & Contracts	(26,150)
Operating Expenses	(476,200)
Internal Charges	(20,230)
Environmental Services	(3,009,063)
Income	522,500
User Charges	160,000
Grants Subsidies & Contributions- Operational	362,500
Expense	(3,539,043)
Employee Costs	(1,830,999)
Materials & Contracts	(910,309)
Operating Expenses	(265,416)
Internal Charges	(532,319)
Reserve	7,480
Transfers to Reserves	(12,520)
Transfer from Reserves	20,000

Detailed Budget Summary continued...

SERVICES DELIVERY BUDGET

Governance, Integrated Planning and Community Engagement	(3,571,442)
Income	300
User Charges	300
Expense	(4,041,311)
Employee Costs	(5,182,166)
Materials & Contracts	(1,018,700)
Operating Expenses	(2,596,082)
Internal Charges	4,755,637
Reserve	469,569
Transfers to Reserves	(25,040)
Transfer from Reserves	494,609
Library Services	(6,322,906)
Income	315,736
User Charges	21,500
Other Revenues	39,340
Grants Subsidies & Contributions- Operational	254,896
Expense	(6,524,723)
Employee Costs	(3,508,059)
Materials & Contracts	(557,900)
Operating Expenses	(195,180)
Internal Charges	(1,964,234)
Capital Purchases	(299,350)
Reserve	(113,919)
Transfers to Reserves	(135,919)
Transfers from Reserves	22,000
Parking Services	14,833,589
Income	27,978,500
User Charges	14,374,500
Other Revenues	13,234,000
Grants Subsidies & Contributions- Operational	370,000
Expense	(12,269,444)
Rates & Annual Charges	(9,681)
Employee Costs	(4,732,826)
Materials & Contracts	(3,332,456)
Operating Expenses	(2,489,973)
Internal Charges	(1,704,508)
Reserve	(875,467)
Transfers to Reserves	(875,467)

Detailed Budget Summary continued...

SERVICES DELIVERY BUDGET

Parks Services & Maintenance	(4,996,946)
Income	1,123,018
User Charges	1,103,295
Other Revenues	12,887
Grants Subsidies & Contributions- Operational	6,836
Expense	(5,974,020)
Employee Costs	(3,725,254)
Materials & Contracts	(571,100)
Operating Expenses	(296,968)
Internal Charges	(1,380,698)
Reserve	(145,944)
Transfers to Reserves	(145,944)
Place Management	(165,054)
Income	313,533
User Charges	200,000
Other Revenues	4,000
Grants Subsidies & Contributions- Operational	109,533
Expense	(478,587)
Employee Costs	(65,000)
Materials & Contracts	(337,900)
Operating Expenses	(31,600)
Internal Charges	(44,087)
Recreation Services	(325,765)
Income	7,020
User Charges	2,700
Other Revenues	4,320
Expense	(332,785)
Employee Costs	(856,845)
Materials & Contracts	(141,740)
Operating Expenses	(47,345)
Internal Charges	713,145

Detailed Budget Summary continued...

SERVICES DELIVERY BUDGET	2024-25
Regulatory Services	(2,291,097)
Income	688,750
User Charges	258,750
Other Revenues	430,000
Expense	(2,944,355)
Employee Costs	(2,208,825)
Materials & Contracts	(136,123)
Operating Expenses	(66,525)
Internal Charges	(532,882)
Reserve	(35,492)
Transfers to Reserves	(35,492)
Social & Affordable Housing	(0)
Income	977,050
Other Revenues	956,770
Grants Subsidies & Contributions- Operational	20,280
Expense	(856,196)
Rates & Annual Charges	(56,862)
Employee Costs	(130,911)
Materials & Contracts	(324,316)
Operating Expenses	(222,489)
Internal Charges	(121,618)
Reserve	(120,854)
Transfers to Reserves	(120,854)
Traffic & Transport Services	(1,616)
Income	87,200
Grants Subsidies & Contributions- Operational	87,200
Expense	(88,816)
Materials & Contracts	(85,000)
Internal Charges	(3,816)

Detailed Budget Summary continued...

SERVICES DELIVERY BUDGET

Urban Open Space Maintenance & Accessibility	(7,580,004)
Income	68,000
User Charges	20,000
Other Revenues	48,000
Expense	(7,280,683)
Employee Costs	(5,420,814)
Materials & Contracts	(395,500)
Operating Expenses	(756,276)
Internal Charges	(708,093)
Reserve	(367,321)
Transfers to Reserves	(367,321)
Waste Services	834,768
Income	25,058,198
Rates & Annual Charges	20,816,178
Investment Income	784,146
User Charges	3,300,000
Other Revenues	81,000
Grants Subsidies & Contributions- Operational	76,874
Expense	(20,795,788)
Rates & Annual Charges	(167,724)
Employee Costs	(7,510,478)
Materials & Contracts	(996,000)
Operating Expenses	(8,602,729)
Internal Charges	(3,518,857)
Reserve	(3,427,642)
Transfers to Reserves	(4,116,646)
Transfer from Reserves	689,004



Statement of Revenue Policy

Statement with respect to rate levy (Section 404 (2) *Local Government Act, 1993*)

1. Ordinary rates

1.1. Objective

The levying of rates and charges by Council will be in a manner that is transparent, fair and equitable to all ratepayers so as to provide a sustainable source of revenue that endows all members of the community with high quality services, infrastructure and facilities.

1.2. Rate pegging

The NSW Government introduced rate pegging in 1977. Rate pegging limits the amount that Council can increase its rate revenue from one year to the next by a specified percentage.

In 2010, the State Government board, the Independent Pricing and Regulatory Tribunal of New South Wales (IPART) was delegated responsibility for determining the allowable annual increase in general rates income.

IPART is the independent regulator that determines the maximum prices that can be charged for not only local government rates but also certain retail energy, water, and transport services in New South Wales.

IPART has set the rate peg for the 2024–25 financial year using their new rate peg methodology.

The components of the rate peg for 2024–25 are:

- The Base Cost Change (BCC) from employment costs, asset costs and other operating costs.
- An annual population factor to adjust for the change in the residential population of a council area.
- A catch-up adjustment for past changes in the superannuation guarantee rate
- A separate Emergency Services Levy (ESL) factor to reflect annual changes in council ESL contributions that differ from the changes to the council's BCC. Council ESL contributions support the work of emergency services in NSW
- Additionally, a council-specific adjustment in its rate peg for the financial year to reflect the increase in the ESL in the year when increases were not captured by the rate peg because they were subsidized by the NSW Government.

For the Waverley LGA, IPART has set the 2024–25 rate peg at 5.0%.

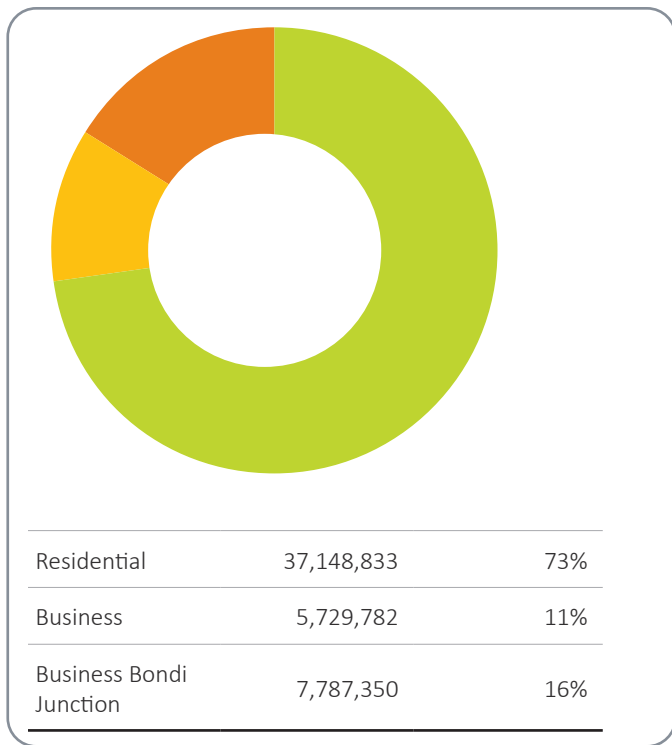
1.3. General principles

Rates are an important source of Council’s operating revenue, contributing approximately 34% of the total operating income in 2023–24. Rates are used to provide essential infrastructure and services such as roads, footpaths, parks, sporting fields, playgrounds, stormwater drainage, swimming pools, community centres, cycle ways, public amenities and Waverley Library.

The distribution of the rate levy will be made in accordance with the principles of the financial capacity of the ratepayer and to ensure equitable level of services are provided to all ratepayers and residents.

However, the total rate revenue between the categories is at the discretion of Council.

The following graph details the proportion each category and sub category contributes to the total rates revenue received for the financial year 2023–24.



Rating income structure

1.3.1. Ordinary rates

As per Section 497 of the *Local Government Act 1993* Council has determined that its rates will be calculated on the basis of an ad valorem rate. Higher differential rating will apply to land used for business purposes reflecting the increased service levels required for this type of land use. The land determined to be subject to a residential category will be subject to a minimum rate in accordance with Section 548 (3) of the Act in accordance with the equity principle that a fair

contribution is received from all ratepayers for the services and infrastructure supplied by Council.

A centre of activity sub category will apply to business land within the Bondi Junction defined area. The determination has been made that the increased structural costs required in maintaining and improving a central business district requires a higher contribution from those community members.

Rate sub categories will not be applied to land deemed to be categorised residential.

1.4. Land valuation

The rates for 2024–25 are calculated in accordance with the land value determined by the Valuer General’s Office with a base date of 1 July 2022.

Supplementary valuations supplied after 1 July will only be used to calculate rate levies where a plan of subdivision or strata plan has been registered after this date in accordance with the amended land value supplied by the Valuer General of NSW.

The ordinary rates and charges will only be calculated on a pro-rata basis where the rateability status changes in accordance with section 555 of the *Local Government Act, 1993*.

1.5. Mixed development apportionment factor

Those properties that are subject to a Mixed Development Apportionment Factor (MDAF) as supplied by the Valuer General’s Office are rated Residential and Business on the basis of the apportionment percentage. The onus of application and proof is with the ratepayer.

1.6. Aggregation of land

Aggregation of ordinary rate levy in accordance with Section 548A will apply only in the following circumstances.

For all lots categorised as Residential or Business for rating purposes, separately titled car spaces and separately titled utility lots that are in the same ownership as the residential or business lot and are within the same building or strata plan.

All aggregations will only apply from the commencement of the quarter following the lodgement of the application with Council.

2. Rating structure

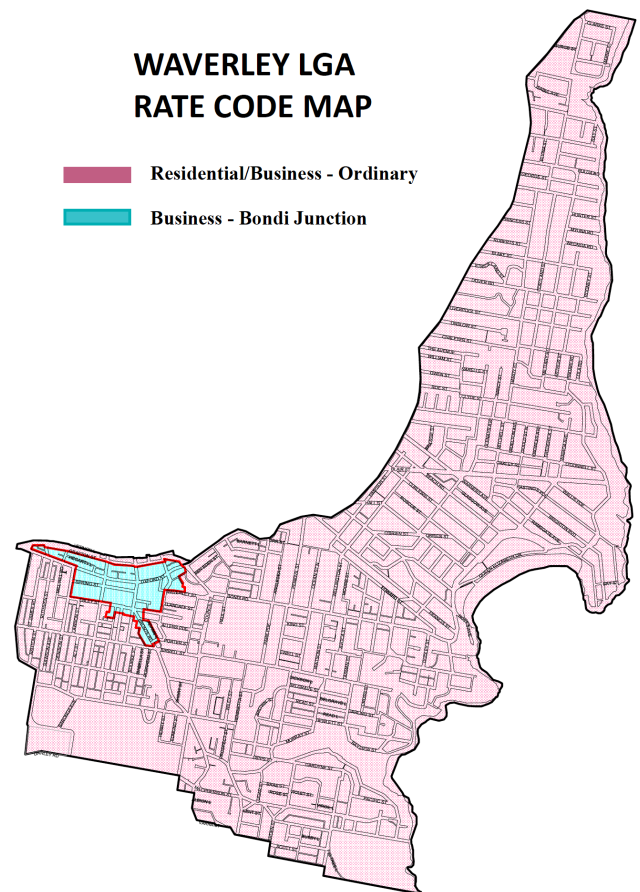
CATEGORY	SUB-CATEGORY	NUMBER OF ASSESSMENTS	ESTIMATED RATE (¢ IN \$)	MINIMUM RATE	ESTIMATED RATES
2024–25 RATING STRUCTURE @ 5.0% - IPART rate peg					
Residential	Ordinary	30,100	0.079800	746.92	39,093,795
Business	Ordinary	963	0.404844		6,020,384
Business	Bondi Junction	877	0.824189		8,190,011
Total					53,304,190

2.1. Policy – residential category

1. The Residential category will apply uniformly to all rateable assessments within the Waverley Local Government area that satisfy the residential criteria of Section 516 of the *Local Government Act 1993*.

2.2. Policy – business category

- The Business category, sub category Ordinary will apply uniformly to all rateable assessments within the Waverley Local Government area that satisfy the business criteria of Section 518 of the *Local Government Act 1993* with the exception of rateable assessments deemed to be within the sub category, Bondi Junction.
- The Business category, sub category Bondi Junction will apply to rateable assessments that satisfy the business criteria of Sections 518 and 529 (2) (d) of the *Local Government Act 1993* that satisfy the criteria of being within the centre of activity of Bondi Junction.



3. Interest charges

In accordance with Section 566(3) of the *Local Government Act 1993*, the Minister for Local Government has determined the maximum rate of interest payable on overdue rates and charges for the 2024–25 financial year at nine per cent. Council will apply the maximum rate of interest in 2024–25 on all unpaid rates and annual charges.

Legal recovery action may be commenced in accordance with Council's Rates, Charges and Hardship Assistance policy for unpaid rates.

4. Section 611 charges – gas mains

Under Section 611 a local government authority may make an annual charge on the person for the time being in possession, occupation or enjoyment of a rail, pipe, wire, pole, cable, tunnel or structure laid, erected, suspended, constructed or placed on, under or over a public place.

For the purpose of gas supplies, a charge is equal to 0.75% of average sales for five years plus a main apportionment calculated according to the percentage of mains within the Waverley Local Government area.

This is assessed in accordance with the judgement by Justice Pike (*AGL v. Glebe Municipal Council*) and the charge to be calculated using the independent audited figures prepared for the Local Government Association of New South Wales (LGANSW) and the apportionment determined by the LGANSW.

Domestic Waste Management Charge – 2024–25

The annual Domestic Waste Management Charge is a fee to manage and collect residential waste. This is authorised under Section 496 of the *Local Government Act 1993*. This charge is mandatory and will apply uniformly to each separate residential occupancy of rateable land for which the service is available. For all other residential premises with self-contained units (non-shared bathroom and/ or kitchen), one charge will apply per unit. Residential properties with shared kitchen and bathroom facilities (e.g. boarding houses and co-living accommodation) have one charge applied per two units/rooms.

The domestic waste management charge for 2024–25 is \$647. This is an increase of \$31 (5%) from 2023–24.

The charges will be billed on the annual rates and charges notice in accordance with Section 562 (3) of the *Local Government Act 1993*.

The Domestic Waste Management Charge covers the cost for collection, processing and disposal of all domestic waste and recycling, bulky household waste, problem waste, non booked collection removal, provision of waste avoidance, reuse and recycling initiatives and education programs that support a circular economy and reduce waste to landfill.

The Domestic Waste Charge also includes costs incurred from the NSW Government Waste Levy. Under conditions of the NSW Waste Levy, Council is required to pay a contribution for each tonne of waste received at the facility. The Waste Levy is administered by the NSW State Government with the objective to reduce the amount of waste being landfilled and promote recycling and resource recovery.

Additional domestic waste management charge

The Additional Domestic Waste Management Charge is a fee for any additional waste bin/s and associated servicing of those bins at a rateable property currently paying a Domestic Waste Management Charge. The Additional Domestic Waste Management Charge for 2024–25 is \$647 and entitles residents to an additional full set of bins.

Bin allocation

For Single Unit Dwellings (individual house), the bin allocation includes one bin of 140L for each of the following: general waste, container recycling, paper recycling and garden organics.

For Multi Unit Dwellings (apartment buildings) containing three or more dwellings (whether attached or detached) on one lot of land, including service apartments, the bin allocation is based on their waste generation rate of 120L of each waste stream for each apartment.

The standard bin size for multi-unit dwellings is 240L (shared by two apartments) for each of the following: general waste, container recycling, paper recycling and garden organics (optional). Bulk 660L bin sizes may be

considered for Council approval for larger buildings. The standard rate of 120L per unit still applies.

Boarding houses, co-living residences and other properties with shared kitchen and bathroom facilities have a 60L allocation of general waste and recycling (30L container and 30L paper) per room.

Upsized domestic waste management charge

For Single Unit Dwellings (individual house) residents have the option to upsize their 140L general waste bin to a 240L general waste bin. The upsized Domestic Waste Management Charge for 2024–25 is \$817.

Disputed domestic waste management charge

The annual rate notice that is issued by Council each year in July includes details of the Domestic Waste Management Charge attributed to each property, including any Additional Domestic Waste Charges.

Where the ratepayer believes they are being incorrectly charged and advises Council prior to the due date for payment of the first instalment, Council will verify the charge for the property and contact the ratepayer with the outcome. If the ratepayer was incorrectly charged, the charge will be amended on the next rates notice. Council does not refund domestic waste management charge retrospectively.

Please note: Recycling and waste bins are specifically allocated to each property and are not transferable between properties at any time.





Stormwater management service charge

The Stormwater 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 undertakes ongoing planning for, and assessment, construction and maintenance of stormwater assets, as well as stormwater education, to:

- Reduce the impact of localised flooding
- Reduce pollution reaching our waterways
- Use stormwater as a resource e.g. through collection, treatment and irrigation of playing fields
- Reduce erosion of waterways
- Upgrade the drainage system as pipes fail or become undersized for the amount of water they need to carry
- Ensure that residents and businesses are doing their bit to help manage stormwater.

Since 2006, Council has been able to levy a stormwater management charge (the levy) under the Local Government Amendment (Stormwater) Act 2005 No 70. However, Council levied this charge for the first time from 2019–20. 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 Council to cover costs to implement projects in relation to capacity and water quality as well as works arise from the Flood Risk Management Study and Plan. The expected annual revenue from the Stormwater Management Service Charge for 2024–25 is \$533,859.

Capital works

PROJECT

2024-25 BUDGET

Building Infrastructure

SAMP Building Renewal Program	2,000,000
SAMP Building Replacement Program	6,582,000
Council Accommodation and Services	1,300,000
Total	9,882,000

Living Infrastructure

SAMP Tree Planting	200,000
SAMP Living Infrastructure Turf	300,000
Greening Steep Slopes	63,653
Total	563,653

Public Domain Infrastructure

SAMP Street Furniture including bus shelters, seats, and bins	280,947
SAMP Structures including walls, boardwalks, and fences	2,873,610
SAMP Lighting & Electrical Infrastructure	135,000
SAMP Water Equipment Renewal	100,000
SAMP Park Electrical and Lighting	1,000,000
Cemetery Renewal and Enhancements	2,850,000
Waverley Signage Strategy	65,000
Coastal Fencing Upgrades	90,000
Rockfall/cliff Remediation	155,250
Total	7,549,807

Recreational & Public Spaces Infrastructure

SAMP Park & Playground- Planning & Design	215,000
SAMP Park & Playground- Renewal and Upgrades	1,150,000
SAMP Recreational Asset Renewal	1,220,000
Public Art Commissions/ Renewal	250,000
Bondi Park Plan of Management	275,000
Bronte, Tamarama, Williams and Waverley Park Plan of Management	225,000
Total	3,335,000

PROJECT	2024-25 BUDGET
Road Infrastructure	
SAMP Roads	2,049,795
SAMP Stormwater Drainage	750,000
SAMP Footpath	1,100,000
SAMP Kerb and Gutter	550,000
SAMP Pedestrian Bridges	150,000
SAMP Traffic Control Devices	250,000
SAMP Street Signage	75,000
Road Safety and Traffic Calming	300,000
Our Liveable Centres- Streetscape Upgrades	8,600,000
Safety by Design in Public Places	400,000
Total	14,224,795
Sustainability Infrastructure	
Water Saving & Quality Improvement Program	175,000
Installation of EV Charging Stations	220,000
EV Charging Stations for Council fleet	150,000
Total	545,000
CAPITAL WORKS GRAND TOTAL	36,100,255

Capital Works Program Funding Sources

PROJECT	2024-25 BUDGET
Grants/Contributions	9,284,973
Planning Agreement funds	5,830,078
S7.12 Contribution funds	4,643,229
Stormwater Management Reserve	950,000
Car Parking Reserve	260,900
Affordable Housing Reserve	20,000
Social Housing Reserve	60,000
SAMP Footpath Reserve	221,817
SAMP Cemetery Reserve	2,399,561
Cemetery Reserve	552,439
Carry Over Reserve	581,669
Infrastructure Road Reserve	7,650
Neighbourhood Amenity Reserve	519,726
Council General Revenue	10,768,213
Total	36,100,255

Training Plan

Year 2024-25

This plan aims to enhance the skills, abilities, and knowledge of our employees in a systematic and strategic manner that supports the achievement of organisational plans and goals.

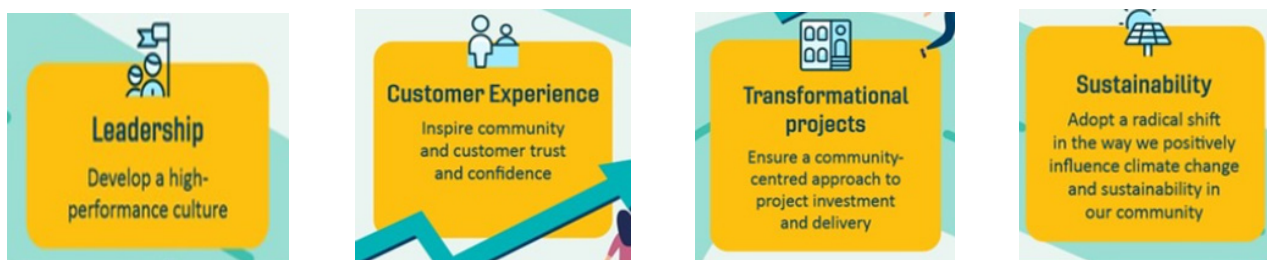
The Training Plan is intended to address the overall training requirements for the 2024-25 performance year and may only partially cover individual needs. Such needs should be captured in individual development plans as part of regular performance conversations and the annual SAPA process.

In compliance with the Local Government (State) Award, Council prepared the Training Plan. The responsibilities in implementing the Plan are tabled below:

Who	What
People and Culture department	Prepare and implement the Training Plan
Executive Leadership Team	Approve the Training Plan and budget
Consultative Committee	Provide feedback on the draft Training Plan
Managers and Supervisors	<ul style="list-style-type: none"> • Support the implementation of corporate training programs and manage compliance in their teams. • Support individual learning and upskilling and seek opportunities for on-the-job learning
Employees	<ul style="list-style-type: none"> • Participate in mandatory corporate programs • Ensure licences and qualifications are current • Attend scheduled training • Seek opportunities for on-the-job learning

Corporate Training Programs 2024-25

Our corporate training programs are designed to align and support Council’s strategic goals and include best practice training. Trainings has been prioritised into focus categories:



Corporate Training Programs 2024-25



Future Leaders Program

This program, designed for frontline leaders, incorporates accredited units under Certificate IV Leadership and Management (BSB40520) and facilitated workshops. It is delivered on-site over six months.



Manager Leadership training and coaching for senior managers and mid-level managers focus on developing the key capabilities of leadership self-awareness, understanding leadership impact, and identifying preferred leadership styles, thinking styles, strengths, and development areas.

Emerging Leadership - External professional leadership for selected, high-potential employees.



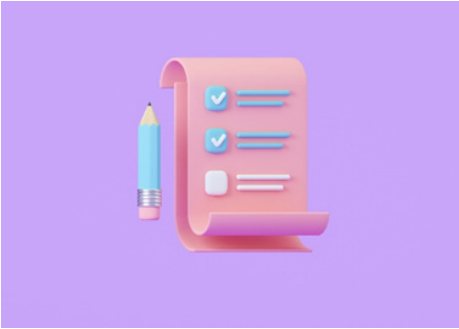
Customer Experience training for all staff focuses on providing great service, meeting our service promise to care, listen, and deliver.

This includes in-depth training for customer-facing roles on exploring the customer journey, getting to know your customer, the power of empathy, and navigating difficult conversations.



IAP2 is accredited community engagement training for employees to develop authentic and effective engagement techniques.

Corporate Training Programs 2024-25 (Continued...)



Project Management training over two days covering:

- The project lifecycle
- Using Council templates and processes
- How to prepare a project brief and scope the project
- Scheduling
- Developing budgets and managing risks
- Creating a Communications Plan.



Mandatory **Procurement training** for staff who procure goods and services, incorporating sustainability goals and policies.



Sustainability and Circular Economy

We will provide more information, training and workshops on Sustainability and Circular Economy throughout the year.

Wellbeing Training Programs

Council offers a range of training programs to support employee wellbeing and psychological safety at work. These include:



All staff can access training and coaching through the Council’s Health and Wellbeing Support Program, Uprise, which includes on-demand short courses and exercises for building resilience, including retraining unhelpful thoughts, finding your core beliefs, uncovering your personal values, mindfulness and stress management.



Mental Health Awareness

In 2023, Council embarked on our first mental health first-aid training for our Mental Health Champions, who help to demystify mental health and provide support to employees who may be experiencing mental health struggles. Council is committed to maintaining a pool of trained staff and expanding Mental Health Awareness in 2024.

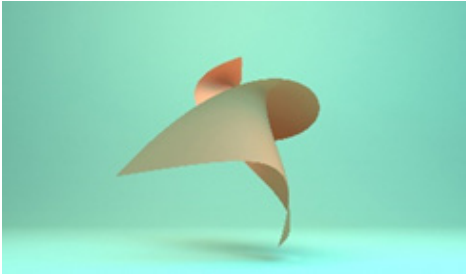


Lifeguard Resilience is a bespoke mental health training program for lifeguards who work in frontline emergency settings. The program aids the psychological safety of lifeguards who respond to critical incidents and emergencies.



Resolving Conflict is a mandatory e-learning program for all Council staff to learn the tools and processes to manage and resolve conflict before it escalates to help mitigate the risk of psychological safety risks in the workplace.

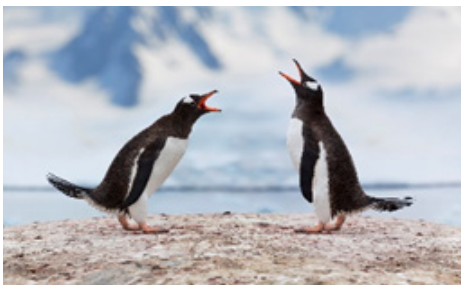
Wellbeing Training Programs (Continued...)



Adjusting to agile working and constant change can be challenging. We will introduce programs to help build resilience, maximise productivity, and cope with change without burnout.

Compliance and Safety Training Programs

Council has a suite of position-based compliance training that ensures our employees remain skilled and job-ready, equipped with the knowledge to comply with regulations and safety protocols, and foster a safe work environment.



De-escalation Training

For customer-facing roles where conflict may arise in the course of daily interactions with the public, facilitated training is required every three years and is delivered in-house in a group setting.



Mandatory Workplace Bullying and Harassment Prevention (including Sexual Harassment) training to increase staff awareness of appropriate versus inappropriate workplace behaviour, how to report allegations of inappropriate behaviour and their rights and obligations under the law.



Mandatory **Code of Conduct** refresher training is required every two years as a minimum for all staff.

Compliance and Safety Training Programs



Mandatory elearning

The Learning Hub is Council's system for accessing mandatory elearning courses as a new starter, or as a refresher, or as new courses are implemented.



First Aid and CPR

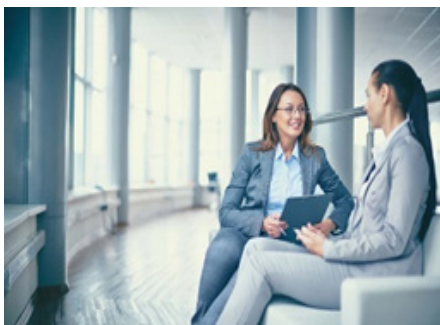
Mandatory for Children's Services, Lifeguards, Social Educators and First Aid Officers.

- First Aid certifications need to be refreshed every three years
- CPR certifications need to be refreshed every year



Safe Manual Handling

Council will continue to provide training and programs for staff to learn safe manual handling techniques and ways to protect from sprain and strain injuries.



Managing Complex Performance including Mental Health

External training for HR professionals to support managers and employees in dealing with underperformance where mental health factors play a role.

Compliance and Safety Training Programs



Safe Work Method Statements (SWMS) competency

Employees are made familiar with SWMS relevant to their role upon commencement, when changes are made, and every two years at a minimum.



Recruitment Training

It is Council's policy that all recruitment panel members must be trained in Council's recruitment procedures and interview techniques. Recruitment training will be scheduled regularly throughout the year.



Cyber Security

Employees who regularly use computers and devices at work must complete Council's online Cyber Security Awareness module which is available on the Learning Hub. They must repeat this module every two years to stay vigilant and protect Council systems and data.



Lifeguard Annual Compliance

- CPR Advanced and First Aid Occupational Set
- Ocean Proficiency
- Pain Management
- Spinal Injury
- Code of Conduct and Media Policy

Compliance and Safety Training Programs (Continued...)



Privacy Training

Mandatory privacy training will be rolled out across Council, with tailored intensive training for high-risk areas such as Customer Service and People and Culture.



Other Essential Training

Scheduled as needed, essential training is available on topics such as ChemUse, Cemetery Safety, Dangerous Dogs, Fire Awareness, Fire Warden, Food Safety, Playground Inspection, Traffic Control, White Card, and Working Near Overhead Wires.

Values and Culture

In our last Employee Engagement Survey, over 70% of staff were proud to tell people they work for Waverley Council and would recommend Waverley as a good place to work. More than 80% felt supported by their colleagues. We are proud of our culture and values and invest in programs to ensure we don't lose what is special about Council.



Corporate Induction

We encourage all new starters to sign up for our one-day quarterly Corporate Induction, during which staff have speed dating sessions with the leadership team, learn about our local history and get out and about in the LGA.

Business Skills



Digital Skills

We encourage all staff to regularly access Council’s digital systems, including email and the intranet. Other systems must be used, including MyHR and SafeSpace. Staff who are not confident and want to learn new digital skills can sign up for Council’s Digital Skills training.



Power Skills

“Power Skills” is the new name for “Soft Skills”. This includes emotional intelligence (EQ), communication, critical thinking, time management, and adaptability. We aim to deliver more opportunities for staff to develop Power Skills throughout 2024-25.



Report Writing

Internal training on how to prepare reports for Council.

Systems Training

Council offers regular training on Council systems either on-demand pre-recorded training or facilitated training.



Getting the most out of SharePoint (NEW in 2024)

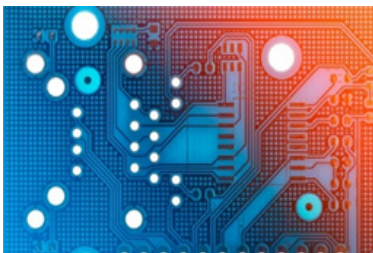
SharePoint is our platform for The Junction and Team Sites. It is a great place to store, organise, share and access information.



Content Manager, a.k.a. “TRIM” is where we store Council records.



Finance One, a.k.a. “Tech One” is Council’s system for raising purchase orders and paying invoices. Regular face-to-face training is scheduled in the Training Calendar and can be booked on the Learning HUB.



Other In-house Systems Training

Other systems training include Merit, Discover, and MyHR.

Professional Development

All employees are encouraged to have regular performance conversations with their managers to promote a high-performance learning culture. This is an opportunity to explore development needs and understand how staff can learn new skills to grow their career at Council.



Continuing Professional Development (CPD)

Council support staff requiring professional development training to stay current with industry developments, skills, knowledge and legislation.



Conferences

Conferences provide opportunities for networking and learning. Our local government industry bodies (LGNSW and LG Professionals) and other organisations host annual conferences across multiple occupations.



Training courses

There will be times when formal training courses, or webinars are identified as the best way to obtain new knowledge or skills.

Council will offer internal courses throughout the year as part of our annual training calendar; however, additional individual training needs are met via external training.

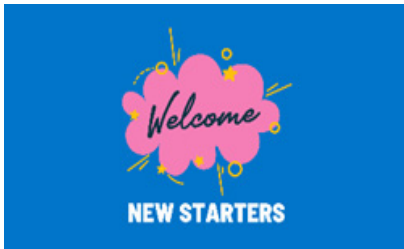


Study Assistance

Council offers study assistance for employees who want to pursue tertiary studies in their own time to help them in their current role or progress to the next level. Council will reimburse up to 50% of course fees up to certain limits depending on the level of study.

eLearning Modules

Council has a suite of eLearning modules accessible via the Learning Hub. New starters are required to complete the mandatory modules relevant to their position.



Welcome Module

An overview of Waverley Council and a good starting point for new starters.



Child Safety

Child Safety is everyone's business. We all are responsible for keeping children safe and reporting concerns, even those of us who are not in child-related work. This course is mandatory for all staff.



Cyber Security

Mandatory for all staff who use computers in their daily work to understand and recognise cyber threats, to protect Council systems and data.



Conflict Resolution

Mandatory for all staff to learn the tools to manage low-level conflict and know when to escalate concerns.

eLearning Modules



Key Policies

Mandatory for all new starters to read and acknowledge Council policies.



Code of Conduct

Mandatory for all new starters and for all staff every two years (unless delivered by other methods).



Fraud and Corruption Prevention

Mandatory for all staff to uphold the highest ethical standards and maintain community confidence in Council operations.



Protected Interest Disclosure (PID)

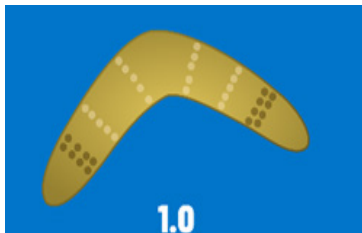
Mandatory for PID Officers and all people leaders.

eLearning Modules



Disability Confidence

Mandatory for all people leaders and highly recommended for all staff.



Cultural Awareness

Highly recommended for all staff to understand more about the Aboriginal and Torres Strait Islander cultures.



Procurement

Mandatory for all staff who procure goods or services on behalf of Council.



Record Keeping

Mandatory for all office-based staff to learn what is a Council record and obligations to store and save records.

eLearning Modules



Customer Experience

Mandatory for all staff to provide great service to meet our service promise to care, listen and deliver.



Sustainable Events

Mandatory for staff who organise internal or external Council events to understand Council's policy and commitment to running sustainable events.



Guiding Heavy Vehicles

Recommended for Waste, Cleansing and Fleet staff to learn the signals and procedures for loaders to guide heavy vehicles.



Reportable Conduct

Mandatory for Children's Services staff.

eLearning Modules



Responsible Person

Available for Children’s Services staff and mandatory for Directors and those staff designated as a Responsible Person.



WHS

Mandatory for all new starters.



Bulling and Harassment (including Sexual Harassment)

Currently under development.

Training Schedule

Year 2024-25

PROGRAM	Q1	Q2	Q3	Q4
Systems Training	✓	✓		
Future Leaders Program	✓	✓		✓
Manager Leadership Program	✓	✓		
Corporate Induction	✓	✓		
CPR Refresher	✓	✓		
Move 4 Life (Manual Handling)	✓			
Lifeguard Annual Training program	✓			
Managing Complex Performance including Mental Health	✓			
Bullying and Harassment Prevention (including Sexual Harassment)	✓			
Code of Conduct refresher training for all staff				✓

Training program schedule in development include:

- Customer Experience
- De-escalation Training
- First-Aid
- Fire Warden
- IAP2
- Project Management
- Recruitment Procedures & Selection Skills
- Report Writing Skills
- Resilience Training
- SAPA and Performance Planning
- Sustainability Programs
- SWMS training and assessment



WAVERLEY
COUNCIL

Get in Touch

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www.waverley.nsw.gov.au

Customer Service Centre

55 Spring St, Bondi Junction, NSW 2022

Bondi Pavilion Customer Service (Welcome Centre)

Queen Elizabeth Drive, Bondi Beach, NSW 2026